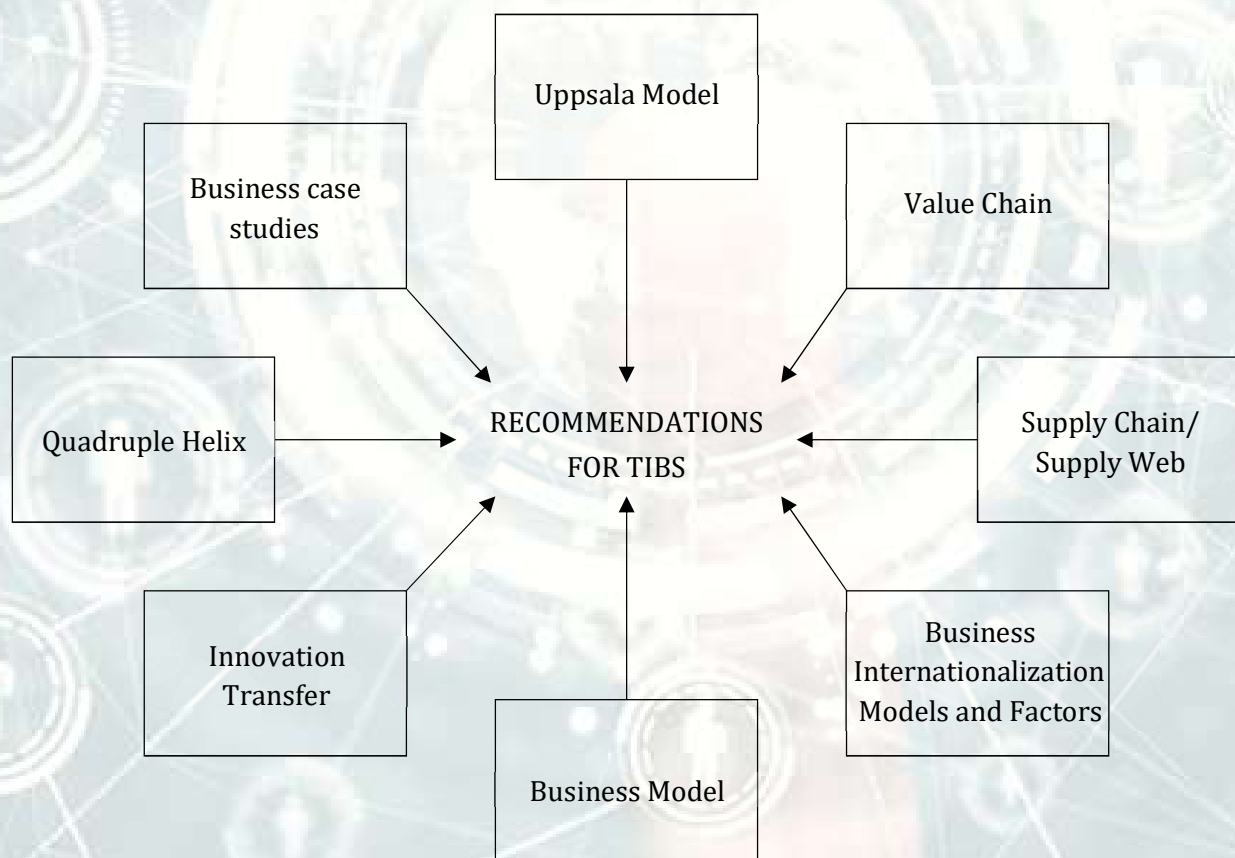


Theoretical concepts applicable in the system of supporting internationalization and innovativeness

- The summary of conclusions -

The comprehensive review of applicable concepts was prepared within Group of Activity 3.1 "Review and analysis of applicable theoretical concepts" in the project GoSmart BSR. This document presents the summary of key conclusions drawn from reviews and analysis.



The review and analysis of applicable theoretical concepts was the first step for designing and developing the Transnational Innovation Brokerage System (TIBS). The following concepts were analysed: Uppsala Model, Value Chain, Supply Chain/Supply Web, Business internationalization models and factors, Business Model, Innovation transfer and Quadruple Helix. Additionally, as a practical point of view, business case studies were reviewed.

The purpose of the literature review and analysis was **to understand the internationalization process in a highly competitive environment in the perspective of the network**, identify the main determinants and barriers to these processes and how nowadays management concepts can be exploited in fostering transnational cooperation. The main result of the review and analysis of the relevant theoretical concepts are the

recommendations for the practical methodological basis of TIBS.

Based on Uppsala Model the Transnational Innovation Brokerage System should provide **new knowledge** and opportunities to SMEs, **support commitment decisions, allow entry to new networks/improves position in existing ones**, and finally **facilitate learning**, alike **trust building**, between potential business partners. It is necessary to adjust the models of internationalisation to the specific business environments in each country instead of creating generally applicable models of internationalisation.

By developing dynamic capabilities of responsiveness, resilience, reliability and realignment, organizations enhance customer value propositions. TIBS must assure bettering these features by international cooperation at list in one of the value chain links.

Supply chain/web implies a big potential for beneficial international cooperation for SMEs by **reconfiguration existing supply chains/webs**. Supply web implies that when TIBS will be looking for the potential partnerships there should be taken into consideration not only preceding and following supply links but also many more stages of cooperation. The perspective is much broader than in the Supply Chain concept. It is connected with avoidance of risks in the supply chain process, especially if these chains become more complex, there should be much more information studied. TIBS should consider also supply webs where potential partners exist as **channels for transferring technologies**. Technology incorporation is additional value which would appear for a company which is joining a new supply web.

According to reviewed Internationalization Business Models and Factors concepts there is a proposal for a multidimensional model that has significant elements of the existing models and introduces new ones. TIBS staff should be thoroughly familiar with these models to serve support and guidance to targeted SMEs. TIBS system might **provide the necessary managerial services** for companies, especially small enterprises, which have big innovation potential, however lack managerial resources to expand into foreign markets. It is important to take into consideration during the design of TIBS that international orientation and growth orientation determine the internationalization patterns most.

Using the Business Model of the internationalization process TIBS can help to small and medium enterprises avoid problems connected with the lack of knowledge due to differences between countries with regard to, for example, language and culture, which are important obstacles to decision making connected with the development of international operations. **The Methods of Open Business Model Revenue Generation are recommended to a TIBS toolbox**. Fora and experts could be added to a TIBS network. The Greiner Model is relevant as all successful SMEs faces growth and/or disruption of business models causing chaos and crisis. The model and guidance is very straight forward and implementable that's why it is suggested as element for TIBS tool box or subject to TIBS training concept. The organization, the process and cooperation between Danish Design Center, global experts and local business could be a learning point for TIBS and source of contacts.

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TIBS are expected to support institutional capacities related to smart strategic planning and management at supra-regional level by all partners engaged in smart specializations processes. Thereby **knowledge production and acquisition are considered as a key driver** in the internationalization of entrepreneurial firms. The important factor in the transfer of knowledge and innovation, despite the increasing digitalisation, is **the face-to-face contact and cross-border mobility**. It is one of the challenging tasks for the future TIBS how to answer for the need in the Baltic Sea region countries for more integrated transnational cooperation and common smart strategies for innovation.

The Quadruple Helix concept can serve as an architectural innovation blueprint that engages simultaneously (in a dynamically balanced top-down and bottom-up approach) four sectoral perspectives (from the top-down angle government, university, industry, and the bottom-up angle civil society). The inter-sectoral and intra-sectoral as well as the inter-regional

and intra-regional knowledge and learning interfaces that are embedded in the Quadruple Helix architectural blueprint determine its efficacy and sustainability. A combination of these four perspectives aims for the **conceptualization, contextualization, design, implementation and evolution of** (smart, sustainable, and inclusive) **growth-driving entrepreneurship** and innovation systems at the regional level.

From the practical point of view the TIBS system can help in presenting companies as **reliable partners**. It should focus on SMEs that produce **unique, niche services or products** that have a higher value and may be of interest to larger, developed markets. TIBS should address its services to specific countries and sectors that can provide the greatest added value. The additional lesson learned from the case studies is **not to be afraid of international cooperation**, do not hesitate to start and do not be afraid of failures at the very beginning.

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