

INTERNATIONALIZATION SUPPORT AS THE INTEGRATING AXIS OF INNOVATION AND ENTREPRENEURSHIP POLICIES PART II¹ – PERSPECTIVE FROM TECHNOLOGY STARTUPS

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Introduction (with reference to Part I) and research methodology

The whole paper (Part I, published in the last issue of *Przegląd Organizacji* of 2017, & the current Part II) analyses to what extent support schemes for innovation converge in the context of internationalization to verify the hypothesis, that targeting the support towards globally scalable, innovative companies may constitute an integrating axis for some of the key policies in research & innovation, entrepreneurship, and internationalization. If the hypothesis is correct, the users of the schemes (notably entrepreneurs) should normally perceive complementarities and synergies between different forms of public support offered in the international context. The research questions are the basis for the structure of this part of article and are looking at testimonies of firms themselves, to verify the central hypothesis of the paper.

Referring to the first part of the article, the section focusing on the role of Bridge Organizations in integrating innovation policy, entrepreneurship support and internationalization was based on previous work by Pietrasieński and Bitka (2016). Pietrasieński (2014) first identified the Bridge Organizations as a specific type of institutional bodies in the area of internationalization support. He also proposed the „4Cs model” categorizing the different strategic organizational choices these organizations face. Both Authors (2016) applied this model to the sample of Bridge Organizations active in Silicon Valley and their work was referenced to provide a framework for the comparative analysis of the different BO’s strategies bringing together the different strands of their work.

The paper applies a diverse set of qualitative methodologies, analysis of relevant reports and policy documents (in the Part I) and uses conclusions from interviews looking into the track records of beneficiaries of internationalization support (in the presented Part II). The look from the perspective of supported beneficiaries shall give a wholesome picture to both parts of the article, allowing to verify the hypothesis of importance of internationalization support as the potential integrating axis of multiple strands of innovation policy.

For the purpose of the second part of the paper, the Authors analyzed a sample of five Polish knowledge intensive

SMEs which were entering US market mostly through Silicon Valley. This part of the paper also applied qualitative methodology, based on five case studies gathered through semi-structured interviews. According to Creswell (2007), qualitative research needs to be carried out when individual stories and experiences need to be referred to; this is clearly the case here. The purpose was to find out about the dynamics of the firm’s internationalization and the role of public support therein. The research hypotheses for this section of the paper were as follows:

- Internationalization had a significant impact on the firms’ growth and product development,
- Institutional support was helpful and meaningful,
- The firms interacted with various programs and built connections across sectors (entrepreneurs with academics, etc.).

Case studies were chosen as the right approach for this section of the research, in order to track the answer to the question „how” – how did the process occur, how did the support work, how were the institutions cooperating (or not)? According to Yin (2009), case studies are most useful for describing the present-day phenomena; also, according to Reihlen and Apel (2005), using case studies to analyze the internationalization of firms delivering professional services facilitates the application of network theory. Chetty and Holm (2000) have also applied the case study methodology in their research on internationalization of SMEs, stressing that the case study methodology forces the researcher to focus on the typical cases and avoid random patterns and chance observations. From among the different interview types, semi-structured interviews have been applied for this research (the questionnaire used in the interviews – see Table 1).

The topic in question is rather complex, therefore substantial benefits can be accrued from enforcing a global structure; the semi-structured interview provides for that, while safeguarding the space for the interviewees’ views which may go beyond the fixed framework. The interviews were carried out over one quarter with five enterprises based in Poland. The initial contact was established by email and the actual interviews were carried out in person.



Table 1. The questionnaire utilized in the semi-structured interviews

Research Questions	Interviewer Questions
Is the company a knowledge-intensive SME or not?	How many patents does your company have? What type of services or products do you offer?
What modes of internationalization did it pursue (export, investment from abroad, subsidiary)?	How did you start internationalization process? What did you do to enter foreign market? How did you choose the foreign target market? Was it a market in close proximity to your home market?
Would the company define itself as a „born global”?	When you started your business did you start to operate on many markets at once? Or did you start entering other markets later? Is your product targeting a global niche?
What had the firm done before and what did it do after internationalization? Did the company change?	Did the company change in any way after entering foreign market?
How and what was changed in the company after internationalization? The business model, technology or other part of its business?	Describe elements of the business that changed?
Did the company become more innovative? How?	Do you think your business is more innovative after international expansion? If yes, how is it more innovative?
Did the company manage to be successful in international markets and how did it develop its business?	What percentage of sales comes from foreign markets? What is the profitability rate resulting from foreign operations?
How did different institutions affect SMEs in the internationalization process?	Did you participate in any programs supporting internationalization? Which? Describe your cooperation with institutions that offered them? Did they help you?
Did the company observe synergies between different institutions during its internationalization process?	Did you participate in more than one program? Did you meet and interact with participants also of other programs? Did you cooperate with more than one supporting institution? Did the institutions cooperate with each other?

Source: own elaboration

The sample of selected firms is a crucial element of the analytical robustness of the research. According to Eisenhardt (1989), choosing the sample randomly, rather than purposefully, is neither necessary nor helpful. David and Sutton (2011) also claim that purposeful selection of the sample is beneficial, as the researcher is the one who knows which case can best fit the studied phenomena. The purposeful sampling method applied here allows the selection of firms whose experience will be most relevant for the topic, which will be most comparative and which fit most closely with the thematic focus of the research. As Eisenhardt (1989) stated, there is no perfect number of case studies which should be described; he suggests however not less than 4 and no more than 10. The firms chosen were to fulfil the following criteria: firstly, they should fall under the „SME” category (less than 250 employees with less than EUR 2 million annual turnover); secondly, they need to be technological companies, as they are most likely to be exposed to both R&D and internationalization support; thirdly, they were to be firms targeting Silicon Valley as the launchpad for their global expansion; finally, at this stage all interviewed firms were Polish, which made them most accessible to the researchers, which – according to Cooper (1984) – is the key. Broadening the sample to include also firms from other European countries as well as extending the research to the California’s neighboring state – Nevada is an area for further research.

The five selected firms were: Axence sp. z o.o., Inteli-clinic sp. z o.o, Sentinode Piotr Oleszkiewicz and Karol Andruszków Honaro and Perk sp. z o.o. Gathering of data took place in Poland and the US in the first quarter of 2016, through interviews with the firms’ management. The analysis of the results has been the most challenging part, as according to Yin (2009), its focus is both on finding the proofs for the research hypothesis and on considering alternative interpretations. In this specific case, we followed five steps based on methodology by Creswell (2007): preparation of data for analysis, through transcription of notes from interviews; review of the entirety of the research material; coding and structuring; core analysis, where we have compared the findings to identify common and diverging patterns and schemes; finally, interpretation of the data and drawing conclusions.

The paper concludes with an integrating analysis resolving the research questions, and a set of policy recommendations.

Perspective of global startups

The final second part of the paper looks at the perspective of companies benefiting from internationalization support. Looking at the specific programs and the experience of the firms, the section is meant to provide

additional evidence to verify the hypothesis and to draw the conclusions on how the innovation systems can be designed better, taking into account the development cycle and experiences of innovative firms which expand globally.

The case studies were presented along the questions asked in interviews (full list in the Table 1), grouped in three clusters in order to synthesize the findings of the qualitative research. The first cluster of questions (research questions 1–3) refers to the overall pattern of internationalization observed among the analyzed firms. The second cluster of questions (research questions 4–7) focuses on the impact of internationalization on the growth and development of the studied firms. The third cluster of question (research questions 8–9) tackles the role of institutional support for internationalization, notably the perception of synergies between the different strands of policies (R&D, innovation and internationalization support).

1. Axence sp. z o.o.

Axence is an IT company founded in Poland in 2005. The company develops software which helps to manage IT infrastructure, regardless of its size. The firm offers an innovative solution and currently holds 7 trademarks for its products (with a few more pending). The company was established in Cracow, Poland and currently runs offices also in USA and Mexico.

1.1. Internationalization pattern (questions 1–3)

The company started its internationalization to the American market through the Polish Silicon Bridge program⁴. The company initially incorporated and established its office in San Francisco, but now all of its operations take place in Chicago. In order to enter the foreign market, the company began mentoring sessions with professionals from direct marketing and started working on branding, marketing and PR. These preparations were also linked to the development of the business plan for entry onto American market. Axence chose the American market because it was looking for the market with the biggest group of potential customers and with a potential good exit opportunity. It took the company 2 years to prepare the expansion to the first foreign market. The company had been present on the international markets for 9 years, at the time when the interview was conducted. The company immediately started operating on multiple markets using channels of its business partners.

1.2. Impact of internationalization on firms' growth and development (questions 4–7)

The company observed that the biggest changes happened upon expansion into the American market. Some of these changes were substantial – the market strategy was fully changed, more market specialists were hired, the product was adapted to be suitable for direct sales, and the business model was modified. This has led to the business becoming much more innovative, through new modes of distribution, new sales model, new way of interaction with customers and partners, introduction of a new programming language into the firm's offer,

and significant adjustments in user experience. The key hubs for the expansion of Axence were Silicon Valley, Carson and Reno, Nevada, Austin, Texas and Chicago, Illinois. The approximate amount of sales abroad for the firm is now 15% and is still growing – especially after internationalization into the US.

1.3. Role and perception of the institutional support (questions 8–9)

The company participated in the „Polish Silicon Bridge” program run by PARP (Polish Agency for Enterprise Development) and WPHI (Trade and Investment Section of the Polish Embassy in Washington D.C.). The institutions involved helped the firm in finding good mentors and events where it could promote its products, as well as in building its network of contacts. The company was also involved in some type of cooperation with a number of other actors, notably CAMACOL (Congress of Latin American Chambers of Commerce in Miami), US MAC (US Market Access Center in San Francisco), PAA (Polish American Association in Chicago) and others; while it did see some cooperation between the institutions, it has also been noted that there is a big need to change the way of operation and improve coordination between them.

1.4. Summary

The company has successfully entered one of the most competitive markets globally, largely thanks to the support received from an institutional acceleration program „Polish Silicon Bridge”. Its products and overall strategy have vastly improved thanks to the internationalization experience. The support of institutions has been perceived as critical, but the need for greater coordination has been clearly visible.

2. Inteliclinic sp. z o.o.

Inteliclinic is a company established in October 2013 in Poland. It is developing a sleep mask called Neuroon, which tracks sleep patterns, makes waking up more efficient and enables the experience of lucid dreams. The company holds 3 patents and has mostly relied on Kickstarter for financing, especially in its early stage. This move oriented the firm into targeting global market from very early on, as its backers came from around the world.

2.1. Internationalization pattern (questions 1–3)

Internationalization of the firm started with two major events – launch of the Kickstarter campaign and one of the founders' participation in the „Go Global” program in Silicon Valley. Choosing the San Francisco Bay Area as the place in which to launch the international expansion was mainly decided to benefit from the presence of investors. Moreover, the United States were perceived as a market from which a global expansion was the easiest to achieve, especially through a successful Kickstarter campaign. The firm had been active on the international market for 2,5 years (at the time of the interview); while the focus had been on targeting American market, through Kickstarter, the company acquired customers from all around the globe.



2.2. Impact of internationalization on firms' growth and development (questions 4–7)

Upon entering the foreign market, some significant changes occurred in the firm's functioning. Along with the changes in customers' expectations, reactions and feedback, the products started to evolve in a different direction than foreseen. The approach to the customer and customer services was modified to meet the growing expectations. Moreover, it resulted in some more pragmatic changes, such as doing the accounting in English. The presence on the international market also led to changes in the business model, with more emphasis on sales. The product itself also became more innovative, thanks to consultations with medical doctors specialized in light therapy (from polyphase light to regulation of daily light cycles). Therefore, the product became the only consumer device able to track 90% of the dream time, and the only device using light during sleep.

The main markets for Neuroon have been the USA (mostly Silicon Valley), South East Asia, primarily Japan/Taiwan and China (Shenzen); other interested countries come from Europe – France, Germany, and the UK. Poland has never been a main market for Neuroon, where the company only sold a dozen of its masks (less than 2% of sales). Main sales markets have been Japan (77%) and USA (18%).

2.3. Role and perception of the institutional support (questions 8–9)

The company benefited from the „Go Global” program offered by the National Center for Research and Development (NCBiR). Moreover, one of the founders working in Silicon Valley was also linked to the network of Polish WPHI (specifically to the Trade and Investment Section of Polish Embassy in Washington D.C.). While the representative of Neuroon spoke fondly of the support received, he could not elaborate neither on the quality of cooperation with the institutions nor on the cooperation between the institutions offering support. Attendance in the program was intense, therefore making any cooperation with other participants rather difficult.

2.4. Summary

In summation, Neuroon shows an interesting example of how Kickstarter can jump-start a firm's global presence. The company nevertheless relied on a Polish support scheme for launching its presence in the United States, which has proven transformational for the product. This is clearly the case of a „born global” firm, where the support is only needed at the very beginning of company's internationalization process; thereafter, the firm can navigate the foreign market at ease.

3. Sentinode

Sentinode was established in 2008 in Wrocław, Poland, and, while being an ICT services company, has also developed a proprietary technology for privacy enabled identification and tracking of physical objects, within a project called Revealo. The company holds an American patent for the technology behind its device.

3.1. Internationalization pattern (questions 1–3)

The company was conceived as an international one from day 1 – both its patents and incorporation were conducted in the US to enable the possibility to launch directly in the US. Participation in the „Polish Silicon Bridge” program was a trigger for the international expansion; the program was helpful for building relationships especially in the Bay Area, which was immediately targeted by the firm as the global capital of technology. The preparation for international expansion took two months, and the firm had been present on the foreign market for one year (at the time of the interview). The USA is for the moment the only international market where Sentinode is present, but the company plans a global expansion, as the product clearly targets a global niche.

3.2. Impact of internationalization on firms' growth and development (questions 4–7)

The impact of internationalization in case of Sentinode was felt primarily on the technological side; the company as such had not changed much, apart from the fact that it built new partnerships. Technology was evolving along its natural cycle, with some new features being developed along the internationalization process. The product became more innovative also thanks to a new application – namely, the technology of private localization. The internationalization process has not yet resulted in sales growth, as the company concentrates on talks with investors and plans to launch the product being fully funded.

3.3. Role and perception of the institutional support (questions 8–9)

Sentinode participated in the „Polish Silicon Bridge” acceleration program and appreciated the whole project – the support provided included some initial financing, organization for the early days in Silicon Valley and support for developing contacts. The company also interacted with participants of other programs, but has not worked directly with the institutions providing them, and therefore has not been able to comment on their cooperation, or lack thereof.

3.4. Summary

Sentinode's product is still at a pre-market stage of technology development. At that stage, the introduction into Silicon Valley network has been the key element for the firm's development, setting the course for its expansion, especially from the point of view of technology. The support from Polish Silicon Bridge was highly appreciated, however, lack of interactions with other business support organizations in Poland, or to a large extent with other beneficiaries of that support in the US, is perhaps a lost opportunity. At an early stage of firm's development, cooperation with academic partners would have been possibly beneficial for the product.

4. Perk sp. z o.o.

Perk sp. z o.o. is a company founded by Mariusz Baciński (interviewed for this research) in 2012, headquartered in Warsaw, Poland. The company has devel-

oped an educational platform offering online courses, specializing in financial services, as well as other educational services, such as sales of classroom notes and remote photocopying services. Its innovative offer has pushed the firm into an early international expansion.

4.1. Internationalization pattern (questions 1–3)

The internationalization pattern for Perk was based on two main strategic elements – first of all, Perk has, from day one, developed its course materials and websites in English, in order to be able to tap the international markets. Secondly, Perk pursued its target market through the network of Stanford University, while pursuing an executive education course there. The choice to enter the American market was primarily motivated by the cultural closeness of that market – the team members all spoke English and knew the key players on the US market. The company faced numerous challenges in the process – most importantly, as the company's executives were in the US refining the internationalization strategy, the remaining team members were in Europe, making communication and cooperation very difficult. Moreover, pending responsibilities in Poland made it impossible for the executives to stay in the US for longer periods of time.

Launching the international expansion required a significant effort; 4 people worked on it for half a year. The product was targeted to all English-speaking countries, but expansion efforts focused on the US, in particular Silicon Valley. The company had been present on the foreign market for 1,5 years at the time of the interview.

4.2. Impact of internationalization on firms' growth and development (questions 4–7)

Perk products changed due to internationalization, thanks to international competition and possibility to compare the product with competitors. The company also undertook efforts to integrate its products with the global systems and complementary platform. The product became much more innovative in its functionalities – the founder described it as a „real jump”. The company now receives up to 10% of its sales revenues from abroad; the number has not been significantly affected by the internationalization efforts.

4.3. Role and perception of the institutional support (questions 8–9)

Perk did not participate in any programs supporting internationalization; they applied to Polish „Go Global” scheme and to the acceleration program 500 startups, but unsuccessfully. However, within the process they did interact with participants of other schemes, including ones from Singapore and Australia. This has led to important knowledge exchange and development of networks. Perk founder was not aware of existence (or lack thereof) of cooperation between the institutions and the needs for its improvement.

4.4. Summary

Perk sp. z o.o. approached its internationalization process with pragmatism and based on its own resources. Internationalization has helped develop a better product and its functionalities. The difficulties encountered by

the company, including the split of the team and the burden of team's separation could possibly have been averted with the use of good coaching and advisory services, which are often provided by Bridge Organizations. Moreover, the company experienced positive spillovers of other schemes taking place in Silicon Valley. However, no direct conclusions can be drawn on the effectiveness of the public schemes based on this case study, which should be considered a control scenario.

5. Honaro

Honaro was founded in 2010 by Karol and Wojtek Andruszków, in order to roll out a system for managing social relationships, addressed to firms and individual customers, for managing both B2C and B2B relationships. Honaro's mission is to support building trust in consumer and business relations globally, and provide a channel for communication, promotion and sales for enterprises. Honaro's product is an internet marketplace for linking clients with small service suppliers. It allows the customers to quickly and securely find a trusted partner for a successful transaction, and it allows SMEs to offer their services to verified customers.

5.1. Internationalization pattern (questions 1–3)

The company has been international since day one, as one of the founders was based in Portugal, while a firm's partner was based in England and the two launched the firm's operations there. However, this international cooperation has not proven durable, possibly because it was premature. With another of the firm's products, Bowwe, the firm hired a local representative in Croatia and tried to develop its presence on the market through his support. The company has been testing several internationalization strategies to find the one that works best. For expansion in the US, the firm intensified its efforts, taking numerous trips to the United States (overall 7 trips over 6 months, incl. 11 trade fairs). During these trips, the representatives of the firm had many meetings with partners, investors, competitors and clients, undertook significant efforts at user testing, joined several trade and international associations and honed their skills in presentations and pitching. The company also participated in the „Polish Silicon Bridge” and hired a local staff member to acquire customers for its software development services. The choice to address the American market was influenced by initial analyses, and was motivated by the market size and global leadership, as well as access to open-minded investors and potential clients with the right attitude and greater financial resources.

5.2. Impact of internationalization on firms' growth and development (questions 4–7)

Internationalization had a huge impact on the firm's strategy, orienting it more towards sales and communication, and pointing at the direction for product development for both Bowwe and Honaro. The firm also increased its focus on ensuring the right perception of the product and maintaining the quality of user support. These changes have altered the firm's business model, making the company overall more innovative. The firm maintained



its assessment of Silicon Valley as a key location for its expansion, adding also New York to the list – mostly due to the presence of relevant customers. The firm currently relies strongly on sales from abroad – as much as 93% of its IT services sales occur internationally. The sales of its products are only 30% international, but more focus on global expansion through the US market is foreseen.

5.3. Role and perception of the institutional support (questions 8–9)

The company benefitted from two programs offered by the Polish Agency for Enterprise Development – the Polish Silicon Bridge (designed and managed jointly with Trade and Investment Section of the Polish Embassy in Washington D.C.) and the „Passport for Export” program. The firm representative commented that the money available notably through the „Passport for Export” scheme was heavily burdened with bureaucracy, but – on the other hand – appreciated its support. The Polish Silicon Bridge program was praised as a structured approach to reaching Silicon Valley. The company suggested that a longer stay in Silicon Valley would be more beneficial – 3 months was the recommended minimum. Company’s representatives interacted also with participants of other San Francisco Bay Area-based programs, and cooperated with the number of institutions. They emphasized the possible role of mentors in bridging the support provided by different organizations.

5.4. Summary

Overall, Honaro took an ambitious approach to internationalization, attempting to accomplish international presence early on. This proved challenging but was assisted by schemes offered by public institutions. The company recognizes both the importance of the international expansion on the development of the firm and its products, and the role of publicly-funded schemes in assisting it, with special emphasis on the first acceleration program offered by a governmental institution – the Polish Silicon Bridge. However, less bureaucracy, longer duration of the schemes and stronger coordination of support, possibly through adequate involvement of mentors, would – according to Honaro – enhance the experience and the impact of the schemes.

Conclusions from presented case studies

Some general conclusions can be drawn from the analysis of the five case studies described above. First of all, thanks to internationalization, the firms and their product offerings develop and become more innovative – either through better processes, more emphasis on sales and user experience aspect, or through adjustment of the underlying technology. The business model of the companies tends to change alongside its technologies. The innovative ecosystem the firms are exposed to during the international expansion helps define right product market fit and capture new markets.

In terms of internationalization support, the five case studies included participants of the two leading Polish

schemes for supporting internationalization of Polish firms into Silicon Valley – Go Global and Polish Silicon Bridge, as well as one company which did not benefit from internationalization support. Overall, the firms declared the programs as beneficial, mostly in terms of the initial „soft landing” support, information provided and contacts. For some, the structured programs were providing the necessary push, in order to get them to make this important decision. The companies emphasized the importance of providing support which is very operational and not overly bureaucratic.

Most of the firms benefitted only from one scheme and subsequently were only in contact with the relevant institution or its team implementing the program. Once in Silicon Valley, they often interacted with other beneficiaries (researchers, institutions, etc.), proving the potential to further increase the spillovers between participants of different schemes and active in different fields. Therefore, the perspective of the firms proves that San Francisco Bay Area is the meeting place for people from different backgrounds – and that the spillover effects very often occur spontaneously. However, the visible lack of cooperation and coordination between the institutions engaged in internationalization support proves that some untapped potential exists in this field.

Conclusions and policy recommendations

The perspective of the firms clearly shows the benefits of internationalization support, helping the firms refine the business model and upgrade the product. The internationalization support schemes are a very welcome „trigger” for international expansion, and mainly are able to plug the firms into a vibrant environment, where they can meet and learn from people from different fields. Therefore, the main thesis of this article, from the perspective of entrepreneurs, is only true implicitly – the firms normally perceive the overall government offer only from the angle of the particular scheme they are benefitting from. However, their experience in meeting people from different programs and different schemes, and appreciation of that part of the experience, proves that they spontaneously fulfill many of the desired goals.

The paper presents the patterns and trends on the interplay between innovation and internationalization support for entrepreneurs at the national level and in innovation hubs like Silicon Valley, allowing a comparative analysis which helps identify policy trends and best practices. The integrative analysis based on the different material analyzed in the paper gives a well-founded and potentially very useful policy guidance on the positioning of different strands of innovation policy with the internationalization support of entrepreneurs.

The objective of this paper was to verify the hypothesis that targeting the support towards globally scalable, innovative companies may constitute an integrating axis for some of the key policies in research&innovation, entrepreneurship, and internationalization. In order to verify the hypothesis, an analysis of three distinct perspectives was

conducted: National Innovation Systems of EU member states and work of the European Bridge Organizations in Silicon Valley (in the part I of the article) and perspective of innovative firms from Poland pursuing international expansion through San Francisco Bay Area.

Looking at the Member State level, we can observe that increasingly countries look into ways to integrate their approach to innovative startups, both at home and in global tech hubs. However, policies often remain tied to organizational structures, with programs run (mostly in parallel) by the relevant Ministries. All across the schemes dedicated to research, innovation and entrepreneurship, specific support measures for internationalization are often present. Some promising examples (notably Finland) show that in the future, schemes are likely to converge.

The Bridge Organizations in Silicon Valley often offer schemes which present an extension of national policies, constituting a perfect case study for verifying the hypothesis of this paper. The analysis here points out that offices built around institutional presence (i.e. a consulate) are more likely to present a coherent offer of schemes for innovators; offices built without such an anchor are often less coordinated. Moreover, many cases of international cooperation across the EU countries are observed, showing that the effort linked to internationalization requires pooling resources, not only across different national programs but also between different countries.

Based on the analysis of the case studies, young innovative firms benefit from programs providing internationalization support and emphasize the need for synergies between different functions and for limiting bureaucracy. From the perspective of the user, the main interlocutor on the side of the public sector is always the institution delivering a specific scheme, rather than a more complete set of actors. This may mean that de facto, at the moment, schemes supporting internationalization are not well coordinated. Further research would be needed to determine whether coordination efforts would lead to higher benefits for the users.

The research conducted on the basis of the three perspectives described in this whole paper provides only partial evidence confirming the hypothesis and points out further avenue of research which would need to be followed to fully verify the hypothesis. At the level of national systems, the main challenge seems to lie in the rigidity of organizational structure of the government, leading to a multitude of internationalization schemes which frequently overlap. Some emerging trends seem to show that this may change (notably the case of Finland and Scandinavian countries in general). At the level of Bridge Organizations, the convergence between the different schemes is observed most clearly, both among different types of national schemes and among BOs from different countries of origin, pooling their resources to better support their firms. From the perspective of firms, we can see clearly the need for further simplification and coordination, which could lead to a better perception of the support offer. Summing up, the hypothesis is only partially correct – the general tendency has been identified correctly, but, so far, the institutions and policy agenda have not fully embedded it in the organizational designs and support schemes.

Some of the recommendations which can be drawn on the basis of this research are linked to promoting the advance of holistic, integrated policies. At the national level, the political support and acknowledgement of the need to link innovation and entrepreneurship policies (especially in high-growth firms) should translate into more determination in further consolidating them around internationalization schemes. In Silicon Valley, collaboration is recognized as the most successful strategy for BOs bringing together the research and innovation components. Building on the perspective of the startups, it is important that the public authorities design their services based on users' needs firmly at the heart of the process, as this is the only way to avoid the overlaps and provide support which is holistic and conducive to the growth of the firms.

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Endnotes

- 1) The Part I of the Article was published in the previous issue of the „Przegląd Organizacji” No. 12, 2017.
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- 3) Research work conducted for this article by Mr. Rokosz was financed by the science budget 2012-2017 as a research project within the „Diamond Grant” program
- 4) More on the systemic project Polish Silicon Bridge – first multi-phased public acceleration program in Poland can be found in Pietrasieński (2014).

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Wsparcie internacjonalizacji jako oś integrująca polityki innowacyjności i przedsiębiorczości.

Część II – Perspektywa technologicznych startupów

Streszczenie

W gospodarce globalnej opartej na wiedzy najszybciej rozwijające się startupy są jednocześnie najbardziej innowacyjne i zinternacjonalizowane. Autorzy stawiają hipotezę, iż koncentrowanie publicznego wsparcia na przedsiębiorstwach o wysokim potencjale wzrostu (startupach) jest elementem integrującym kluczowe polityki w obszarze badań, innowa-

cji, przedsiębiorczości i internacjonalizacji. W celu weryfikacji hipotezy przeprowadzono analizę z trzech perspektyw badawczych: narodowych systemów innowacyjnych w krajach UE i organizacji pomostowych w Dolinie Krzemowej (Część I opublikowana w „Przełądzie Organizacji” 2017, Nr 12, s. 5–14) oraz innowacyjnych startupów z Polski wchodzących na rynek USA poprzez Zatokę San Francisco. Grupa badawcza firm przebadana została w Polsce i w Dolinie Krzemowej, a głównym celem badania było określenie, w jaki sposób projektować systemy wsparcia internacjonalizacji, innowacyjności i przedsiębiorczości, tak aby w jak największym stopniu odpowiadały one na potrzeby startupów o największym potencjale wzrostu. W większości badanych przypadków firmy korzystały z zaawansowanego wsparcia internacjonalizacji (Polski Most Krzemowy, Go Global), co przyczyniło się do zwiększenia stopnia ich innowacyjności, w tym w szczególności usprawnień związanych z oferowanym produktem oraz modyfikacjami strategii marketingowej. Z perspektywy przedsiębiorstw polityka wsparcia startupów powinna integrować programy związane z internacjonalizacją oraz innowacyjnością. Wyniki badania stanowią rekomendację dla kreatorów polityki wsparcia scaleupów o większe zintegrowanie instrumentów aktywizowania internacjonalizacji z polityką wspierania innowacyjności, w tym wzmocnienia obecności rządowych Organizacji Pomostowych w światowych hubach technologicznych.

Słowa kluczowe

innowacyjność, internacjonalizacja firm, Organizacje Pomostowe, światowe ekosystemy przedsiębiorczości