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## International orientation in the strategy of scientific and research institutions

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## INTERNATIONAL ORIENTATION IN THE STRATEGY OF SCIENTIFIC AND RESEARCH INSTITUTIONS

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### Introduction

The subject of the article is associated with the issue of management of organizations in a changing, dynamic environment. Formulating strategy of development of these organizations requires from the managers setting and achieving such goals of functioning on a competitive market which involve longer, at least medium perspective and present new possibilities for the development of their organizations.

Thus, the goal of this article is to draw attention to the chances for development of organizations, which result from adopting the option of making the strategy of action international in character. The very process of internationalization of an organization can be understood in various ways, but can be initiated and carried out even within the framework of functioning of an organization on the domestic market, however, it has to be consciously aimed at activities with an international character.

An especially important plot in the research on internationalization is the problem of changes that take place in the process of internationalization, both in an organization itself and in its environment.

J. Rymarczyk distinguishes between three stages of the process of internationalization<sup>1</sup>:

- raising an organization's awareness of the possibilities of international influence,
- adapting an organization to the international environment,
- international development which involves the creation or transformation of an organization.

The result of strategic decisions associated with the development of internationalization in an organization are changes which affect its relations with the environment, strategic position of the organization, as well as internal situation, including structure and organization culture, financial results, resources. In this context it is essential for research on internationalization to: identify the spheres of an organization's activities, which are subject to transformation or have to be created, further, identify the resources necessary to introduce changes and finally, to measure and assess the effects of internationalization.

The scope of the article covers the subject of adoption of international orientation of activities by an organization and the development in form of internationalization of the strategy of development itself, as well as – within its framework – functional strategy like marketing. In the following parts of the article the author discusses the issues of: the term of internationalization of organizations in theory and practice,

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<sup>1</sup> J. Rymarczyk, *Internacjonalizacja i globalizacja przedsiębiorstwa*, PWE, Warszawa 2004, p. 23.

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factors facilitating this process, symptoms of internationalization of strategy and the ways of measuring this phenomenon, she also provides practical examples of internationalization of Polish research and scientific organizations.

The scope of these considerations focuses on research and scientific institutions functioning in Poland, these include above all: research institutes, research and development centres and higher education institutions, as well as other entities active on the Polish market of research and development services market.

### **Internationalization – scope of the term, factors of development**

First of all, it is necessary to remark here that researchers look into the phenomenon of internationalization from two different perspectives. First of all, in association with research on the theory of international economy and in this case internationalization is a macroeconomic category. The second perspective refers to a microeconomic plane, that is, the theory of a company, the strategy for its development and management<sup>2</sup>.

In this article most attention will be devoted to the microeconomic perspective and for this reason it is necessary to quote here the definition of J. Rymarczyk, who claims that internationalization means a process in course of which a company transforms from a national company, through international to a global company<sup>3</sup>. The process is characterized by a few stages, even though in practice not all companies going through the process, have to be subject to all stages.

In foreign literature internationalization of companies is often described as a process raising the companies' awareness of the influence of international activities on their future development and a process of creating international ties and concluding transactions with companies from other countries. One of the foundations of these activities is the conviction that all participating in these activities derive benefits from them.

It is also interesting to take a look at the process of internationalization from the following three perspectives<sup>4</sup>:

- the perspective of the time in which various phases of the process of internationalization emerge (from export to creating a division providing services on foreign markets),
- the perspective of the manner in which the internationalization of a company is managed (as an element of strategy of spontaneous action),
- the perspective of behaviour of a company on a foreign market (making decisions concerning the choice of markets, strategy of action, marketing program).

In light of empirical research concerning, for example, the strategies of small and medium companies on foreign markets, the role of the behavioral factor, especially including the decisive influence of the management of a company on the process of internationalization, is strongly emphasized.

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2 J. W. Wiktor, R. Oczkowska, A. Żbikowska, *Marketing międzynarodowy. Zarys problematyki*, PWE, Warszawa 2008, p. 13-14

3 J. Rymarczyk, *Internacjonalizacja przedsiębiorstwa*, PWE, Warszawa 1996, p. 18-19.

4 K. Fonfara (ed.), *Zachowania przedsiębiorstwa w procesie internacjonalizacji. Podejście sieciowe*, PWE, Warszawa 2009, p. 12.

Considerations concerning the phenomenon of internationalization have been reflected in numerous concepts, models and theories developed on the basis of various perspectives. One of the most popular concepts based on the sequential, phase progress of internationalization is the so-called Uppsala model<sup>5</sup>. This model identifies four stages of internationalization:

- sporadic exports, when there is irregular export activity or lack of engagement of resources abroad, the company gains hardly any information about foreign markets;
- export through independent agents, which means the initial stage of engagement of resources and searching for information concerning the opportunities for sales on foreign markets;
- setting up a sales office abroad, the stage is characterized by greater interest, gaining knowledge and necessary engagement of resources on a particular market;
- establishing a production branch abroad, requiring the comparably highest level of knowledge about the target market and involving the highest level of engagement of resources abroad.

In the research on internationalization of companies much attention is paid to the issue of cultural differences. It has been concluded that greater progress of activities abroad, transition from closer to further markets is determined by the cultural distance (also described as psychological distance). It is defined as "a set of factors typical for a particular country hampering communication with it from the point of view of the country of origin of a given company. What constitutes psychological distance between countries are above all factors expressing cultural and social, as well as political, economic and technological and other kinds of distinctions"<sup>6</sup>. Other factors of sequential internationalization spread over a period of time may be the lack of knowledge and resources necessary for expansion: risk and difficulties associated with entering foreign markets, geographical distance, costs of transport, tariff and non-tariff barriers<sup>7</sup>.

At the end of the 20th century and at the beginning of the 21st century a shortening of the cycle of internationalization of many companies was observed. This happened thanks to the fact companies advanced faster from one phase of internationalization to another. One of the factors that stimulated this acceleration was the development of IT and communication technologies, unification of the markets, higher level of education in societies and growth of experience of international and intercultural dimension.

A broad approach to the subject of internationalization allows considering the scope of this term also from the perspective of relations of a particular company with foreign entities within a local market. In this case it is possible to distinguish between two approaches: *active internationalization* (that is, company's expansion to foreign markets) and *passive internationalization* (that is, the development of connections with foreign entities on local, national market)<sup>8</sup>.

The second approach called passive internationalization (or internal) seems to be very useful for the analysis of the process of internationalization of Polish service providers, which over the recent years have

<sup>5</sup> M. Gorynia, *Strategie zagranicznej ekspansji przedsiębiorstw*, PWE, Warszawa 2007, p. 64-65.

<sup>6</sup> E. Duliniec, (ed.), *Marketing międzynarodowy. Uwarunkowania, instrumenty, tendencje*, Oficyna Wydawnicza SGH, Warszawa 2007, p. 18-19.

<sup>7</sup> M. Gorynia, *Strategie zagranicznej...*, op. cit., p. 64.

<sup>8</sup> *Ibidem*, p. 35.

been developing their relations with foreign entities present on the national market under new forms of cooperation. The advantages of internationalization of a company on the domestic market are establishing lasting relations, gaining experience, learning about different cultures of organization, purchasing licenses from foreign entities, serving as agents on the national market or buying services from a foreign partner. In practice, such approach can be observed in the activities of many Polish scientific and research and development institutions cooperating with foreign entities present on the domestic market.

The phenomenon of occurrence of internal internationalization has been confirmed in practice in research conducted on a group of over 9,000 small and medium companies (SME) active on the common European market. The subject of the research was the process of internationalization of SME's in its broad meaning, covering the analysis of the applied forms of internationalization, the contribution of various kinds of commercial activity to the process (from production, through trade, to services) and differences between particular countries occurring in this area. The results of the research have shown an untypical path of development of the process, that is, from import (that is, internal internationalization of a company) to direct capital involvement (external internationalization). It seems that this path of development of internationalization is attractive for research and scientific institutions which don't have knowledge about the foreign market or earlier experiences with international contacts.

Yet another aspect of making decisions on internationalization are the motives for making them, which may be *proactive* in character (the so-called proactive internationalization) or *reactive* in character (the so-called reactive internationalization). The motives of internationalization are presented in the following table in two groups.

Table 1. Motives for the internationalization of organizations.

Reactive motives	Proactive motives
<ul style="list-style-type: none"> <li>• pursuing existing clients</li> <li>• pressure of national competition</li> <li>• unsolicited inquiries and orders from abroad</li> <li>• formal and informal networks of customers</li> <li>• saturated internal market of services (branch market)</li> <li>• proximity of foreign customers (small psychological distance)</li> <li>• not utilized production capacities</li> </ul>	<ul style="list-style-type: none"> <li>• awareness and initiative of a company's management</li> <li>• personal involvement of the management of an organization</li> <li>• expectation of profits from foreign markets</li> <li>• possession of special knowledge about a foreign market or foreign clients</li> <li>• possession of unique competences</li> <li>• possession of a unique product based on technology</li> <li>• expected benefits from the effect of scale</li> </ul>

Source: Prepared based on: H. Kasper, P. Helsdingen, M. Gabbott, *Services marketing management. A strategic perspective*, John Wiley & Sons Ltd, Chichester, England 2006, p. 279 and E. Duliniec, *Marketing międzynarodowy*, PWE, Warszawa 2009, p. 19-21.

Generally speaking, the superior motive for the internationalization of an organization is the search for sources of profit growth by the management. The above-mentioned groups of proactive and reactive motives show the behaviour of an organization and its management on their path to achieving their goals. However, the reactive motives of internationalization point more towards the strategy of *following*

customers to foreign markets, whereas proactive motives refer to *searching for new markets abroad*. In this second case the management of a company plays an exceptional role, as it functions as an initiator of the development of the company's markets and an active implementer of this strategy, who gets engaged in meetings with partners of clients, supports foreign business trips of representatives of the company.

An important proactive element is when a company has exceptional competences that could attract foreign customers (including exceptional knowledge and qualifications of its employees), as well as technological edge over foreign competition. Expected benefits of the effect of scale are associated with the capacity of production and lowering unit costs – these, however, concern services based on advanced technologies.

Reactive motives of internationalization of companies, which result from pursuing the client are a popular strategy of companies serving big international corporations (eg. in the area of IT and services). In such case service providers establish their representations or branches in countries, where their clients are functioning. In Poland companies providing maintenance services for Volvo trucks were established this way.

Reactive internationalization may be caused by various factors from the environment, including the presence of rivals on international markets or the saturated internal market hampering the growth of the company or a small psychological distance of the target market encouraging to offer services similar as on the national markets. Also, not used production capacity of a company may be a motive encouraging the search for new, foreign markets, especially, closer, neighbouring markets.

### Measurement of internationalization of the strategy of research and scientific institutions

Key decisions concerning the international orientation of an organization determine its general strategy and functional strategies, including especially those concerning human resources, financing or marketing.

Internationalization of the general strategy of an organization is a formalized process, which takes place as a result of strategic choices taken on the basis of analysis and assessment of attractiveness of foreign markets and internal resources<sup>9</sup>.

The phase which starts the measurement of internationalization is the choice of traits of an organization which characterize the level of progress of internationalization and later the operationalization of these traits, that is, formulating adequate measurable indicators on their basis. Romanowska proposes a distinction between three basic groups of these factors:

- *structural indicators* (reflecting the level of progress of international activities of a company at a particular time),
- *operative indicators* (describing the effects of a company's activity abroad)
- *behavioral indicators* (applied to measuring the strategic behaviour of the management)<sup>10</sup>.

9 K. Fonfara (ed.), *Zachowania przedsiębiorstwa...*, op. cit., p.15.

10 M. Romanowska, *Planowanie strategiczne w przedsiębiorstwie*, PWE, Warszawa 2009, p. 119-120.

Examples of basic structural, operative, behavioral indicators are shown in table 2.

Table 2. Example of most often used indicators for the measurement of internationalization.

Group of indicators	Examples of indicators for measurement of internationalization
structural indicators	<ul style="list-style-type: none"> <li>- number of countries where operations are conducted</li> <li>- number of foreign branches</li> <li>- Network Spread Index</li> <li>- indicator of the share of foreign assets</li> <li>- indicator of the share of revenues generated abroad</li> <li>- indicator of the share of people employed abroad</li> <li>- indicator of the proportion of shares held by foreign investors</li> <li>- indicator of the participation of foreigners in the supervisory board</li> </ul>
operative indicators	<ul style="list-style-type: none"> <li>- volume of sales per client abroad</li> <li>- sum of income from foreign branches</li> <li>- sum of operative income generated abroad</li> </ul>
behavioral indicators	<ul style="list-style-type: none"> <li>- "soft" indicators serving the purpose of measuring international orientation and managers' style of management (ethnocentric, policentric, regional, geocentric orientation),</li> <li>- "hard" indicators serving the measurement of international experience of management staff of a company, eg. the number of years at work abroad, compared to the total number of years of work experience, knowledge of foreign languages.</li> </ul>

Source: Prepared on the basis of: M. Romanowska, *Planowanie strategiczne w przedsiębiorstwie*, PWE, Warszawa 2009, p. 119-120.

Defining traits characterizing the progress of research and scientific institutions in the process of internationalization requires the formulation of a series of detailed criteria of measurement taking into consideration the multidimensionality of their internationalization. The following are examples of the criteria for the measurement of internationalization of research and scientific institutions from a strategic point of view:

**The place of internationalization in the strategy of a particular entity:**

- Is the strategy of internationalization included in the strategy of development of a research and scientific institution?
- Does the mission of a research and scientific institution contain references with an international dimension?
- Does the strategy of a research and scientific institution contain goals associated with internationalization and ways for achieving these goals?
- Does the strategy determine the budget for the achievement of targets associated with the internationalization of a research and scientific institution?
- Does the strategy highlight indicators for the measurement of the level of implementation of goals associated with the internationalization of a scientific and research institution?

**The place of internationalization in the organizational structure of an entity:**

- Does the management of a research and scientific institution include a director or vice-rector dealing with international cooperation?
- Does the structure of a research and scientific institution contain a cell responsible for international cooperation?
- Does the structure of a research and scientific institution contain units/persons responsible for international cooperation?

**The coverage of international activities:**

- What countries (neighbouring, European, from other continents) does a research and scientific institution cooperate with? How many contracts on cooperation with entities from particular countries have been concluded?
- Does a research and scientific institution participate in international cooperation programs of the European Union? What programs?

**Manners and forms of internationalization:**

- Does a research and scientific institution organize international scientific conferences?
- Do the employees participate in international conferences abroad?
- Do the employees publish their works in international magazines?
- Does a research and scientific institution participate in international research projects?
- Is a research and scientific institution a part of associations which are international in character?
- Does a research and scientific institution participate in international education fairs?
- Does a research and scientific institution publish informative and promotional materials in foreign languages?

**Resources and strategic skills of research and scientific institutions:**

- Do the employees have international experience?
- Do the employees have language skills?
- Does a particular research and scientific institution employ foreigners?
- What is the share of the budget for internationalization in the general budget?
- Does a particular research and scientific institution have funds from foreign sources of financing (including funds for research projects)?
- What is the position of a research and scientific institution in foreign rankings?
- Does a particular research and scientific institution have certificates, diplomas, awards, accreditations from international institutions?

In the following part of the article first, examples of internationalization of strategies of research and scientific institutions in light of the analysis of their missions and strategies will be presented. Next, the methodology of the measurement of the trait of “internationalization” with regard to Polish universities, based on available rankings, will be discussed.

Table 3. Internationalization in the mission and strategy of universities and research institutes – selected examples.

<b>Research and scientific institution</b>	<b>Source of information concerning internationalization (websites)</b>	<b>Quotes concerning internationalization of a research and scientific institution</b>
University: Koźmiński University in Warsaw	Mission	<i>„As an international university with headquarters in the centre of Europe we want to deliver the highest quality of education in the area of ethical business, management, social sciences, law. We combine theory with practice. We conduct research which, according to scientific circles, contributes to the development of Polish and world science.”</i>
University: Adam Mickiewicz University in Poznań	Mission (1), Strategy (2)	(1) ... <i>„We are a part of Wielkopolska, Poland and Europe.”</i> (2) <i>„The University is proud to call itself a European university... Our university propagates pro-European ideas and participates actively in international scientific environment, carrying out joint research and educational programs. It boosts ties between countries of the European Union and starts new initiatives giving the opportunities for cooperation with countries of Eastern Europe.”</i>
University: University of Warsaw	Mission	<i>“... We want to be the best Polish university and a leading European university. We recognize our special obligations towards Central and Eastern Europe.”</i>
University: Wrocław University of Technology	Strategy	<i>„Wrocław University of Technology as an academic community is open to everyone, it maintains university values and traditions, multilateral cooperation with other universities and is striving to achieve recognition among universities of Europe and the world.”</i>
Research institute: Central Mining Institute GIG	Strategy	<i>“... achieving a leading scientific position in the European Research Sphere through active participation in European research projects and scientific networks...”</i>
Research institute: Institute of Innovative Technologies EMAG	Mission	<i>“... main research and development works comply with the priority directions defined by the National Framework Program and by the Framework Program of the European Union, as well as with the programs of the European Technology Platforms”</i>
Research Institute: Chemical Apparatus Research and Development Centre CEBEA in Cracow	Description of activity	<i>“... The logo of our company can be seen in Germany, Great Britain, Hungary, Slovakia, Czech Republic, Romania, Ukraine as well as on the markets of Arab countries.”</i>
Research Institute: Institute of Aviation in Warsaw	Mission	<i>„Providing services on the international research market”</i>

Source: Websites of universities and research institutes: [www.kozminski.edu.pl](http://www.kozminski.edu.pl); [amu.edu.pl](http://amu.edu.pl); [www.uw.edu.pl](http://www.uw.edu.pl); [www.pwr.wroc.pl](http://www.pwr.wroc.pl); [www.gigcert.com](http://www.gigcert.com); [www.emag.pl](http://www.emag.pl); [cebea.com.pl](http://cebea.com.pl); [ilot.edu.pl](http://ilot.edu.pl), (10.11.2012).

## Internationalization in the mission and strategy of research and scientific institutions

The subject of the article emphasizes the importance of international orientation in the activities of Polish research and scientific institutions, especially in the aspect of their strategy for development and in marketing activities communicating international aspirations of these institutions. Basing on the generally available Internet sources, that is, the websites of the discussed institutions, the author has identified various ways of internationalization of Polish universities and research institutes apparent in the formulation of their mission or strategy or in the description of their past and current activities. Examples are presented in table 3.

In table 3 four best Polish universities distinguished by the ranking of the „Perspektywy 2011” magazine were included. The next step was identifying – in their mission or strategy – references to international character of their activities. The analysis of the content of quoted texts points mainly to strong ties with the region of Europe. However, there are also references suggesting the ambition to appear on the global scene of research and education (two universities).

The analysis of 48 websites of Polish research institutes, found in the database of the Main Council of the Research Institutes<sup>11</sup> reveals comparably low scope of their internationalization. Obviously, the observation is based exclusively on the analysis of contents posted on Internet websites of these institutes and the conclusions are as follows: on most of these websites we can't find any information about the institutes' mission or strategy. At the same time in the description of past and present activities, institutes usually focus on local/national scope of activity. Moreover, some of the institutes don't have their website available in foreign languages.

To sum it up, in the group of analyzed research and scientific institutions the contents presented on the websites of universities are definitely more professional than what research institutes show. Moreover, universities much more clearly emphasize their international profile.

## Methodology for the measurement of internationalization of universities – the example of rankings

Ranking methodology prepared by the experts working for Perspektywy magazine, as well as the results achieved thanks to this methodology in the assessment of internationalization of Polish universities is an example of a complex assessment of the degree of their internationalization. However, it is necessary to pay attention to the fact that the investigated traits of internationalization of universities and the accompanying detailed criteria were different for two groups of universities, that is, the group of academic institutions (which have the right to grant PhD title) and the group of non-public schools offering MA courses.

With regard to the general assessment of academic institutions, experts preparing the ranking of Perspektywy have developed six groups of traits referring to the internationalization of universities and within them there are 32 criteria used for measurement. The scope and importance of the investigated traits of universities was as follows: scientific efficiency (30%), prestige (25%), scientific potential (15%),

<sup>11</sup> [www.rgjbr.org.pl](http://www.rgjbr.org.pl) (10.11.2012).

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internationalization (15%), conditions for studying (10%) and innovative capacity (5%). The measurement of the trait important for the purpose of this article, namely “internationalization” (weighing 15%) covered the following, detailed criteria:

- courses in foreign languages, conducted during the academic year,
- students participating in foreign language courses,
- student exchange (arrivals/departures),
- number of foreign students,
- number of foreign academic teachers,
- number of lectures conducted in foreign languages.

Based on the parametric assessment of the above-mentioned criteria, among the most internationalized universities in 2011 there were:

- Koźmiński University
- University of Warsaw
- Adam Mickiewicz University in Poznań
- Wrocław University of Technology
- Jagiellonian University
- Technical University of Łódź

It is worth adding here that beginning from 2011 an additional, new trait was introduced to calculate rankings of universities – the so-called “international recognition”. In order to build a detailed “international recognition” trait, the positions of Polish universities achieved in well-known international rankings were used. The popularity of these rankings is a global phenomenon of the recent years, which is associated above all with the internationalization of the market of higher education and the globalization of scientific research and implementation. As creators of the Perspektywy ranking claim, good positions in international rankings have a huge impact on the position and reputation of universities in Poland. Universities placing in upper parts of international rankings quickly advance to the highest, or at least high level of recognition in Poland. In order to measure the trait of “international recognition” the following global rankings were taken into consideration:

- ARWU – Academic Ranking of World Universities, (institutional ranking), [www.arwu.org](http://www.arwu.org)
- THE – Times Higher Education (institutional ranking), [www.timeshighereducation.co.uk](http://www.timeshighereducation.co.uk)
- QS World University Ranking – of the Quacquarelli Symonds Limited concern (institutional ranking), [www.topuniversities.com](http://www.topuniversities.com)
- Webometrics (based on the analysis of Internet resources), [www.webometrics.info](http://www.webometrics.info)
- Leiden – ranking of Leiden University (based on bibliometric analysis), [www.socialsciences.leiden.edu](http://www.socialsciences.leiden.edu)
- FT – Financial Times ranking (based on the assessment of programs and careers of graduates), <http://rankings.ft.com/businessscholrankings>

Table 4 presents the positions of Polish higher education institutions in global rankings (2010) and, in the last column, the position of a given university in the Perspektywy ranking 2011.

Table 4. Polish universities in global rankings, compared to their position in Perspektywy ranking.

Universities	Position in international ranking						Position in Perspektywy 2011 ranking
	ARWU	THE	QS	Webometrics	Leiden	FT	
University of Warsaw	301	252	364	295	430		1
Jagiellonian University	301	300	304	322	463		2
Warsaw University of Technology		329	501	722	474		3
University of Łódź			551	1148			14
Wrocław University of Technology				587	496		5
Adam Mickiewicz University				690	497		4
Wrocław University				752	483		7
University of Science and Technology				537			6
Gdańsk University of Technology				730			11
Nicolaus Copernicus University				955			13
University of Silesia				994			16
Poznań University of Technology				1153			17
Technical University of Łódź				1166			8
Maria Curie-Skłodowska University				1167			32
University of Gdańsk				1201			18
Koźmiński University						30	25
Warsaw School of Economics						46	9

Source: [www.perspektywy.pl](http://www.perspektywy.pl) (2011).

The analysis of the positions of Polish universities in global rankings suggests that only Polish universities with a strong position on the national education market have a chance to make it to global rankings. At the same time, it is necessary to emphasize here that a leading position on the national educational market doesn't guarantee high positions in global rankings. It is also noteworthy that international recognition understood as the presence in international rankings itself, regardless of the occupied position, boosts the prestige and image of a university in its national environment<sup>12</sup>.

### Strategy of research and scientific institutions and internationalization of their image

As pointed out at the beginning, the directions and scope of internationalization of research and scientific institutions are determined by the international orientation of the management, meaning a "set of attitudes towards the issues of internationalization, a kind of philosophy referring to the activity of a company on international markets. Such orientation is called strategic predispositions of the management"<sup>13</sup>

12 M. Pluta-Olearnik, M. Dymyt, *Kreowanie międzynarodowego wizerunku szkoły wyższej*, WSB, Poznań 2012.

13 E. Duliniec, *Marketing międzynarodowy...*, op. cit., p. 23-24.

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International orientation brings about a series of consequences for the formulation of the strategy of development, as it means the necessity of including international ambitions in the mission and strategic goals. The internationalization of image is associated with the internationalization of tools for the shaping of the identity of an organization in a foreign environment.

A strategic approach to image building is associated with the need to work out a coherent program of activities subject to the mission, responding to the expectations of the environment, based on the inner potential.

Internationalization of image strategy means giving a significant rank to international activity, which is supposed to build the image in a foreign environment. Stronger involvement of an institution in the international space requires raising the scope of control over marketing activities pursued abroad, longer time horizon for planning these activities, strategic priority of international activities in the general strategy of development<sup>14</sup>.

Internationalization of the image strategy of a research and scientific institution is the choice of such manners and tools of communication which allow shaping the institution's image in an international environment. The internationalization of image strategy involves changing all its elements and in particular it refers to such actions as:

- internationalizing image, that is, informing the environment about the values associated with international ambitions and endeavors;
- reacting to information received from the environment;
- shaping identity on the basis of distinguishing marks emphasizing activity and achievements recognized in the world;
- choice of adequate marketing activities, which allow building international identity and international image.

The understanding of the internationalization of image strategy as a defined process is associated with the transition of an institution through subsequent phases of internationalization and gradual growth of international activity and involvement of assets in foreign activities. In the process we can distinguish between the following phases:

- first phase, or shaping the national image – institution focuses its activities on creating its image on the domestic market and the target recipients of its messages are only domestic entities;
- second phase or shaping international image – institution shapes its image by starting cooperation with foreign entities present on the domestic market (the so-called internal or passive internationalization);
- third phase or shaping international image – institution is present on the international market (market of a neighbouring country, European market) it is building contacts and cooperating with one or a few foreign entities;
- fourth phase or shaping a global image – institution is present on global markets, outside Europe,

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<sup>14</sup> *Ibidem*, p. 13.

it cooperates with many entities from various continents and countries and its image strategy is coherent with these activities.

The process of building an international image conducted by research and scientific institutions should be integrated with the communication policy of the city – the location of the institution, with the policy of the region and the country, as well as with the policy of branch organizations, opinion-forming organizations and aimed at achieving the so-called image synergy. Only then a scientific and research institution can gain a credible, recognizable and attractive international image.

## Conclusion

The need for internationalization, both of the process of research and education in research and scientific institutions, which is the centre of attention of contemporary environment, is becoming the main challenge for them. Internationalization cannot be reduced to incidental ventures, but should be an integral part of the strategy of development of an institution. It should be expressed by constant striving to create an international potential. Building an international image in a consistent way may determine the efficiency of functioning both on the national, as well as on foreign and global market of science, research and education. International and intercultural dimension of the image of scientific and research institutions will in the long term constitute a basic element for building a lasting competitive edge in the national and international space.

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