

MANAGEMENT FEATURES IN BULGARIAN SMES AS DETERMINANTS OF BUSINESS INTERNATIONALIZATION

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Abstract: The aim of the paper is to present the findings from an analysis of SMEs management features as determinants of the internationalization of SMEs on the basis of an empirical study of 468 SMEs (excluding micro-enterprises). Based mainly on the deductive approach, and following the review of available research and publications in the field, the research methodology covers a set of techniques for analyzing primary data from an empirical study of a sample of different groups of SMEs, differentiated by their size, type of ownership and management (family and non-family), approaches and degrees of internationalization of their activities. In the analysis an important emphasis is placed on the characteristics of entrepreneurs and their potential successors, as prerequisites for their effectiveness in the management of internationalization.

The research findings prove the importance of building management teams with the participation of managers, specialists in international activities, for the success of internationalization and the size of the business, but leave open the issues related to the involvement of family members in the management of family SMEs.

Key words: internationalization, small and medium-sized enterprises, management, entrepreneurship

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Introduction

The decision to internationalize a business and success in an international environment are determined by many different factors, the latter could be divided into external and internal in relation to an enterprise. External factors include all those over which the manager of an enterprise has no control, and as internal determinants are considered those that are subject to control by the managers of the enterprise. And while external factors are relatively more often studied and discussed due to the availability of relatively easily accessible information, those that we refer to internal are relatively less studied due to the complexity of providing specific and reliable information from a heterogeneous group as those of SMEs. One of the main internal factors is the management of an enterprise, considered, on the one hand, as characteristics of managers, and on the other hand,

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as an approach to building a management team engaged in internationalization. This understanding is supported by Graves and Thomas (2008), who summarize three main internal determinants of internationalization: commitment to the internationalization strategy, available financial resources, and organizational capabilities. The requirements for organizational capabilities (also called capacity) required for successful internationalization generally exceed those typical of a locally-oriented business. Internationalization competences are argued as one of the critical factors for the success of internationalization (Bose, 2016). In a more specific case, focused on human resource management capacity, the role of this capacity in the export activity of SMEs is demonstrated (Raymond et al, 2014), which is also an argument in favour of the link between governance and the success of internationalization.

Against the background of the arguments emphasizing the importance of management capacity for the success of internationalization, the specifics of SME management should also be taken into consideration. It is known that the vast majority of SMEs are managed solely by their founding entrepreneurs, and that often this type of management is insufficiently adequate in the situation of enterprise growth, both due to insufficient management training of entrepreneurs and the inability of a single person to cope with the growing management tasks with the growth of the enterprise (Lewis & Churchill, 1983; Bridge, & O'Neill, 2012; Mueller, Volery, Von Siemens, 2012). The limitations in the application of more complex and developed management structures in SMEs are also proved in the study of Van Gils (2005). The peculiarity of management in SMEs is determined not only by their size, but also by the family nature of most of them. The role of the family in the management of SMEs on internationalization also raises a number of research questions. Among the questions that stand out are those related to the management capacity of the senior management team (Segaro, 2012). This paper presents the analyzes of the results of an empirical study of the management features in internationalized Bulgarian SMEs in order to highlight those of them that play a role of determinants in the success of internationalization.

Literature Review

In the context of entrepreneurship and business management, there is still no generally accepted definition of internationalization, but the definition proposed by Welch and Luostarinen (1988), according to which internationalization is “the process of increasing involvement of enterprises in international markets” is used for the purpose of the present study. Among the measures of internationalization, the revenues from international activities is most used one (Autio, Sapienza, & Almeida, 2000). This measure can be specified according to the form of international activity – for example, sales revenues from exports of own products (Ivanova, 2016). A specific measure used in the present study is international sales

to total sales. Other measures common in the theory of internationalization are the geographical scope and speed of internationalization.

As for the features of SME management as a determinant of internationalization, they can be considered in two dimensions – 1.) characteristics of the managers of internationalization processes and 2.) approach used by the entrepreneur-manager to manage internationalization processes.

Among the main characteristics of entrepreneurs-managers, having the character of internal determinants, in the research of the internationalization of SMEs are the so-called antecedents of internationalization, such as training and experience, skills, competences and managerial know-how of the entrepreneur (Ratten, Dana, Han, & Welppe, 2007; Ruzzier et al., 2006). The results from a quantitative survey of a sample of 283 chief executives of SMEs in France conducted by Loué (2018) confirm that the personal and professional backgrounds, experience and abilities of entrepreneurs as a type of determinants are likely to favor the internationalization of a firm. Another study done by De Cock, Andries, & Clarysse (2020), identified “the importance of having international experience for the development of international beliefs that drive the decisions of the actual internationalization process but also advanced key resources and capabilities that depend on the way entrepreneurs internationalize”. At the same time, it must be acknowledged that the importance of entrepreneurial and managerial competencies of owners/managers for internationalization success is not always proven, as is the case in a study of Lithuanian SMEs (Korsakienė, Bekešienė, & Hoškova-Mayerová, 2019).

Some research show that a key factor for early internationalizing companies is the international orientation of the entrepreneur, which may be due to various reasons such as: psychological or cognitive, previous international experience in another company and others (Aspelund, Madsen, Moen, 2007). According Westhead et al., 2002 older founders with more resources, information and contact networks, and significant management experience are more likely to be exporters (Westhead et al., 2002; cited from Vladimirov, 2011). In particular, a solid industry experience of the founders is also one of the keys for the success of internationalization, as evidenced by a comparative study of Hungarian, Lithuanian and Polish international new ventures (Sekliuckiene, Jarosiński, & Kozma, 2019). The importance of the role of individual characteristics of managers can be judged from some early studies such as that of Reuber and Fischer (1997), which examined the international experience of members of the management teams of Canadian software SMEs and found that “firms with more internationally experienced management teams use more foreign strategic partners and delay less in obtaining foreign sales after start-up, which leads to a greater degree of internationalization.” Research shows that the role of individual characteristics differ at various stages of internationalization - at the start and further development of international business activities. Thus, individual characteristics relate differently to internationalization propensity and intensity. At the beginning, commercial and managerial experience

is the one that help firms to become exporters, while education (both general and specific) has a positive effect afterwards (Ganotakis & Love, 2012).

The conclusions on the impact of the characteristics of the governing (CEO) 187 internationalized Taiwanese SMEs on the relationship between internationalization and performance made by Hsu, Chen, and Cheng (2013) are interesting. Among them should be noted:

- The internationalization– performance relationship becomes stronger when the CEO has an increased level of education;
- The internationalization–performance relationship is strengthened when a CEO possesses greater international experience;
- The internationalization–performance relationship becomes weaker when a firm’s CEO also serves as chair of the board.

Another study confirms that compared to owner-managers with more international experience, those with less international experience will be less likely to view the development of export markets as a competitive route to growth, will be less aware of network-related barriers that may prevent the development of greater export intensity and will be aware of fewer available export support services (Fischer, Reuber, 2003).

Research shows that the knowledge gained from previous experience of the management team has a consistent and positive impact both on the geographical scope of the international activity of SMEs and on the intensity of exports. Moreover, there is a strong link between the duration of SMEs' international experience, the geographical scope of their international activities at different levels – national and regional, and export intensities, considering age and previous management experience (Love, Roper, Zhou, 2016).

Despite the proven role of the characteristics of entrepreneurs managing the process of internationalization as an important determinant, it should be noted the weaknesses inherent in the management of SMEs. Among the main weaknesses of the management identified in the Bulgarian SMEs are the lack of relevant management training and professional approach in building a management structure. (Todorov, 2015). According to Todorov (2015), “as managers, most entrepreneurs rely much more on their curve of experience and intuition than on professional approaches, methods and motivation for the formation of competitive behaviour”. He points that, “many family SMEs ignore the need to professionalize business management and “keep” top management positions for family members (who may not be qualified enough to perform the required functions)”. That is, Bulgarian SMEs (family and non-family) in general need to improve their management.

In justifying the need to improve management in SMEs, arguments were put forward such as the relationship between the availability of management competencies and the success (failure) of an enterprise (Gaskill, Van Auken, & Manning, 1993; Jennings, & Beaver, 1997), the success of growth (Pickett, 1998;

Barringer & Jones, 2004; Koeller & Lechler, 2006), the internationalization of an enterprise (Graves, & Thomas, 2006; Fernandez-Ortiz & Lombardo, 2009) and other important aspects of the business.

The importance of management approaches is a focus in the study of Bryson and Forth (2018) who examined the impact of management practices on firm performance among SMEs in Britain over the period 2011-2014 and found that “SMEs are less likely to use formal management practices than larger firms, but that such practices have demonstrable benefits for those who use them, helping firms to grow and increasing their productivity.”

In the case of family businesses, which are the majority of SMEs, the conclusions of the researchers Cerrato and Piva (2010), made on the basis of a study by 1 324 Italian manufacturing SMEs, according to which “the involvement of the owning family in management negatively influences export propensity but, once the choice to go international has been made, both the degree of internationalization and geographical scope in family-managed firms are not significantly different from nonfamily-managed firms.”

Similar conclusions were drawn in a recent study of 191 Spanish family SMEs. (Alayo et al, 2018), according to whom “A high concentration of family members in managerial positions hinders the international entrepreneurship process. This fact highlights the importance of hiring non-family managers to promote internationalization. The results also reveal that involving multiple generations in decision-making hampers entrepreneurial internationalization, generating control and coordination problems.”

These conclusions confirm the conclusions of an earlier study on the role of external managers in the internationalization of SMEs (D’Angelo, Majocchi, Buck, 2016), which provide useful clarifications, taking into account the family dominance in the capital structure: “the level of internationalization of family SMEs with only family managers (continuous line) is higher when the level of family ownership is high (i.e. family controlled, i.e. external capital participation is low). On the contrary, the level of internationalization of family SMEs that employ also external managers (dotted line) is higher when the level of family ownership is low (i.e. family influenced, i.e. the ownership structure is more open to outside investors).”

It should be noted that besides limited financial resources, family businesses often have managers who lack or have limited international experience, knowledge of the international environment and networking in an international context. In addition, the management of the internationalization process requires certain managerial skills in order to implement activities related to the penetration and expansion of the international presence (Fernández-Olmos, Gargallo-Castel, Giner-Bagües, 2016).

As a result of the literature review, the following research hypotheses could be formulated:

H1. Entrepreneurs who manage internationalization activities with the help of managers achieve a higher degree of internationalization and a larger size of the enterprise.

H2. Entrepreneurs who manage internationalization activities with the help of managers, non-family members, achieve a higher degree of internationalization and a larger size of the enterprise.

H3. The presence of managers, specialists in the field of international business, leads to a higher degree of internationalization and a larger size of the enterprise.

Methodology

Sample

The survey is based on a sample of 468 SMEs. In the selection of enterprises, regional and sectoral representation of the sample was sought. All surveyed companies have internationalized their activity or part of their activities to varying degrees. The survey was conducted in the period February – May 2018.

The research tool is a survey conducted by associates of one of the well-known agencies for sociological and economic research, who make direct contact with the respondents.

Structured questionnaire was used that contains 69 questions, grouped into five modules: through first module obtain both basic respondent and company information, the second includes questions about firms' international activities and performance, third module examines the entrepreneur, manager/successor, the fourth contains questions about corporate governance and competitive performance, the last module is dedicated to networking and promoting the international activities of companies.

In terms of size, micro-enterprises (up to 9 people) are excluded due to the extremely low share of those who have internationalized their activities as well as the typical sole management.

48.8% of the sample are enterprises engaged mainly in production, 18,5% - trade, 29,3% - services, and the rest indicated more specific activities.

57,7% of them are defined as family enterprises, 41,1% - as non-family, and 1,1% - indefinite.

Measures, result and factor (independent) variables

For the needs of the analyses, the following measures of the success of the internationalization of the activity were used in the testing of the formulated hypotheses:

- size of the enterprise (based on the number of employees);
- speed of internationalization (the time of starting-up international activity);
- share of sales revenues on foreign markets;
- number of countries in which SMEs operate;

These measures were used as result variables in the statistical methods used to prove the research hypotheses.

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The independent variables used in the analyzes are the types of managerial teams engaged in internationalization as combination of roles and relation to the family of entrepreneurs.

Results

Data analysis and descriptive statistics

Based on the analysis of the data from the empirical study, the possible combinations of persons in managerial positions engaged in the internationalization of the activity were distinguished. This distinction of possible combinations highlighted the significant difference between family and non-family SMEs in terms of the teams formed, engaged in the international activities of the company. As can be seen in the case of family SMEs, the share of entrepreneurs who have not hired another employee is significantly higher than that of non-family companies (17.99% vs. 2.42%). This difference is compensated by the significantly higher share of teams between entrepreneurs and managers in non-family SMEs (87.88%), while in family SMEs the share of such teams is 67.36%, of which slightly more than half are with managers members of the entrepreneur's family. Another interesting point is the extremely low involvement of the successors in the family enterprises in the international activity (only 5.86% of the various combinations).

In order to take a closer look at the most commonly used combinations in teams involved in international activities, it is necessary to compare the main characteristics of the members of such a team as follows:

1. Entrepreneur and manager (non-family) in family SMEs
2. Entrepreneur and manager (non-family) in non-family SMEs
3. Entrepreneur and manager (family member) in family SMEs.

When comparing the characteristics of each pair of persons engaged in internationalization, the following features can be seen:

1. In family companies in which entrepreneurs cooperate with managers, family members show a tendency to work with younger managers, a significant proportion of whom are women, but with already gained professional experience (between 5 and 10 years) and most already surpassing them with education abroad, with a predominant education in economics;
2. In the same companies, but in which entrepreneurs cooperate with managers outside the family, preferences for older people are reported, but they had, although different in duration, experience as managers in other enterprises (85.53% of the cases – more often than the entrepreneurs themselves), although with little or no experience in the international environment; Also striking is the significant share of managers with a master's degree in economics;

3. In the case of non-family SMEs, the preference of entrepreneurs to cooperate with managers unrelated to the entrepreneur (almost 90% of all cases) is clear. The comparison of the characteristics of entrepreneurs and those of managers highlights the preferences for managers who are definitely younger, with economic but also technical education (compensating for the significant share of entrepreneurs with legal education), without mandatory experience in an international environment, but where there is – mostly educational.

In all three cases we see a small share of women entrepreneurs (about 15%), but a significant share of women managers (ranging from 24 to 44% in different cases).

The differences between the two types of managers in family businesses correspond to the usual practice of less demanding requirements to the family members when it comes to appointing a managerial position.

In conclusion, it can be confirmed that the decisions to supplement the qualities of the entrepreneur with those of an associate in the international activity of the enterprise are rationally justified with a certain, but also expected, deviation in the case of family enterprises, which would affect the results of hypothesis when compare family and non-family SMEs. Here it is important to note that the share of entrepreneurs who do not rely on an associate in international activities is significantly higher in the case of family SMEs (17.99 vs. 2.42%).

To test the first hypothesis, it is necessary to compare the characteristics of individual groups of SMEs, differentiated by the way of managing international activities.

Table 1. Characteristics of the main groups of SMEs

Persons engaged in internationalization	Size (share of medium-sized)	Share of SMEs started internationalization within the first year of operations	Share of foreign market income (mean)	Number of countries covered (mean)
Family SMEs				
<i>All cases</i>	17.40%	53.10%	32.72%	5.81
Entrepreneur and manager (non-family)	32.50%	59.20%	34.36%	2.53
Entrepreneur and manager (family)	14.80%	52.60%	44.85%	5.88
Entrepreneur alone	9.30%	48.80%	21.09%	3.45
Non-family SMEs				
<i>All cases</i>	33.70%	58.50%	43.18%	2.79
Entrepreneur and manager (non-family)	39.30%	58.80%	43.88%	2.05

The comparison of the characteristics shows that family SMEs, which have engaged managers outside the family, have a larger average size, have internationalized earlier, although the share of income from international markets is less than the average for the group of family SMEs, and the average number of countries – significantly smaller. These family SMEs, in whose international activity only the entrepreneur is engaged, have a significantly lower degree of internationalization.

As for the second hypothesis, the comparative analysis of the indicators for internationalization rejects it, focusing on the size of the enterprise as a factor requiring the hiring of managers external to the family.

To prove the third hypothesis, it was necessary to compare the size of the management team and the positions specialized in relation to international activities.

The analysis shows that family businesses employ almost the same number of managers (average 2.67) compared to non-family companies (average 2.60). This means that it is difficult to prove the third hypothesis given the better performance of non-family businesses in the international environment.

As for the average share of managers in family businesses, it is a little over 10%, while in non-family businesses it is 7.24%. That is, it could be said that non-family businesses manage more effectively.

The answers regarding the existence of specialized management positions are the other basis for testing the third hypothesis.

What is striking is the extreme saturation of managers specializing in exports to non-family SMEs (78.2%) and the almost symbolic share of managers occupying other positions related to internationalization (18.1%), at the expense of those referred to as "other" management positions (34.2%) – probably related to other functional areas. In the case of family SMEs, the presence of managerial positions, which can be explained as more modern can be noticed – related to international marketing (32.6%) and international development (14.8%).

The relations between the existence of a specialized position in relation to internationalization and the indicators related to the degree of internationalization can be judged by the results presented in Table 2.

Table 2. Presence of specialized management positions and characteristics of SMEs (size and internationalization)

Specialized management positions	Size (share of medium-sized)	Share of SMEs started internationalization within the first year of operations	Share of foreign market revenues (mean)	Number of countries covered (mean)
	Family SMEs			
<i>All cases</i>	<i>17.40%</i>	<i>53.10%</i>	<i>32.72%</i>	<i>5.81</i>

Export	28.70%	52.90%	38.30%	9.40
Int'l sales and marketing	29.50%	59.50%	43.51%	10.72
Int'l business development	37.50%	56.40%	52.09%	16.55
Innovation	17.90%	55.30%	39.72%	9.98
Financial management	17.80%	56.80%	41.55%	8.23
Non-family SMEs				
<i>All cases</i>	<i>33.70%</i>	<i>58.50%</i>	<i>43.18%</i>	<i>2.79</i>
Export	39.70%	59.60%	44.56%	5.70
Int'l sales and marketing	65.20%	43.50%	42.83%	8.25
Int'l business development	41.70%	33.30%	47.50%	5.60
Innovation	27.30%	36.40%	41.36%	12.27
Financial management	50.00%	29.40%	36.11%	10.69

The conclusions that can be drawn on the basis of the presented in the table 2 data are the following:

Having an export manager leads to a higher share of sales abroad, but only for family businesses the appointment of more complex management positions such as “international sales and marketing” and “international business development” leads to significantly better performance on internationalization compared to non-family businesses;

The presence of more complex managerial positions is visible in enterprises with a higher average size in both types of enterprises;

The descriptive statistics confirm the third hypothesis, but its definitive proof will require additional analysis of variance.

In addition to the analyzes based on descriptive statistics, which confirmed the ideas set out in the hypotheses, the method of analysis of variance was applied to prove the hypotheses. Due to the qualitative nature of the factor variables expressing the the type of management as composition of the teams engaged in internationalization and the quantitative nature of most of the result variables, through which we measure the success of the internationalization of SMEs, analysis of variance (ANOVA) was chosen as a method to test most hypotheses. The risk of error used in the analysis is $\alpha = 0,05$. The results of this analysis are presented in Table 3.

Table 3. Summary of ANOVA results

Factor variables	Result variables			
Persons engaged in internationalization	Size of SMEs	Timing of internationalization	Share of foreign market revenues	Number of countries covered
	Sig.	Sig.	Sig.	Sig.

	Family SMEs			
Entrepreneur and manager (non-family)	0.464 ^a 0.018 ^b	0.234 ^a 0.102 ^b	0.045 ^a 0.364 ^b	0.034 ^a 0.179 ^b
Entrepreneur and manager (family)	0.001 ^a 0.353 ^b	0.582 ^a 0.789 ^b	0.000 ^a 0.001 ^b	0.976 ^a 0.895 ^b
Entrepreneur alone	0.006 ^a 0.086 ^b	0.443 ^a 0.382 ^b	0.001 ^a 0.046 ^b	0.521 ^a 0.734 ^b
	Non-family SMEs			
Entrepreneur and manager (non-family)	0.000 ^a 0.063 ^b	0.085 ^a 0.163 ^b	0.000 ^a 0.588 ^b	0.000 ^a 0.003 ^b

The risk of error is at the commonly accepted level - $\alpha = 0,05$

a Test of Homogeneity of Variances

b One-Way ANOVA

The results of the analysis of variance for the influence of the most common approaches in the management support of internationalization activities do not allow to make definite statements about the proof or rejection of the hypotheses, but at the same time shows the following dependencies:

- The presence of a team of entrepreneur and manager who is a member of his family has a positive effect on the share of sales in foreign markets, while in cases where the entrepreneur manages himself, the share of sales abroad is lower;
- The typical approach applied to non-family SMEs, the entrepreneur being supported by a manager, not family members, has a significant impact on the number of countries in which the company has internationalized its activities, but in a negative direction. This, of course, can be explained by the desire to achieve efficiency by focusing on the best foreign markets.

Discussions

The research findings generally confirm the importance of creating a management team to assist entrepreneurs in the internationalization of business. It is noteworthy that such teams are primarily characteristic of the management practice of non-family businesses, while in family businesses a large number of entrepreneurs try to manage independently, without the help of other managers and even without the involvement of family members.

Approximately with a close share of family and non-family SMEs, but also rare, are the cases in which entrepreneurs are not directly involved in the management of international activities (8.37 and 6.67%). The rare occurrence of these cases can be interpreted as a result of the perception of internationalization as a priority by most of entrepreneurs.

It is difficult to explain the results regarding the effects of participation in management teams involved in the internationalization of managers nominated by

the families of entrepreneurs. On the one hand, such teams achieve a more significant share of sales in foreign markets, which is in line with the conclusions made by Alayo et al (2019), but on the other hand, they are typical for smaller family SMEs covered in the study. The registered contradictions regarding the roles of family members as managers can to some extent be explained by the findings of the study by Fernández-Olmos, Gargallo-Castel, & Giner-Bagües (2016), according to which the success of internationalization can be expressed as W-shaped curve. Coincidentally or not, family businesses with management teams that involve managers who do not belong to the families of entrepreneurs are characterized by a larger size (which largely corresponds to the conclusions made by D'Angelo, Majocchi, & Buck (2016). The average size of the surveyed non-family enterprises is significantly higher than the family ones. Unfortunately, the one-off nature of the empirical study and the lack of historical data on team formation and changes in the size of the surveyed SMEs makes it impossible to search for a causal link between the type of management team and the size of the enterprise. This limitation also applies to the causal link between the creation of a management team and the sole management by entrepreneurs – a suspicion caused by the smaller average size of enterprises, with the internationalization of which only the entrepreneur is engaged.

Discussion questions also arise from the results on the characteristics of managers in management teams, compared with the characteristics of entrepreneurs, the main of which relates to preferences for a similar or complementary background, as well as to similar or dissimilar age and gender. In order to answer these questions, it is necessary to make additional analyses of the empirical data gathered by the survey. Another question remains too: why in the teams involved in the internationalization of non-family SMEs, the positions of narrowly specialized export managers dominate over those covering a wider range of responsibilities? One of the directions in which this answer can be sought is the role of exports as one of the approaches to internationalization, characteristic of enterprises with a clear specialization and an established place in the global supply chain.

Finally, relatively little attention is paid to management efficiency, measured by the relative share of managers in the total number of employees, as well as by the structure of management teams according to the functional specialization of managers. Assessing this effectiveness is undoubtedly one of the ways to complement this analysis in order to better understand management as a determinant of the internationalization of SMEs.

Conclusion

The internationalization of SMEs poses to their success a number of challenges, arising both from the environment and from the specifics of management approach employed. The characteristics of the entrepreneur, as well as the presence of a manager responsible for the international activities of a SME are among the factors

influencing the achieved a higher degree of internationalization and growth of the size of the enterprise. In the context of family SMEs internationalizing their activities, the dilemma of whether a family member or a non-family manager to take over the management of overseas business operations is becoming increasingly controversial. Support for improving the management of the international activities of enterprises would be provided by research that examines in a connected and in-depth characteristics of the entrepreneur and the manager responsible for the internationalization of the company's activities, taking into account its size, ownership and sectoral affiliation.

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FUNKCJE ZARZĄDZANIA W BULGARSKICH MSP JAKO DETERMINANTY INTERNACJONALIZACJI BIZNESOWEJ

Streszczenie: Istotna rola małych i średnich przedsiębiorstw (MŚP) w społeczeństwie i ich wkład w gospodarkę narodową to kwestie, które od dawna nie były kwestionowane. Jednak tradycyjnie MŚP są zorientowane na rynki lokalne lub krajowe i tylko część z nich jest w pewnym stopniu umiędzynarodowiona, chociaż pozytywne powiązania między stopniem umiędzynarodowienia a wynikami gospodarczymi MŚP, takie jak wzrost obrotów i wartość dodana, wzrost zatrudnienia i innowacje poziom został udowodniony.

Jednym z pytań badawczych niezbyt dobrze zbadanych w poszukiwaniu nowej wiedzy o determinantach konkurencyjności MSP w międzynarodowym otoczeniu biznesowym jest wpływ sposobu zarządzania działaniami związanymi z internacjonalizacją ich biznesu. Wiadomo, że w ogólnym zbiorze MSP zarządzanie rzadko jest profesjonalizowane, gdyż przedsiębiorcy często nie przekazują swoim współpracownikom uprawnień zarządczych. Jednocześnie internacjonalizacja biznesu stawia kierownictwu wyższe wymagania,

wyrażające się w określonej wiedzy, podejściu do zarządzania i rozwiązaniach, na które nie każdy przedsiębiorca jest gotowy. To w dużej mierze determinuje potrzebę budowania zespołu zarządzającego skoncentrowanego na działaniach w międzynarodowym środowisku.

Celem artykułu jest przedstawienie wyników analizy cech zarządzania MSP jako determinant umiędzynarodowienia MŚP na podstawie badania empirycznego 468 MŚP (z wyłączeniem mikroprzedsiębiorstw). Opierając się głównie na podejściu dedukcyjnym i po przeglądzie dostępnych badań i publikacji w tej dziedzinie, metodologia badań obejmuje zestaw technik analizy danych pierwotnych z badania empirycznego próby różnych grup MŚP, zróżnicowanych pod względem wielkości, rodzaj własności i zarządzania (rodzinny i nierodzinny), podejścia i stopnie umiędzynarodowienia ich działalności. W analizie duży nacisk położono na cechy przedsiębiorców i ich potencjalnych następców, jako przesłanki ich skuteczności w zarządzaniu internacjonalizacją.

Wyniki badań potwierdzają znaczenie budowania zespołów zarządzających z udziałem menedżerów, specjalistów w działaniach międzynarodowych, dla powodzenia internacjonalizacji i wielkości firmy, ale pozostawiają otwarte kwestie związane z zaangażowaniem członków rodziny w zarządzanie rodziną MŚP.

Słowa kluczowe: internacjonalizacja, małe i średnie przedsiębiorstwa, zarządzanie, przedsiębiorczość

保加利亚中小企业的管理功能作为企业国际化的决定因素

摘要: 中小企业(SME)在社会中的重要作用及其对国民经济的贡献是长期以来尚未受到质疑的问题。但是,传统上,中小型企业是面向本地或国内市场的,而其中只有一部分在某种程度上是国际化的,尽管国际化程度和中小型企业的经济绩效之间有着积极的联系,例如营业额增长和增加值,就业增长和创新水平已经证明。

在寻找有关中小企业在国际商业环境中的竞争绩效的决定因素的新知识时,没有很好研究的研究问题之一是与其企业的国际化有关的活动的管理方式的影响。众所周知,在一般的中小型企业中,管理很少专业化,因为企业家通常不会将管理权下放给他们的合伙人。同时,企业的国际化对管理提出了更高的要求,用特定的知识,管理方法和解决方案来表达,并不是每个企业家都愿意满足。这在很大程度上决定了需要建立一个专注于国际环境中的活动的管理团队的需要。

本文的目的是在对468家中小企业(不包括微型企业)进行实证研究的基础上,通过分析作为中小企业国际化的决定因素的中小企业管理特征,提出调查结果。该研究方法主要基于演绎方法,并回顾了该领域现有的研究和出版物之后,涵盖了一套技术,用于分析来自不同类别的SME样本的实证研究的主要数据,所有权和管理的类型(家族和非家族),其活动的国际化途径和程度。在分析中,重点强调企业家及其潜在继任者的特征,将其作为有效管理国际化的先决条件。

研究结果证明了在管理人员,国际活动专家的参与下建立管理团队对于国际化的成功和企业规模的重要性,但未涉及与家庭成员参与家庭管理有关的问题中小企业。

关键词: 国际化, 中小企业, 管理, 企业家精神