

CROSS-BORDER ENTERPREPRENEURSHIP IN EUROREGION BESKYDY

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Abstract: In today's dynamically evolving competitive environment, characterized by uncontrollable globalization, the beginning of digitization of phenomena and processes or the shared economy result in the deepening of the fourth industrial revolution. In this competitive environment, it is necessary to focus on regions where the socio-economic development of the area is less effective. The aim of this paper is to analyse cross-border entrepreneurship in the Euroregion Beskydy from the viewpoint of Czech and Polish business entities. This paper integrates the study of influences on cross border entrepreneurship, authors use the questionnaire survey and structured interviews as well the influences are systematically compared and to move this we use multi-criteria decision analysis. Results indicate that the important areas in the Euroregion Beskydy that need to be focused on, in order to remove the barriers to cross-border entrepreneurship, has been defined as sustainable and responsive to the current business environment.

Key words: cross-border, entrepreneurship, enterprise, Euroregion, SME

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Introduction

The border is an important geographic phenomenon that determines the distribution of geographic areas and affects the socio-economic development of the land (Halás, 2002). Borders can be perceived barriers, but it is also possible to see the potential of opportunities and resources. The borders have performed various functions since venerable times. The most important function of a barrier was to control trade or migration. The borders allowed differences in the business environment settings, differences in prices, wages, working conditions and legislation. Crossing the border is an opportunity. The border offers business and work opportunities, cross-border cooperation offers the potential for synergy effect (Matos et al., 2017). The boundaries create possibilities that otherwise would not exist. In the context of European integration, the importance of borders has disappeared, especially within the Schengen area. The border concept can be considered interdisciplinary (Muller, 2014).

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The Cross-border cooperation (CBC) is a key priority of the European Neighborhood Instrument and seeks to strengthen cooperation both between EU Member States and partner countries at the external borders of the European Union. Cross-border cooperation has made significant progress in recent years, despite the continued emphasis of national governments on sovereignty and national interests. International border regions are confronted with the problem of achieving basic goals such as infrastructure integration and environmental policy harmonization. Cross-border cooperation leads to the transformation and development of these peripheral areas on both sides of the border (Smallbone et al., 2012; Muller, 2014; Kurowska-Pysz, 2015).

In view of the fact that cross-border cooperation is a key priority of the European Neighbourhood Instrument, a number of analytical dependencies of effectiveness and trends have to be considered. Regarding these dependencies, it is not only the quantitative summary of the criteria of national economic efficiency in border areas that are considered, but also the indicators that characterize the dynamics of the whole process, mutual cooperation, the development of the business environment in small and medium-sized enterprises, including internationalization as well as scientific and technological development. The issues of mutual cooperation, building relationships and growth of labour productivity are connected with the elaboration of long-term plans for the development of the national economy, which should be at the forefront of the interest of economists and not only in the examined border areas.

In today's turbulently developing business environment, it is necessary to focus the activities of all entities towards cooperation and synergy. Cross-border issues and chances on both sides of the border necessitate cross-border cooperation. The reason for the creation of the Euroregions is in particular the effort to work together to solve specific problems that are linked to the peripheral status of the border regions, i.e. they are cross-border problems and cannot be solved separately on one side of the border. The great advantage of cross-border co-operation of Euroregions is the way they are financed and their financial contribution aimed at solving their common problems, as Euroregions can draw its funding from EU funds.

The authors of the paper deal with the issue of cross-border cooperation in the Euroregion Beskydy.

The aim of the paper is to analyse and assess the level of cross-border cooperation in this region and to assess possible options to improve Czech-Polish cross-border cooperation, as well as internationalize not only small but also medium-sized enterprises. On the basis of monitoring, it can be concluded that the problem hindering the development of the Beskydy Euroregion is, inter alia, the lack of prospective cross-border cooperation, which should be based on an analysis of the needs and expectations of parties involved in this cooperation.

On the basis of the Euroregion Beskydy monitoring, the following questions and scientific hypotheses were stated:

- Academic experts know the criteria of business entities for cross-border cooperation at the level of at least 80%.
- Production enterprises cooperate more than 60% with foreign entities within the Euroregion Beskydy.
- Small businesses with up to 10 employees are not exposed abroad.
- The language barrier is considered a cross-border cooperation factor by 60% of respondents from both parts of the Euroregion.
- Legislative barriers appear to be of critical importance to cooperation.

For this reason, the authors focused on the analysis of the level, type and duration of cooperation between the entities from the Euroregion Beskydy, the impetus for starting this cooperation; evaluating the benefits and barriers resulting from this type of cooperation and needs, in terms of expectations and importance for cross-border cooperation.

Literature Review

The research problem is focused on cross-border cooperation and cross-border entrepreneurship in the Euroregion Beskydy from the perspective of entrepreneurial entities. The aim of this paper is to identify problematic areas of cross-border entrepreneurship in the Euroregion Beskydy. Studies and empirical research are used to solve research questions. Empirical research was carried out by means of desk research and IDI (Individual in Depth Interview) with representatives of fifty Czech and fifty Polish business entities from the Euroregion Beskydy. International Economic Integration represents a growing development of economic compactness and economic interconnection between national economies. The basic content of this process is the extent and depth of development and cooperation that is internationalization. It is therefore a process of overcoming obstacles that could hinder border development.

According to Heigl (1978), the boundary is a legally grounded and geographically defined line linking homogeneous and heterogeneous regions that shape business, economic and administrative unity. Transmission over time influences the socio-economic development of border regions. The border region, in the case of the Czech and Polish Republics, entered the Schengen area in 2007 as a system of contact with the territory, in which cooperation was deepened (Maier, 1990).

The current forms of the cross-border operations have not been sufficient to overcome conflicts between regional needs and national interests. The international aspect of all activities; business, work, education or interest, became a matter of globalization. However, cultural differences lead to different perceptions of the goals and the way they are achieved. Mutual collaboration should lead to higher productivity and customer satisfaction.

The concept of the Euroregion is regulated by the Council of Europe in the so-called "Madrid Agreement" of 1980, the so-called framework agreement on cooperation of regions of Europe across national boundaries. The Euroregion (or the

European region as well as the Euroregion) is a functional territorial unit in Europe in the border areas of neighbouring countries. It is an area of cross-border cooperation that has been established on the basis of mutual agreement between the border regions of two or more countries (Hooper and Kramersch, 2004; Kurowska-Pysz, 2015).

The main motive of the founding associations is the effort to eliminate the inequalities between the border regions and the gradual balancing of economic and social development. According to Muller (2014), the active frontier is a concept that seeks to link the need for the boundaries integration and dynamics of democratic integration (collective identity) with cognitive openness, strengthening the capacity of public criticism and cultural pluralism (the public sphere). The condition of every liberal society is to integrate cultural pluralism, which is in a sense its inevitable consequence, and link it to the existence of a common discourse space (unity in diversity).

The Euroregion operates on the basis of its own statutes and on the principle of volunteering. It supports the interests of towns and municipalities, associations of organizations and individuals, and their advantage is the fact that cities and municipalities on both sides of the border can solve their problems together. The most important task of the Euroregions is to support and further develop cooperation in the field of local and regional planning, support for environmental projects, an economic sphere, culture and sport, and the creation of a space for people to meet (Havlíček et al., 2005; Mynarzova and Štverková, 2015, Szczepańska-Woszczyzna, 2015).

Euroregions are a specific form of cross-border cooperation between regions of the European Union member states, but also a form of cross-border cooperation between EU Member States and their non-member neighbouring countries. In general, it can be said that they are associations of directly neighbouring entities on the opposite sides of the borders of at least two states. The funding of Euroregions is also ensured by the European Union, in order to overcome the existing problems that make Europe's integrity more difficult, explain the concept of the European Union and the reasons for its emergence. The European Union is a well-developed economic entity, yet there are considerable economic disparities between Member States (Chamberlin, 2015; Abrham, 2017). For this reason, the focus on regional policy, based on the Treaty on European Union (Maastricht Treaty), which established the strengthening of economic and social cohesion as a fundamental objective of the Union. In other words, it is an attempt to reduce the differences in economic and living standards between the different regions of the European Union.

Regional identity within the state and Europe can also be found in the regions as a cornerstone of the European Union. Border and cross-border regions, along the European borders, play a valuable linking role and offer good opportunities for development due to their proximity to citizens. Therefore, they should be further supported by all state and European institutions and political forces. Border and

cross-border regions have become - in addition to planning and measures for municipalities, state plans and European development concepts - a driving force of regional cross-border development.

Cross-border cooperation began to develop in the aftermath of the Second World War, when the first developed institutional form of cross-border cooperation was established in 1958 within the German-Dutch border area. The naming of similar structures is derived from the name 'Eureregio' (Branda, 2008; Hoopner and Kramersch, 2004). From the perspective of international economics, the origins of regional cooperation can be found in the 1930s (Hoopner and Kramersch, 2004; Farrel, 2005; Cihelkova, 2010). Also, in the context of the international economic view of regional cooperation, it is possible to divide it into a relatively wide range of levels of cooperation. Co-operation can be cross-border or local, through co-operation at regional levels to national states. In turn, national states cooperate with transnational organizations; in their differing orientations and the level of competence, they have gained (Hettne, 2005; Hoopner and Kramersch, 2004).

Methodology

Business is a result of the development of socio-economic relationships. Entrepreneurship is seen as a permanent cyclical process of creating added value, satisfying needs and leading to the creation of personal well-being and social values. Hisitage (Stevenson and Jarillo, 1990) has already evaluated entrepreneurship as the process of creating something new, which is the value of spending the necessary time and effort, taking accompanying financial, psychological and social risks, and obtaining the resulting reward in the form of financial and personal satisfaction. Cross-border economic activity is considered a cross-border business. Business development can be one of the indicators of cross-border cooperation, which leads to an improvement in the socio-economic situation of marginalized areas. Cross-border cooperation may involve a wide range of business activities, from formal small business to supplier-customer relationships, strategic alliances, joint ventures to synergistic forms of cooperation. At the global level, the increasing internationalization of the system of products and the services inevitably leads to the development of cross-border operations. Cross-border entrepreneurship offers opportunities for both regional development and individual business entities. On the one hand, cross-border entrepreneurship can be considered as a stimulus for the development of entrepreneurial activities leading to the development of the region. On the other hand, cross-border entrepreneurship can be regarded as the economic activity of business entities in terms of expanding the existing business activities, from the point of view of markets, customers, cooperating entities or potential cooperation, as a path to sustainable business (Pohludka et al., 2018).

As far as methodology of the adopted observation methods is concerned - personal experience of the authors, questionnaire survey and structured interviews with representatives of entrepreneurial entities operating in the Euroregion Beskydy -

random selection as well as comparison - factual, spatial and temporal comparative analysis, analysis and synthesis (examination of individual aspects), abstraction and induction were used. The Euroregion Beskydy was founded on February 18, 2000 in Rajcza (Republic of Poland), where the Treaty on the Slovak-Polish Community was signed under the name Euroregion Beskydy. After the interest in expanding cooperation on the Czech side of the Beskydy Mountains, on June 9, 2000, a new Treaty on Slovak - Polish - Czech Cooperation was signed in Frýdek - Místek, called Euroregion Beskydy. By signing these contracts, a basis was created to fulfil the idea of implementing cross-border co-operation on a higher level of self-government. Euroregion Beskydy is one of the smallest Euroregions in terms of area, the total area is 3 844 km².

The authors use multi-criteria decision making and Fuller's paired comparison methods (Thomopoulos, 2018; Lu et al., 2015). Weighted mean for the individual criteria was performed by the pairwise comparison method. The pairing was done in a binary fashion. Pair comparison is one of the techniques to compare proposed solutions to a problem. All the criteria with which the solution is to be assessed are chosen successfully. Due to the requirements of the mutual comparability of weights of criteria determined by different methods, these weights should be normalized (the sum of the standard weights of the set of criteria is equal to one). Normalization of the weights criteria is carried out according to the relationship (Olivková, 2011)

$$v_i = \frac{k_i}{\sum_{i=1}^k k_i} \quad (1)$$

where:

v_i - the standard weight of the i -th criterion,

k_i - the unmatched weight of the i -th criterion,

n - the number of criteria.

In the months from June to September 2018, business entities operating in the Euroregion Beskydy were addressed through a questionnaire survey. Fifty entrepreneurial entities from the Czech Republic and fifty business entities from Poland were surveyed, the distribution according to legal form is shown in Fig. 1.

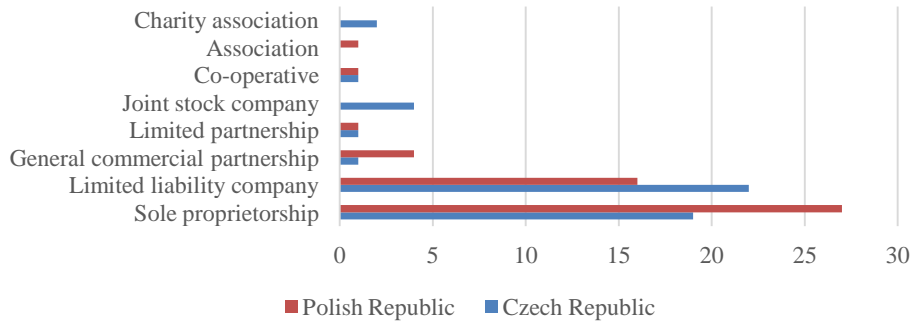


Figure 1. Distribution of respondents by legal form

Depending on the size of the enterprise, it is possible to divide businesses into self-employed businesses - no employees, micro-enterprises from 1 to 9 employees, small businesses from 10 to 49 employees, medium-sized enterprises from 50 to 249 employees, and large enterprises. The research concerned Figure, small and medium enterprises. Their figures are shown in the following Figure.

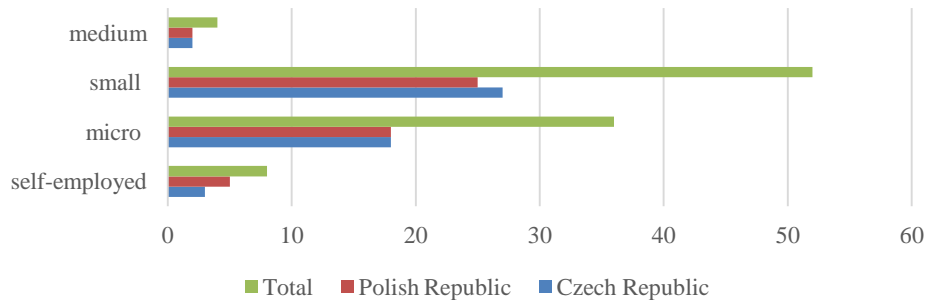


Figure 2. Distribution of enterprises according to EU methodology

From the point of view of annual turnover, all surveyed entities are classified as small and medium-sized enterprises, i.e. they will not exceed EUR 50 million. According to the duration of the survey, two Czech and ten Polish companies operating on the market were examined within five years, twenty-six Czech companies and twenty Polish companies operating on the market 5-10 years, ten plus years of activity on the market of twenty-two Czech companies surveyed and twenty Polish ones. From the point of view of the employment of foreigners, eleven Polish subjects and eight Czechs, in particular LLC and natural persons. The distribution of enterprises by their scope is shown in Table below.

Table 1. Distribution of enterprises by scope

	Czech Republic	Polish Republic	Total
at the headquarters	9	23	32
within the whole country	36	19	55
Euroregion Beskydy	3	2	5
abroad - outside the Euroregion	2	6	8
	50	50	100

The results of the surveys have confirmed the scientific question regarding micro-enterprises that they do not expose abroad and operate only in the national economy. Within the surveyed enterprises it was found that sixteen Czech enterprises cooperate with the Besancon Euroregion on the level of supplier-customer relations and another eleven with partners from Poland outside the Euroregion Beskydy. On the Polish side, ten entrepreneurial subjects cooperate at the level of supply-customer relationships, and a further five specimens of Polish entities are surveyed in the broader spectrum of the Czech Republic. It is therefore possible to state that 26% of the surveyed subjects cooperate within the Euroregion Beskydy and 42% of the investigated entities in total cooperate within the framework of the Czech-Polish cooperation.

Based on the survey, seven production plants from Poland were contacted and seven of them cooperate with suppliers within the Beskydy Euroregion, i.e. 88%, and twelve manufacturing companies in the Czech Republic, eight of which cooperate within the supply and customer relationships in the Euroregion Beskydy, i.e. 67%. Seventy-five percent of the addressed production companies cooperate with foreign entities in the Euroregion Beskydy. This is not a hypothesis: the production enterprises cooperate more than 60% with foreign entities within the Euroregion Beskydy.

Other aspects that need to be analyzed are criteria for cooperation with foreign entities and potential barriers to international cooperation from the point of view of entrepreneurial entities (Jasińska-Biliczak et al., 2017; Szczepańska-Woszczyzna and Kurowska-Pysz, 2016). When making a decision on which evaluation criteria should be considered while taking into account the characteristics of the problem under consideration, in order to select the optimal variant, the evaluation criteria have to be selected. The evaluation criteria for the cooperation barriers were selected on the basis of the expert assessment of the criterion shown in Table 4. Experts compared the mutual preference of the criteria using the Fuller method: K1 - language barrier, K2 - administrative barrier, K3 - legislative conditions, K4 - price of services and products, K5 - payment terms, K6 - product quality.

Table 2. Assessment criteria by academics

The criteria	K1	K2	K3	K4	K5	K6		scale
K1 - language barrier		K1	K3	K4	K1	K6	2	0,13
K2 - administrative barrier			K3	K4	K2	K6	0	0,07
K3 - legislative conditions				K4	K3	K6	3	0,20
K4 - price of services and products					K5	K6	3	0,20
K5 - payment terms						K6	1	0,07
K6 - product quality							5	0,33

The respondents, fifty Polish and fifty Czech business entities from the Euroregion Beskydy, selected three key criteria that are important for their cooperation in the border area. The results of the questionnaire survey and IDI are listed in the following table. It is clear that the core criteria are product quality, product price and legislative conditions.

Table 3. Assessment criteria by businesspersons

The criteria	Czech Republic	Polish Republic	Total	Scale in %
K1 - language barrier	15	12	27	9,00
K2 - administrative barrier	11	7	18	6,00
K3 - legislative conditions	22	24	46	15,33
K4 - price of services and products	45	47	92	30,67
K5 - payment terms	7	10	17	5,67
K6 - product quality	50	50	100	33,33

Based on the survey, it is possible to evaluate that entrepreneurs agree with academic experts in terms of the relevance of cross-border cooperation criteria at the 5% oscillation level in five out of six criteria, compliance at 83%. According to the VDA methodology (Blecharz and Stverkova, 2010), the hypothesis was confirmed that academics know the criteria of business entities for cross-border cooperation of at least 80%. It has also been confirmed that legislative conditions are one of the major barriers to internationalization and cross-border cooperation in the Euroregion under review. Another aspect addressed by businesspersons as a barrier to cross-border cooperation are language skills.

Results Discussion

The goal of all business entities should be the sustainable entrepreneurship. Over the past few decades, cross-border business has experienced unparalleled growth due to advances in communication and information technologies, and emergence of the global customer (Ramaseshan et al., 2006). As Smallbone and Welter (2012) wrote, there is a research gap which has studied the ways that traders' networks and producers' territories interact at cross-border markets to influence regional integration. And one fundamental prerequisite for this, however, is that governments need to pay more attention to functional economic areas instead of

just nation-states. The other research of cross-border cooperation of civil society organizations shows that it can promote new forms of 'policy learning' outside formal institutionalised policy channels by creating a pragmatic rather than a normative environment of transnational communication and exchange. Another research analysed the performance effect of cooperation based on self-commitment and it is said that it is contingent upon the geographic origin of the focal company (Smallbone and Welter, 2012; Kurowska-Pysz and Szczepańska-Woszczyzna, 2017; Smallbone et al., 2012).

According to research output and on the basis of a comparison with other authors (Kurowska-Pysz and Szczepańska-Woszczyzna, 2017; Smallbone et al., 2012; Sousa, 2013), there are barriers affecting cross-border cooperation. One of the key areas of international business research focuses on the concept of national culture and the effects of cultural distances on firm management and performance (Huang et al., 2017; Venaik and Brewer, 2010) and the differences present a particularly strong challenge for cross-border entrepreneurship. Among the significant barriers, evaluated according to the QFD methodology (Blecharz and Stverkova, 2010), entrepreneurs rank in descending order:

1. Legislative conditions
2. Lack of information on CBC and its benefits
3. Lack of potential and resources for CBC
4. Competition
5. The ignorance of the partners and the distrust
6. Language barrier and communication problems
7. Sources of funding
8. Inappropriate interests and objectives of CBC partners
9. Insufficient support and information from public institutions

Attention should be focused on these areas within the Euroregion Beskydy in order to increase cross-border cooperation and the internationalization of small and medium-sized enterprises. It is necessary to focus on the current pillars of competitiveness of individual business entities, namely identity and integrity. Social interaction among exchange partners is a critical determinant for the development of relational arrangements since relational norms tend to develop in the course of social interaction (Adbi and Aulakh, 2017). Business entities should define their mission focus on updating it according to the current development of the business environment and according to customer needs. Concept of international business and cross cultural management dissimilarities are traditionally used in literature and possible consequences of intra-country dissimilarities outweighing cross-country dissimilarities, may prove more illuminating (van Hoorn, 2018).

It would also be desirable to highlight the integrity of the Euroregion Beskydy and the unity of business entities in the region, including links with institutions that promote cross-border cooperation. There should be formed the advisory centres, whether locally or on-line, where entrepreneurs should have access to specific

information and legislative aspects related to cross-border cooperation, including free advice that would be part of SME business support, and would lead to the internationalization of SMEs and deepening mutual cooperation between Czech-Polish business entities not only in the Euroregion Beskydy.

Another significant aspect of cross-border entrepreneurship is foreign language skills in the Euroregion Beskydy. The solution would be Czech-Polish language courses focused on the basics of the language and further focused on the subject specificities. It is necessary to strengthen the foreign language competencies, in the Euroregion Beskydy authors recommended the Czech and Polish language skills to deepen, but generally it is important by Onyusheva et al. (2018) the English communication skills deepening. Specific future priorities include the integration across organizational boundaries and participation and workforce skill-mix. The research priorities identified in this study relate to important shared challenges in Europe's sustainable entrepreneurship. This makes cross-border learning important, especially given the clear geographical variation in behaving and funding in the Euroregions.

Conclusion

Cross-border business is an important aspect for the development of cross-border regions and should be supported by local institutions. Cross-border business should be considered as the cornerstone for the economic sustainability of cross-border regions. It is necessary to seek and activate economic potential in border areas. This types of integration generates great impact on the region's economic competitiveness over global economy, equitable economic development (Meyer et al., 2017) and advantage to SMEs and other area including manufacturing in the region as same as the challenges.

Results show the importance of within-country and cross borders variation, especially variation between industries. All the key factors lead to the conclusion that in terms of the development of cross-border co-operation for individual areas and sectors, it is necessary for them to be based on the fundamentally defined needs of society on both quantitative and qualitative structure, on the basis of inter-sectoral relations and on the basis of an analysis of the main cross-sectoral concepts. This approach and the finding of optimal proportionality in the development of border areas require the principle of permanent analysis of the business environment. The authors recommend to carry out detailed analyses of the needs of entrepreneurial subjects within particular sectors in the Euroregion Beskydy, build on the individual regional innovation strategies of the given territorial units and to develop the sustainability of the business.

The limitations of this study suggest some directions for future research. First, this study only focused on cross border entrepreneurship in Euroregion Beskydy. This approach can also be used to examine the asymmetric effects of cross borders differences in the other Euroregions. Doing so can complete our understanding of which national entrepreneurial differences can create sustainable business

environment. Implications of this findings concern the direction of future research on understanding differences in specific industries as well as the natural focus on between-country variation and cross-cultural management more broadly.

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TRANSGRANICZNA PRZEDSIĘBIORCZOŚĆ W EUROREGIONIE BESKIDÓW

Streszczenie: W dzisiejszym dynamicznie rozwijającym się środowisku konkurencyjnym, charakteryzującym się niekontrolowaną globalizacją, początek cyfryzacji zjawisk i procesów lub wspólna gospodarka powodują pogłębienie czwartej rewolucji przemysłowej. W tym konkurencyjnym środowisku konieczne jest skupienie się na regionach, w których rozwój społeczno-gospodarczy obszaru jest mniej skuteczny. Celem niniejszej pracy jest analiza przedsiębiorczości transgranicznej w Euroregionie Beskidy z punktu widzenia czeskich i polskich podmiotów gospodarczych. Dokument ten integruje badanie wpływów na przedsiębiorczość transgraniczną, autorzy wykorzystują ankietę i ustrukturyzowane wywiady, a wpływy są systematycznie porównywane, a aby to zmienić, korzystano z wielokryterialnej analizy decyzji. Wyniki wskazują, że ważne obszary w Euroregionie Beskidy, na których należy się skupić, w celu usunięcia barier dla przedsiębiorczości transgranicznej, zostały zdefiniowane jako zrównoważone i dostosowane do obecnego otoczenia biznesowego.

Słowa kluczowe: transgraniczność, przedsiębiorczość, przedsiębiorstwo, Euroregion, MŚP.

EUROREGION BESKIDY的跨境创业公司

摘要:在当今动态演化的竞争环境中,以无法控制的全球化为特征,现象和过程数字化或共享经济的开始导致第四次工业革命的深化。在这种竞争环境中,有必要把重点放在该地区社会经济发展不太有效的地区。本文的目的是从捷克和波兰商业实体的角度分析Euroregion

Beskydy的跨境创业。本文整合了对跨境创业影响的研究,作者使用问卷调查和结构化访谈以及系统地比较影响,并采用多标准决策分析。结果表明,为了消除跨境企业家的障碍,需要关注的Euroregion

Beskydy的重要领域被定义为可持续的并对当前的商业环境做出反应。

关键词:跨境, 创业, 企业, 欧洲区域, 中小企业。