

University of Economics in Katowice

Volume 13

2013

Journal of

**Economics &
Management**

Magdalena Grochal-Brejdak, Maja Szymura-Tyc

University of Economics in Katowice

**INTERNATIONALIZATION PROCESS
OF E-COMMERCE ENTERPRISES
– PREREQUISITES, BARRIERS
AND BASIC MODES**

Abstract

Literature provides many studies on internationalization processes of production and service enterprises, while the internationalization of commerce firms is not a special subject of interest.

The goal of the article is an attempt to diminish knowledge gaps by literature studies and an exploratory empirical research. The literature study aims firstly at the recognition of the specific prerequisites and barriers to internationalization of e-commerce enterprises. The second aim of the literature study conducted in the paper is a review of theoretical models describing the internationalization of firms process which should enable to indicate the adequate theoretical framework for further empirical research on internationalization of e-commerce enterprises.

Critical analysis of literature enables the distinction of prerequisites in the nature of technological and economic (including market and cost prerequisites) and technological, non-technological, macro- and microeconomic barriers. The exploratory research conducted by the method of the qualitative analysis based on a case study determined diversified paths of internationalization of three Polish e-commerce enterprises.

Further research is aimed at the separation of basic types of such modes and factors which influence their formation. Such research should make possible to identify e-commerce enterprises conducting business on an international market and determine the motives and restrictions existing in their foreign expansion.

Keywords: *internationalization models, e-commerce, barriers to internationalization, prerequisites to internationalization*

Introduction

Development of information technologies and the common access to the Internet gave rise to the electronic commerce. Electronic commerce or e-commerce became not only a supplementary or alternative form of commercial operations, but also influenced the establishment of new commercial enterprises realizing innovative e-business models in international trade. Information technologies based on the Internet made it possible for such enterprises to have an immediate access to the global market, reduce costs of sales and distribution, diversify offered products at a low cost and be in touch with the customer regardless of the time of the day (Chung-Shing, 2001). Electronic commerce development has

also been dynamic in Poland. It is estimated that ca. 16 thousand e-commerce enterprises operate here currently, most of them being Internet stores, micro-enterprises, usually present in the market for 2-10 years. More than a half of these firms internationalise their business serving foreign customers (*Raport Internet Standard: e-Commerce 2012*). Many of them are active in foreign markets and search for new customers and profits there (Dąbrowska, Radziukiewicz, Szepieniec-Puchalska, Szymańska, 2011).

The literature provides many theoretical and empirical research results describing the internationalization process of traditionally operating commerce enterprises, but researchers specializing in e-commerce stress their inadequacy as regards e-enterprises (Daekwan, 2003; Wymbs, 2000). Moreover, literature studies show that despite the increasing significance of this form of commerce in the global and Polish economy, there is lack of more extensive research relating to prerequisites and barriers to internationalization of e-commerce enterprises and indicating the dynamics, scope and diversity of this phenomena in the international scale. There are no theoretical background and research concerning the process of internationalization of e-commerce firms as well as forms in which the process is conducted. The goal of the article is an attempt to diminish the above mentioned knowledge gaps by literature studies and an exploratory empirical research. The literature study aims at first at the recognition of the specific prerequisites and barriers to internationalization of e-commerce enterprises. The second aim of the literature study conducted in the paper is a review of theoretical models describing the process of firms' internationalization which should enable to indicate the adequate theoretical framework for further empirical research on internationalization of e-commerce enterprises.

The last part of the article presents results of an exploratory research on internationalization modes of three Polish firms engaged in e-commerce. It show diversification of their modes of internationalization connected with the nature of the product and business model, size of an enterprise and its capital and network relations. The obtained research results may be a foundation for research assumptions in further in-depth empirical research on internationalization process of e-commerce enterprises.

1. Prerequisites of and barriers to the internationalization of e-commerce enterprises

The progress of the internationalization process in e-commerce enterprises is influenced by a range of universal prerequisites that enable and encourage enterprises to commence operations on an international market. On the other

hand, the dynamics of that process can be limited on an international and local scale because of the existence of various specific barriers to the internationalization of commercial activities on the Internet. The analysis of the internationalization of e-commerce enterprises requires the understanding of the system of prerequisites and barriers underlying it.

When it comes to the prerequisites of internationalization, the analysis of literature and results of empirical studies devoted to that topic is indicative of the existence of two groups of prerequisites promoting the commencement of the internationalization process in e-firms: technological and economic prerequisites. Technological prerequisites related to the development of the Internet and IT technologies in business constitute the primary group of internationalization prerequisites. Technological prerequisites contributed to the rapid development of e-commerce firms and an increase in their competitiveness thanks to the solving of the *reach versus richness* dilemma enabling the simultaneous communication of the extensive and complete information to a large number of users (Evans, Wurster, 1997). In turn, an access provided to the information in real time made it possible to offer and react to the offer of the enterprise available 24/7 in an ongoing manner (Rayport, Sviokla, 1994, 1995). The use of IT technologies also resulted in the digitisation of offered products, services and systems, facilitating their multiplication and transmission to a distance (Osarenkhoe, 2009).

As a result, information technologies made it possible to overcome the geographic barrier and reduce the psychic distance resulting from language and cultural barriers. It is considered that technologies are mostly independent from cultural differences, which contributes to a reduction of the influence of that barrier (Moen, Gavlen, Endresen, 2004). They make a faster internationalization of existing markets possible along with the emergence of new, virtual markets and transnational market niches. They enable a reduction of costs of delivery of products and services to the customer and promote the attainment of the economy of scale and range by way of an access to a larger, international market (Chung-Shing, 2001; Moen, Gavlen, Endresen, 2004; Osarenkhoe, 2009; Varma, 2011). Economic prerequisites of the internationalization of e-commerce enterprises consisting of market prerequisites and cost prerequisites related to the use of information technologies are presented in Table 1.

Table 1. Economic prerequisites of internationalization of e-commerce enterprises

Economic prerequisites of internationalization of e-commerce enterprises	
market prerequisites	
<ul style="list-style-type: none"> • high degree of digitization facilitates the multiplication and transmission of products, services and systems (Osarenkhoe, 2009); • creation of market niches and internationalization of operations to increase the sales market (Varma, 2011); • reduction of geographic, language and cultural barriers (Moen, Gavlen, Endresen, 2004) as well as the psychic distance thanks to the combination of the relationship network with new communication technologies (Czinkota, Ursic, 1987); • improved competitiveness of small firms undergoing the stageless internationalization process thanks to the distribution of information irrespective of geographical barriers and time (Osarenkhoe, 2009); • maintenance of the relationship network thanks to the maintained contact with the contracting party with the simultaneous reduction of time consuming and costly travel thanks to the Internet technology (Osarenkhoe, 2009) 	
costs prerequisites	
<ul style="list-style-type: none"> • cost reduction thanks to the economics of the information exchange without the loss of the value of the message content (Wymbs, 2000); • easy replication of digital products makes it possible to deliver them at low cost to each recipient even in the course of a short lifecycle (Chung-Shing, 2001). • economy of scale expressed as fixed costs divided by the size of the base of buyers (demand approach) (Chung-Shing, 2001); • economy of range or the creation of a single set of digital assets (e.g. databases of customers) thanks to which the offered value can cover many varied and separate markets (Chung-Shing, 2001); • low costs of market research on the Internet and prompt feedback as well as abolition of organizational and operational barriers (Moen, Gavlen, Endresen 2004) 	

However, the development of e-commerce enterprises also faces a range of barriers to internationalization on an international and local scale, eventually impacting the choices made by enterprises as regards the strategy of entry to foreign markets. These may be technological, language, legal and cultural barriers, the lack of access to the infrastructure and equipment, inability to operate a computer and an insufficient sense of security and trust (Abbad, Abbad, Saleh, 2011). A detailed list of these barriers divided into technological and non-technological, macro- and micro-economic barriers is contained in Table 2.

Table 2. Barriers to the internationalization of e-commerce enterprises

Technological barriers	Non-technological barriers
<ul style="list-style-type: none"> • difficulty to integrate the program "background" of an e-shop with existing databases, applications, browsers, etc. (Turban et al., 2006); • the lack of appropriate network servers and accessories enabling proper connection (Turban et al., 2006); • differences in Internet protocols, authentication and other insufficient network security (including differences making the payment with credit card impossible) (Henari, Mahboob, 2008); • varied speed of the connection and the lack of software necessary for the correct operation and proper aesthetics of the page (Berthon, Pitt, Cyr, Campbell, 2008) 	<ul style="list-style-type: none"> • language barriers (including those resulting from the use of various dialects in a single state) (Henari, Mahboob, 2008); • varied computer operation skill, access to IT education and hardware itself, especially in developing countries (mainly in the Middle East) (Abbad, Abbad, Saleh, 2011); • cultural restrictions: the lack of correspondence between social standards and cultural values on the one hand and the technological progress expressed in the form of the Internet access and the possibility to buy goods thanks to it on the other hand (Steinfeld, Klein, 1999)

table 2. contd.

Macroeconomic barriers	Microeconomic barriers
<ul style="list-style-type: none"> • low degree of e-readiness reflecting the openness of a country to the use of information technologies; • high CPI (Corruption Perception Index) substantially influencing the e-readiness figure; • low identification of the nation with such values as the value of preservation and self-expression, restraining the economic progress and transformation of societies from industrial into post-industrial ones (Berthon, Pitt, Cyr, Campbell, 2008) • problems with the censorship, privacy protection policy and intellectual property protection law (Palumbo, Herbig, 1998) 	<ul style="list-style-type: none"> • the lack of support in e-business management (Heung, 2003); • corporate characteristics: small size of the organization, production activity, B2C sector (MacGregor, 2003); • low digitization of the product of service (Turban et al., 2006)

The review of above-mentioned barriers shows that the basic limitation in the internationalization of e-commerce enterprises is the still low technological level of certain countries, hindering the activity based on advanced technologies (Moen, Gavlen, Endresen, 2004), the lack of uniform security solutions including payment systems related to electronic trade (Turban et al., 2006; Henari, Mahboob, 2008). In addition to language and cultural differences, non-technological barriers also include the low trust of the customer depending on the culture of the country of origin (Henari, Mahboob, 2008; Flavian et al., 2005), in particular, related to the dependency between the degree of avoidance of uncertainty and the willingness to execute transactions on the Internet (Henari, Mahboob, 2008).

On the macroeconomic level, we can indicate the low readiness of a country to use advanced technologies expressed as a low value of the e-readiness indicator (Berthon, Pitt, Cyr, Campbell, 2008), legal and institutional restrictions related to the censorship, privacy protection policy and the intellectual property protection law. Barriers to the internationalization of e-commerce enterprises can also be micro-economic, related to the specificity of a product, firm and even the entire sector (Palumbo, Herbig, 1998; Heung, 2003; MacGregor, 2003; Turban et al., 2006).

2. Theoretical framework for the analysis of e-commerce enterprises internationalization process

Enterprise internationalization models, both conventional ones (the Uppsala model of internationalization, innovative models) and unconventional generally refer to production and service enterprises and do not distinguish commercial enterprises. The internationalization process for commercial enterprises is not of particular interest to the theory of internationalization. It is the case both in tradi-

tional commercial enterprises and their contemporary, dynamically developing form, i.e. e-commerce enterprises. Because of that, while searching for theoretical bases for the analysis of modes of internationalization of commercial enterprises, we have to search for universal enterprise internationalization models and indicate those of them that can be most adequate to study internationalization processes in e-commerce enterprises.

In the first place, theoretical bases of the analysis of the process of internationalization of e-commerce enterprises may be searched in conventional internationalization models, in particular, in the Uppsala Internationalization Model (U-M) (Johanson, Wiedersheim-Paul, 1975; Johanson, Vahlne, 1977). These models describe the internationalization of enterprises as a process of a gradual, evolutionally growing commitment of an enterprise on the international market. It is expressed in the growing share of operations on a foreign market in comparison with the domestic market, transition from less advanced to more advanced forms of international commitment and the initiation of operations on a growing number of increasingly further markets when it comes to the geographical and psychic distance. While internationalising their operations, enterprises usually begin with exports before, in the most advance phase, they launch production abroad on the basis of the completed direct investments. Certain representatives of this stream of research supplement the description of the internationalization process with additional stages indicating, for example, the need to distinguish individual phases of the activity preceding the exports (Wiedersheim-Paul, Olson, Welch, 1978) or inclusion in the analysis of the inward internationalization process related to imports (Luostarinen, Hellman, 1993). Luostarinen and Hellman, authors of one of the Finnish models of internationalization, distinguish in connection with that the domestic stage when the enterprise does not pursue any activity on a foreign market, inward stage of internationalization when the internationalization involves the imports or purchase of licenses, the outward stage of internationalization including exports, establishment of commercial or production affiliates abroad, sales of licenses and cooperation agreements with foreign partners and the cooperation stage as a part of an international network. Authors of innovative models of internationalization (I-M) (Bilkey, Tesar, 1977; Cavusgil, 1980, Reid, 1981; Czinkota, 1982) adopt a similar point of view. According to these models, the expansion to foreign markets is treated as an innovation and particular focus is on the exports and activities preceding the outward internationalization such as imports and the internal and external factors that encourage the enterprise to take up the exports.

Another group of internationalization models one can refer to in the research of the internationalization of e-commerce enterprises consists of non-conventional models based on the assumption that the enterprise internationalization process can be accelerated by leapfrogging (Hedlund and Kverneland, 1984) and taking up of simultaneous activities on many markets regardless of the geographical and cultural distance separating them from the local market (Bridgewater, 2000). Here, attention is drawn to the fact that the accelerated internationalization process is observed, in particular, in enterprises from advanced technology sectors and using technologies based on the Internet. The latter assumption applies mainly to *born global* enterprises – small firms frequently oriented on the development of advanced technologies and the global market, attaining a significant share of exports in the sales within a few years after its establishment (Knight, Cavusgil, 1996; Bengtsson, 2004). The concept of born global enterprises is being developed by many authors who present various modes of internationalization of such enterprises naming and describing them in very different manners (Przybylska, 2010), e.g. global start-ups (Oviatt, McDougall, 1995) instant exporters or instant internationals (McAuley, 1999; Fillis, 2001) or international new ventures that frequently include new import-export firms and international agents operating in a large number of countries (Jarosiński, 2012). Individual researchers draw attention to many different aspects of the internationalization process, in particular, the nature of markets served (niche markets based on advanced technologies, homogenous when it comes to needs on an international scale), their significant geographical and psychic distance from the local market, types of required competencies of enterprises (technological, marketing) and global focus of their managers (Duliniec, 2007).

3. Internationalization modes of Polish e-commerce enterprises – exploratory research results

3.1. Basic assumptions and research questions

The analysis of prerequisites and barriers of internationalization in e-commerce enterprises carried out in this article and the overview of contemporary enterprise internationalization models does not make it possible to indicate unambiguously a single model or models that could describe the internationalization process in such enterprises. The analysis of the literature devoted to this issue also hardly explains the progress of that process (Tapscott, 1999; Chircu et al., 2000; Wymbs, 2000; Daekwan, 2003; Hinson, Sorenson, 2006; Hwang, Jung, Salven-

dy, 2006; Henari, Mahboob, 2008). It seems that, in the case of e-commerce enterprises, we can have to do both with conventional models stressing the role of exports, considering the inward internationalization stage and unconventional models indicating an acceleration of the internationalization process. When describing the internationalization of e-commerce enterprises, it may be justified to use both the process, individualist and network approach, considering links between e-commerce enterprises within an international network. The identification of basic modes of internationalization in e-commerce enterprises should begin with the following research questions:

- do the e-commerce enterprises begin with activities in the local market and, only then, enter international markets?
- is the internationalization an evolutionary or a step process when it comes to forms of the conducted business and what forms are these?
- is the introduction to markets with a different psychic and geographical distance taking place in an evolutionary or step manner?
- how long does the internationalization or globalisation of e-commerce enterprises take: is it a gradual or an accelerated internationalization model?
- are internationalization models in e-commerce enterprises influenced by: the types of products or service offered defined by their digitisation degree, e-business model realized by the enterprise and the size of the enterprise?

3.2. Research methodology, sampling and data collection

In the light of the existing research gap and the related lack of defined theoretical models of internationalization of e-commerce enterprises, the initiated study was explorative. The object of the analysis consisted of three Polish e-commerce enterprises effectively carrying out or planning expansion to foreign markets. By definition, these enterprises differed as regards the digitisation degree of the offered product, realized e-commerce model, capital relations and size defined as the number of employees. Data necessary to carry out the analysis were in the form of the information available from websites of the analysed firms, documents and reports available on the Internet (listed in the references) as well as participant and non-participant observation. The research method whose results are presented here was the qualitative analysis method based on multiple case studies.

3.3. Research results

Three e-commerce enterprises were selected for the study: Allegro, eSky and enterprise X that wants to remain anonymous. These enterprises differ when

it comes to the period of presence in the market, size, type of offered products, e-business models, origins of their capital and, most likely, the mode of internationalization, which is the object of this research.

Case study 1: Allegro – International B2C online auction service

Allegro has been operating on the Polish market since 1999 in the form of a private limited company. It belongs to the Allegro Group being a part of the Naspers concern with the south-African capital. After many capital transformations, a Dutch enterprise MIH Allegro B.V. became the direct owner of the Group as of 2009. Allegro employs 1500 workers in Poland and the same number abroad. It is the largest auction service in Poland (digital platform that enables companies and individuals to sell items) as well as the enterprise with the highest revenue from the commercial activity on the Internet in Poland.

The business model of the Allegro enterprise is a hybrid of two types of e-business models taken from the classification established by P. Timmers – e-auctions, i.e. an alternative to auctions on traditional markets and a collaboration platform providing tools and IT resources to a group of enterprises collaborating with one another (e-payment system, opinion service, a platform for e-shops) (Timmers, 1998).

The activity of the enterprise initially concentrated solely on the Polish market. The internationalization process began six years after its establishment as a consequence of an investment by the then owner QXL.com PLC (current Tradus). The first foreign market selected by Allegro was the Czech Republic, which was followed by other countries from the region, namely: Slovakia, Bulgaria, Romania, Ukraine, Hungary, Russia and Estonia. In 2009 (after Tradus was acquired by Naspers), the enterprise entered the Kazakh and Belarusian markets with its auction platform. The company plans further expansion to new markets, in particular, East-European ones, which are considered very promising. Announcement services of the enterprise operating as a part of the Allegro Group established to serve the markets of Central and Eastern Europe are present in Lithuania (three), Poland (two) and one service in each of the Czech Republic and Estonia. The above-mentioned group also consists of two services serving Internet payments, an opinion service and e-shop platforms. It means that the activity of Allegro focuses on markets characterized by a relatively low psychic distance and similar or lower development in comparison with the local market.

Case study 2: eSky – International intermediary platform

eSky being a public limited company commenced operations on the e-travel market in 2004 as an intermediary in the sales between the product and service supplier and the customer. The database of offers consists of air tickers, holiday trips abroad, tourist insurance and hotel facilities. It is a leader in the market of Internet flight bookings (40% share in the domestic market) and occupies the 6th place in the ranking of the largest Polish e-commerce firms. Thanks to its own IT system, the firm can adapt tools such as the search engine or databases to its goals at any moment. The enterprise employs 200-500 workers including more than 60 programmers.

The e-business model of the eSky enterprise can be called an infomediary model (Afuah, Tucci, 2003). Databases or information aggregates and the association of offers are the basic services offered under that model. The target group of the firm consists of the tourist segment of the virtual market. The scope of competence of the enterprise covers the transaction processing service, creation of a database of information users and the cooperation with other web partners such as tourist agencies, airlines or hotels. The goal of the enterprise is to create an image of the firm dominating the virtual tourist market and the acquisition of the majority of transactions executed there. The source of income for the enterprise consists of commission fees for the collaboration, percentage of the value of realized transactions and the income from ads.

Similarly to the case of Allegro, the eSky enterprise began its activity on the local market, but started to expand to foreign markets after four years. First foreign markets the firm entered were Bulgarian and Romanian markets, which are part of the Central European region; the return on investment in both markets was attained even after three months as of the commencement of operations. In early 2011, the legal form of the enterprise was changed to the public limited company, which made it possible to acquire additional equity and accelerated its internationalization process. eSky started operations in the Brazilian market and is considering possibilities of entry to other South American markets. It is symptomatic of a greater interest in markets further in psychic distance terms and a level of development similar to the Polish market.

Case study 3: International e-commerce – an international merchant model

Micro-enterprise X was established in 2010. It employs 3 people and has the form of a limited liability company. It initially operated only on the Internet as a shop offering furniture and exclusive brands of household accessories with the characteristic design. Its offer is addressed to moderately wealthy and very

wealthy customers and to business customers, which mainly consist of architectural studios designing interiors of houses and shops. As of June 2012, the shop has also been operating in a traditional form to meet suppliers' requirements and to adapt to customers' expectations related to the possibility to see the goods before purchase. The e-business model represented by the enterprise is the merchant model (Afuah, Tucci, 2003) extended to include traditional sales.

The firm X operates only in the Polish market but offers 23 brands of foreign manufacturers. Most of them are Danish, Italian, Spanish and British firms. Due to language barriers and the difficulty in the organization of distribution channels, products of Spanish and Italian firms are ordered from agents mediating in the imports. Contacts in English and the relatively cheap and frequent transport from Denmark and Great Britain made it possible to establish the direct cooperation with firms from these countries.

Internationalization of the enterprise so far has been solely by way of the inward internationalization via the imports. High intensity of the competition (four large competitors with the longer presence in the market), saturation of the Polish market and a relatively low readiness of Polish customers for web purchases is the reason why exporting possibilities are sought after (outward internationalization). Realization of occasional orders from abroad (mainly from the Czech Republic, Germany and Sweden) and the willingness to attain greater profits encourages the firm to look for new foreign markets, not only neighbouring ones, but also markets in countries most frequently sold products come from. Additional motives underlying the planned commencement of operations in the Czech, German, Danish and British markets include a high share of the e-commerce market in total sales in these countries, the unique offer (e.g. on the Czech market), wealth of German, Danish and British customers and relatively low costs of entry to these markets. It can mean that the firm X is interested in development in better-developed foreign markets with a relatively greater psychic distance than in the case of markets discussed previously (but still in the same or close to Central European region).

Conclusions, discussion and further research

Results of the explorative research based on the case study method presented here show the diversification of modes of e-commerce internationalization. It can be related to the nature of the product and business model, size of an enterprise and its capital and network relations. Companies offering highly digitized products (e.g. e-Sky, Allegro) decide to internationalise faster, and the process

proceeds more quickly than in the case of companies with low or not digital products. It can be linked with the matter of logistics and cost of distribution, as well as with the replication of a good. Also if the business model is easy to implement in a foreign market (as intermediary platform or online auction platform), internationalization process should proceed faster. Then, adjustments can be made in such areas like language, payment methods and regulations. In the case of e-Sky and Allegro the increase of the number of employees and capital were relevant – additional specialists, their experience and connection to the international network make the internationalization process more rapid and distant. With reference to geographical scope and psychic distance of expansion, the internationalization process of e-firms can be defined as a step process: from the domestic stage, through regional and finally to the global stage (as in the cases of e-Sky and Allegro).

However, analysed cases seem to be indicative of the existence of an accelerated internationalization process with no evident evolution of forms of international commitment of the enterprise, focusing on the exports (only e-Sky has opened a branch office in a foreign market to manage new entity in Brasil). Due to the time necessary to commence operations on an international market and the spatial range of foreign expansion, it would be difficult to describe analyzed enterprises as born globals or global start-ups. It would be more appropriate to call them early internationalising firms (Rialp, Rialp, Urbano, Vallant 2006) or, as mentioned above, international new ventures (Oviatt, McDougall, 1997). It is because these enterprises start on a local market and, after a few years, commence operations in a small number of markets at a close geographical or psychic distance, or on a similar level of economic development. Perhaps, for e-commerce enterprises, an appropriate theoretical reference could also be found in certain conventional models, in particular, innovative models (I-M) focusing on the exports (Bilkey, Tesar, 1977; Cavusgil, 1980, Reid, 1981; Czinkota, 1982) or the model of Luostarinen and Hellman (Luostarinen, Hellman, 1993) taking into account the inward internationalization and collaboration within an international network.

Further study of internationalization of e-commerce enterprises should aim at the separation of basic types of such modes and factors influencing their formation. Such research should make it possible to identify e-commerce enterprises conducting business on an international market and determine the motives and restrictions existing in their foreign expansion. The case study should provide answers to the questions concerned with the progress of the internationalization of e-commerce firms, degree and scope of their internationalization, dependencies between the business model of an enterprise, degree of offer digitization, extent of resources of the firm and relations within a network on the one hand and the speed of the internationalization process on the other hand.

References

- Abbad M., Abbad R., Saleh M. (2011): *Limitations of e-commerce in Developing Countries: Jordan Case*. "Education, Business and Society: Contemporary Middle Eastern Issues", Vol. 4, No. 4.
- Afuah A.N., Tucci C.L. (2003): *Biznes internetowy. Strategie i modele*. Oficyna Ekonomiczna, Kraków.
- Bengtsson I. (2004): *Explaining Born Globals: An Organizational Learning Perspective on the Internationalization Process*. "International Journal of Globalisation and Small Business", Vol.1, No 1.
- Berthon P., Pitt L., Cyr D., Campbell C. (2008): *E-readiness and Trust: Macro and Micro Dualities for e-commerce in a Global Environment*. "International Marketing Review", Vol. 25, No. 6.
- Bilkey W.J., Tesar G. (1977): *The Export Behavior of Smaller Wisconsin Manufacturing Firms*. "Journal of International Business Studies", Vol. 8, No. 1.
- Bridgewater S. (2000): *The Internationalization Process and Types of Firms*. In: *International Business, Theories, Policies and Practices*. Ed. by M. Tayeb. Pearson Education, Harlow.
- Cavusgil S.T. (1980): *On the Internationalization Process of Firms*. "European Research", 8(6).
- Chircu A.M., Kauffman R.J. (2000): *Limits Value in Electronic Commerce-Related IT Investments*. "Journal of Management Information Systems", Vol. 17, No. 2.
- Chung-Shing L. (2001): *An Analytical Framework for Evaluating e-commerce Business Models and Strategies*. "Internet Research: Electronic Networking and Applications and Policy", Vol. 11, No. 4.
- Creating Value in the Network Economy*. Ed. by D. Tapscott. Harvard Business School Press, Boston, MA 2009.
- Czinkota M.R. (1982): *Export Development Strategies*. Praeger Publishers, New York.
- Daekwan K. (2003): *The Internationalization of US Internet Portals: Does it Fit the Process Model of Internationalization?* "Marketing Intelligence and Planning", 21/2.
- Dąbrowska A., Radziukiewicz M., Szepieniec-Puchalska D., Szymańska A. (2011): *Konsument na rynku e-handlu i e-bankowości*. Instytut Badań Rynku, Konsumpcji i Koniunktur, Warszawa.
- E-readiness Ranking 2009. The Usage Imperative*. Economist Intelligence Unit, 2009.
- Evans Ph., Wurster T. (1997): *Strategy and the New Economics of Information*. "Harvard Business Review" September-October.
- Fillis I. (2001): *Small Firm Internationalization: An Investigative Survey and Future Research Directions*. "Management Decisions", 39 (9).

- Flavian C., Guinaliu M., Gurra R. (2005): *The Role Played by Perceived Usability, Satisfaction and Consumer Trust on Website Loyalty*. "Information & Management", Vol. 43, No. 1.
- Fonfara K. (ed.) (2009): *Zachowanie przedsiębiorstwa w procesie internacjonalizacji. Podejście sieciowe*. PWE, Warszawa.
- Gorynia M., Jankowska B. (2007): *Teorie internacjonalizacji*. "Gospodarka narodowa", nr 10.
- Hedlund G., Kverneland A. (1984): *Are Establishment and Growth Patterns for Foreign Markets Changing? The Case of Swedish Investment in Japan*. Institute of International Business, Stockholm School of Economics, Stockholm.
- Henari T.F., Mahboob R. (2008): *E-commerce in Bahrain: The Non-technical Limitations*. "Education, Business and Society: Contemporary Middle Eastern Issues", Vol. 1, No. 3.
- Heung, V.C.S. (2003): *Barriers Implementing e-commerce in the Travel Industry: A Practical Perspective*. "International Journal of Hospitality Management", Vol. 22.
- Hinson R., Sorenson O. (2006): *E-business and Small Ghanaian Exporters. Preliminary Micro Firm Explorations in the Light of Digital Divide*. "Online Information Review", Vol. 30, No. 2.
- http://allegro.pl/country_pages/1/0/marketing/about.php.
- <http://kariera.allegro.pl/O-nas>.
- <http://media.allegro.pl/pr/117218/allegro-podbija-nowe-rynki>.
- <http://www.esky.pl/onas/wizja-i-misja>.
- <http://www.esky.pl/reklama/grupa-docelowa>.
- http://www.imsig.pl/pozycja/2010/214/13339,GRUPA_ALLEGRO_SP%C3%93%C5%81KA_Z_OGRANICZON%C4%84_ODPOWIEDZIALNO%C5%9ACI%C4%84.
- http://www.imsig.pl/pozycja/2011/114/KRS/81588,ESKY.PL_SP%C3%93%C5%81KA_AKCYJNA.
- <http://www.internetstandard.pl/news/134381/Naspers.kupi.wlasciciela.Allegro.firme.Tradus.za.19.mld.USD.html>.
- <http://www.internetstandard.pl/news/143110/Naspers.kupil.Allegropl.html>.
- <http://www.parkiet.com/artykul/819486.html>.
- <http://www.poland.gov.pl/Europa,Srodkowa,chce,wypoczywac,a,Polacy,na,tym,zarabiaja,12188.html>.
- Hwang W., Jung H.-S., Salvendy G. (2006): *Internationalization of e-commerce: A Comparison of Online Shopping Preferences Among Korean, Turkish and US Populations*. "Behavior & Information Technology", Vol. 25, No. 1, January-February.
- Jarosiński M. (2012): *Urodzeni globaliści w badaniach na świecie i w Polsce*. Studia i Prace Kolegium Zarządzania, nr 114. Szkoła Główna Handlowa, Warszawa.

- Johanson J., Mattsson L.G. (1988): *Internationalization of Industrial Systems – A Network Approach*. In: *The Internationalization of the Firm: A Reader*. Ed. by P.J. Buckley, P. Ghauri. Academic Press, London.
- Johanson J., Vahlne J.E. (1977): *The Internationalization Process of the Firm – A Model of Knowledge Development and Increasing Market Commitments*. “Journal of International Business Studies”, Vol. 8, No. 1.
- Johansson J., Wiedersheim-Paul F. (1975): *The Internationalization of the Firm: Four Swedish Cases*. “Journal of Management Studies”, Vol. 12, No. 3.
- Knight G.A., Cavusgil S. T. (1996): *The Born Global firm: A Challenge to Traditional Internationalization Theory*. “Advances in International Marketing”, Vol. 8.
- Luostarinen R.K., Hellman H. (1993): *Internationalization Process and Strategies of Finnish Family Enterprise*. In: *Proceedings of the Conference on the Development, Ministry of Trade and Industry*. Ed. by M. Virtanen. “Studies and Reports”, No. 59.
- MacGregor R.C. (2003): *Strategic Alliances and Perceived Barriers to Electronic Commerce Adoption in SMEs*. “Journal of Systems & Information Technology”, Vol. 7.
- Marketing międzynarodowy. Uwarunkowania, instrumenty, tendencje*. Ed. by E. Dulińiec. SGH, Warszawa 2007.
- McAuley A. (1999): *Entrepreneurial Instant Exporters in the Scottish Arts and Crafts Sector*. “Journal of International Marketing”, Vol. 7, No. 4.
- Moen Ø., Gavlen M., Endresen I. (2004): *Internationalization of Small, Computer Software Firms. Entry Forms and Market Selection*. “European Journal of Marketing”, Vol. 38, No. 9/10.
- Osarenkhoe A. (2009): *An Integrated Framework for Understanding the Driving Forces Behind Non-Sequential Process of Internationalization Among Firms*. “Business Process Management Journal”, Vol. 15, No. 2.
- Oviatt B., McDougall P. (1995): *Global Start-Ups: Entrepreneurs on a World-Wide Stage*. “Academy of Management Executive”, Vol. 9, No. 2,
- Palumbo F., Herbig P. (1998): *International Marketing Tool: The Internet*. “Industrial Management & Data Systems”, Vol. 98, No. 6.
- Przybylska K. (2010): *Born global – nowa generacja małych polskich przedsiębiorstw*. „Gospodarka Narodowa”, nr 7-8.
- Raport Internet Standard: e-Commerce 2012*. International Data Group Poland, wrzesień 2012.
- Rayport J., Sviokla J. (1995): *Exploiting the Virtual Chain*. “Harvard Business Review” November-December.
- Rayport J., Sviokla J. (1994): *Managing in the Marketspace*. “Harvard Business Review” November-December.
- Reid R.S. (1981): *The Decision-Maker and Export Entry and Expansion*. “Journal of International Business Studies”, 12(2).

- Sharma D.D., Blomstremo A. (2003): *A Critical Review of Time in the Internationalization Process of Firms*. "Journal of Global Marketing", Vol. 16 (4).
- Timmers P. (1998): *Business Models for Electronic Commerce*. "Electronic Markets", No. 2.
- Turban E., King D., Viehland D., Lee J. (2006): *Electronic Commerce 2006: A Managerial Perspective*, Prentice Hall, Englewood Cliffs, NJ.
- Wiedersheim-Paul F., Olson H.C., Welch L.S. (1978): *Pre-export Activity: The First Step of Internationalization*. "Journal of International Business Studies" Spring-Summer.
- Wymbs C. (2000): *How e-commerce is Transforming and Internationalizing Service Industries*. "Journal of Services Marketing", Vol. 14, No. 6.
- Varma S. (2011): *Born Global Acquirers From Indian IT: An Exploratory Case Study*. "International Journal of Emerging Markets", Vol. 6, No. 4.

