С	ο	n	t	е	n	t
~	~		•	-		



Prefa	ace			7	
1	HOMOGENIZATION, REGIONALIZATION AND LOCALIZATION IN THEORY AND PRACTICE				
			IONAL BUSINESS	9	
	1.1	Interna	tionalization, competing in the world and local market participation	9	
	1.2	Overview of successful internationalization, territorial expansion and			
			reneurship	11	
	1.3	Matching marketing mix to the region and local markets 1			
	1.4	Internationalization process in the European Union 16			
	1.5	Geographical and business distance and prospective trading partners			
	1.6	Performance criteria by different countries 1			
	1.7	Social and Economic Differences			
	1.8	Culture and Intercultural Communication 1			
	1.9	Why are some firms more successful than others in their exporting activities?			
	1.10	Metho	dology	20	
		1.10.1	Introduction	20	
		1.10.2	Questioner and individual chapters' methodology	21	
		1.10.3	Facts and figures on international trade development	26	
		1.10.4	Visegrad countries foreign trade activities	28	
		1.10.5	Current state and perspectives of commodity exchange between Poland		
			and Russia	29	
		1.10.6	Identifying opportunities and Threats in doing business in GCC countries	30	
2	FACTS	S AND FI	GURES ON INTERNATIONAL TRADE DEVELOPMENT	33	
	2.1	World Economy and Trade			
	2.2	Interna	ational Trade Structure and Development	36	
		2.2.1	World trade in services	37	
	2.3	World Trade Commodity Structure 3			
	2.4	World Trade Territorial Structure 40			
	2.5	Regional and inter-regional merchandise trade 41			
	2.6	The tra	ade situation in 2008-2009	42	
		2.6.1	Reasons for the trade slowdown (according to the WTO)	43	
	2.7	World Trade and the European Union 4			
	2.8	Analysis of visegrad group countries' foreign trade commodity and territorial			
		structu	ire		
		2.8.1	Visegrad countries - foreign trade development	49	
		2.8.2	The total foreign trade commodity structure of individual V4 countries	53	
		2.8.3	Territorial structure (export and import partners) of the V4 countries'		
			total foreign trade activities	54	
		2.8.4	Mutual foreign trade development among the V4 countries	54	
		2.8.5	The commodity structure of V4 countries mutual foreign trade activities	57	
		2.8.6	The analysis of V4 countries' foreign trade competitiveness	57	
		2.8.7	Visegrad countries – foreign trade development trends, comparison and		
			conclusion	60	
3	MANAGING INTERNATIONAL BUSINESS: CASE OF SLOVAKIA				
	3.1	Introduction			
	3.2	Genera	al information of business environment in Slovakia	68	
	3.3	Foreig	n direct investments and economic development	69	

	3.4	Classifi	cation of Foreign Direct Investments	70		
	3.5	Forms	of doing business in Slovakia	72		
	3.6	Position of enterprises in the Slovak business environment: Presentation of				
		research results during 2005 – 2007				
	3.7	Conclu	sion	78		
4	MANA	AGING IN	NTERNATIONAL BUSINESS: CASE OF POLAND	81		
	4.1	Introdu	uction	81		
	4.2	Interna	ational Entrepreneurship Development of Polish Enterprises	86		
	4.3	-	erial and Marketing Aspects of Doing International Business among			
			Enterprises	89		
	4.4	Conclu		92 95		
5		THE ART OF INTERNATIONALIZATION: INTERCULTURAL CONSIDERATIONS FOR AUSTRIA				
	5.1	Introdu		95		
	5.2		es and Forms of Internationalization	95		
	5.3		an Internationalization	99		
	5.4	Conclu		107		
6			NTERNATIONAL BUSINESS: THE CASE OF SPAIN	109		
	6.1	Introdu		109		
	6.2		ationalization and cultural dimensions: a Case of Spain	110		
		6.2.1	Cultural influences in the choice of export territories	111		
		6.2.2	Cultural adjustment of marketing strategies	112		
	6.7	6.2.3	Strategic aspects of Marketing decisions with respect to internationalization	113 115		
-						
7			O COMMUNICATION: IMPLICATION FOR MANAGING INTERNATIONAL	•		
	BUSIN 7.1			117		
	/.1	7.1.1	uction to Intercultural Communication Intercultural Communications Model	117		
	7.2		e and Intercultural Communication	118		
	1.2	7.2.1	Language Differences	119		
		7.2.1	Cultural Differences	122 123		
		7.2.2	Social and Economic Differences	125		
		7.2.3	Legislative/ Regulation and Competitive Differences	127		
	7.3		Business Worldwide	127 128		
	7.5	7.3.1	Slovak Republic and Czech Republic	128		
		7.3.2	Spain	128		
		7.3.3	Poland	130		
		7.3.4	Austria	130		
	7.4		dology	132		
	7.5			132		
		7.5.1	Specific strategies for different cultures	132		
		7.5.2	Specification of developed strategies	134		
		7.5.3	Culturally close countries	136		
		7.5.4	The perception of cultural barriers	138		
		7.5.5	The perception of economic and political barriers	140		
	7.6	Conclu		142		
	7.7	Summary				
8	CURR	1.7 Summary CURRENT STATE AND PERSPECTIVES OF COMMODITY EXCHANGE BETWEEN POLAND				
		RUSSIA		144		

	8.1	Introduction	144	
	8.2	Changes of foreign trade policy of Poland resulting from the accession to the		
		European Union	144	
	8.3	Procedural conditionings of Polish-Russian trading exchange	146	
	8.4	Trading exchange with Russia and its conditioning in the years 1997-2008	148	
	8.5	Results of Polish-Russian trading exchange of agri-food products	149	
	8.6	Barriers to the development of Polish agri-food commodities exports to Russia	153	
	8.7	Perspectives of Polish - Russian trading exchange and its conditionings	156	
8.8 Conclusion		Conclusion	159	
9	IDENTIFYING OPPORTUNITIES AND THREATS IN DOING BUSINESS IN GCC COUNTRIES			
	9.1	Excecutive summary	162	
	9.2	Part A: Fundamental views and standards with substantial influence	162	
	9.3	Part B: Global trends and GCC in 2020	168	
	9.4	Part C: Sectorial facts and characteristics in GCC economy	173	
	9.5	Part D: SWOT analysis and global competitiveness by Deloitte & Touche	185	
	9.6	Part E: Conversion from chances	188	
Index			191	
Refe	rences		196	

•