
ENTREPRENEURIAL MOBILITY – CONCEPT, DIMENSIONS, MEANING

Introduction

For several years, there has been a dynamic increase in research into the mobility of employees both within the organization and beyond its borders. These studies seek answers regarding the tendency of employees to mobility, and to identify predictors determining the mobility mentioned above. The growing interest in exploring the factors that are of strategic importance for the organization, and maintaining a competitive advantage mean that the survival of enterprises is increasingly dependent on its degree of flexibility and adaptability to changing environmental conditions. The basis for the organization's adaptation to the changing environment is strategic entrepreneurship [Szarucki, 2011: 73], which is the result of integration of knowledge on entrepreneurship and strategic management [Ireland et al., 2003]; although it should be emphasized that these two fields of knowledge may occur separately without interacting with each other. In addition to strategic entrepreneurship, the resource theory and the theory of entrepreneurial behaviors have an unquestionable impact on the functioning of enterprises. All three theories are the basis for the formulation of entrepreneurial mobility, which allows for better understanding of the activities of enterprises and is a factor that helps them to cross their boundaries. At the same time, through various organizational forms, it enables entrepreneurs to recognize and use chances and opportunities that they can come across by making various transfers when making enterprising decisions [Wright, 2011: 2]. The subject matter related to entrepreneurial mobility is rarely undertaken in literature. There are few theoretical and empirical studies dealing with this issue and it is most often expressed in a fragmented way, presenting only individual motives of entrepreneurs in terms of

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their propensity to mobility. In this article, mobility is both a characteristic assigned to individual – entrepreneurs, as well as for a company.

For this reason, the aim of this article is to identify the conceptualization of the essence of the notion of entrepreneurial mobility, to determine its dimensions and to show the relationship with strategic entrepreneurship, the theory of resources and the theory of entrepreneurial behavior.

The article was based on literature studies using the method of literature analysis and criticism.

1. Entrepreneurial mobility – the essence of the concept

The genesis of entrepreneurial mobility should be seen as a career without borders, which aims at crossing borders in the context of professional development. Adopting the perspective of entrepreneurship, which focuses on recognizing and using entrepreneurs' possibilities through various organizational forms (start-ups, spin-offs or family businesses transfers), entrepreneurial mobility is defined as the movement of the entrepreneur from one context to another [Wright, 2011: 2]. The context consists of four aspects: temporal (life cycle of the enterprise), institutional (government policy, legal system, norms, values), social (social networks) and spatial (geographical space) [Zahra, Wright, 2011]. The context is, therefore, an element that indicates areas where entrepreneurial mobility can take place.

Entrepreneurial mobility also includes the crossing of industrial and/or functional boundaries by enterprises. For example, entrepreneurs who cross functional boundaries move their start-ups more often into new product areas. In turn, crossing industry boundaries is most often associated with a start-up failure [Dokko, Wu, 2017].

The study of the factors of mobile entrepreneurship is necessary to determine the elements and techniques in the field of improving entrepreneurship programs in a given region. Research conducted among entrepreneurs from Sylhet in India indicates that essential factors in the field of mobile entrepreneurship include proximity to market (26%), the need of family (22%), and utility (17%). Therefore, they should be taken into account by people who want to contribute to the development of entrepreneurship in a specific region [Latif, Yeasmin, 2015: 145]. In addition, decision-makers seeking to improve the quality of entrepreneurship should offer increased support and incentives for those who want to set up their own business [Frederiksen et al., 2016: 376].

In entrepreneurial mobility, dimensions can also be distinguished using two criteria: organizational mobility and geographic mobility, taking into account their level – high and low [Wright, 2011: 29]. The resulting dichotomous division shows various types of entrepreneurial mobility (Figure 1).

Figure 1. Dimensions of entrepreneurial mobility

		Geographical mobility	
		low	high
Organizational mobility	low	I Creation of New firm in local context	III Individual mobility
	high	II Move out of established organization	IV Move established firm

Source: Wright [2011: 29].

All these four areas characterize entrepreneurs and explain their behaviors, motives and ways of proceeding in the context of their entrepreneurial mobility. They are described in detail below [Wright, 2011: 8–17]:

- The first area (I) shows a situation in which geographical mobility and organizational mobility are low. This applies to entrepreneurs perceived in a traditional way: as founders and/or owners. They are characterized by a low level in these two dimensions because it results from their previous experience, the nature of the sequence of prior failures and observations of the previous generation, which cause aversion to learning and taking up new challenges. It is the result of seeing a failure in the external environment (attribution theory) and focusing on cognitive factors, heuristics and information processing. Only a few entrepreneurs decide to change the geographic location of the next venture. These are people who, after initial aversion to change, finally decide to convert their venture.
- The second area (II) assumes low geographic mobility and high organizational mobility. This dimension can be described using two situations. Firstly, in this quadrant, there are people who leave the current employer to set up their own company on the basis of management buyouts (MBOs). A separate department or a subsidiary of an enterprise is transformed into an independent enterprise. People making such ventures see themselves as entrepreneurs. The second situation that takes place in this dimension is the university spin-offs. They involve the creation of a new venture using the knowledge of academic teachers. Little, however, according to M. Wright, is known about emerging cognitive challenges in the creation and development of effective university spin-offs, which is why there is a need to analyze the abilities and competencies required of academic entrepreneurs [Wright, 2011: 13].
- The third area (III) describes a situation in which geographic mobility is high, while organizational mobility is low. It concerns immigrant entrepreneurs returning to their own country and ethnic entrepreneurs. These are also people returning to

their home country to start a specific venture. Using for this purpose the knowledge possessed, it can become the basis for formulating strategic entrepreneurship. This dimension is therefore focused on the individual entrepreneurship, its motives and decisions. Although there are many studies on entrepreneurs returning to the country and their determinants, however, the differences between entrepreneurial behavior of people remaining abroad and those who have decided to return and use their resources to start a business are still not resolved.

- The last area (IV) indicates high geographic mobility and high organizational mobility. In the traditional sense, this area would refer to organizations that are not afraid of moving the company to another region or country. Nowadays, this quadrant refers to transnational entrepreneurs who can establish new locations of the enterprise abroad. They create ventures using their social capital and networking, they are not afraid of challenges. An extensive social network in the context of entrepreneurial mobility concerns potential clients, suppliers and other stakeholders [Frederiksen et al., 2016: 363]. Such entrepreneurs are able to take advantage of the opportunity and competitive international forces to find themselves in the global space.

In turn, Lundmark and Waern propose eight aspects for examining the connection between mobility and entrepreneurship: mobility of people, mobility of knowledge, mobility of ideas, mobility of opportunities, mobility of resources, mobility of social relations/networks or social mobility, mobility of infrastructure and mobility of organizations [Lundmark, Waern, 2008]. On the other hand, research conducted on mobile entrepreneurship indicates that people who are characterized by a high degree of mobility prove themselves to a greater extent in their entrepreneurship [Agarwal et al., 2004]. It is also related to their greater manifestation to seek professions that do not have institutional, defined roles and power structures [Frederiksen et al., 2016: 362]. It is possible thanks to own entrepreneurship. The use of entrepreneurial abilities depends on the extent to which entrepreneurs have acquired prior knowledge related to technology, market needs and potential clients [Shane, 2000]. Thus, entrepreneurial mobility makes enterprises more inclined to innovate, hire employees and can provide other social side-effects [Frederiksen et al., 2016: 376]. In addition, greater entrepreneurial mobility is characteristic of people who worked abroad; economic migration has created the opportunity to achieve higher earnings and save money which can be used later to finance the enterprise in the home country. In addition, work abroad allows access to various forms of employment or even change of career path, which may result in a business idea in home country [Pauli, Osowska, 2018]. However, this applies only to those talented individuals who become entrepreneurs [Groysberg et al., 2009: 23].

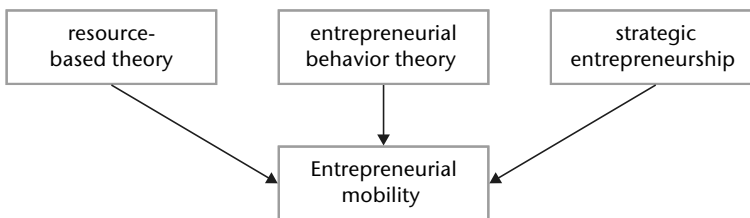
It is noted that entrepreneurial mobility is a multidimensional construct. However, from running a business perspective, it seems that it is the best situation for the

entrepreneur as a result of which opportunities for the development of entrepreneurial mobility are created. However, in what area the entrepreneur will find himself depends on his resources, competencies, abilities to use opportunities, undertaken entrepreneurial behaviors and strategic entrepreneurship that help to understand the construct of mobile entrepreneurship.

2. Entrepreneurial mobility and strategic entrepreneurship, resource based theory and entrepreneurial behavior theory

M. Wright, a pioneer in the field of entrepreneurial mobility research, pays attention to other elements involved in the entrepreneurial process. These are the origin of resources available to the organization and decision-making processes of entrepreneurs, which are independent of the situational context in which they are located [Wright, 2011: 2]. The basis for explaining entrepreneurial mobility are (Figure 2) the achievements of strategic entrepreneurship, the theory of entrepreneurial behavior and resource theory [Wright, 2011: 4–7].

Figure 2. The connection between entrepreneurial mobility and other theories



Source: own study.

These theories are used in the process of formulating entrepreneurial mobility, which helps to identify areas and emerging problems that can be used to learn about the studied phenomenon.

The first of them is strategic entrepreneurship, which, by combining entrepreneurial knowledge and strategic management, assumes that the organization, in order to ensure a sustainable competitive advantage, create value in the long-term development process, should necessarily react to opportunities and changes in the environment. However, implementation of strategic entrepreneurship is possible by achieving a balance between the exploitation of competitive advantage and opportunity exploration [Kaleta, Sołoducho-Pelc, 2016: 61]. This means that the organization, on the one

hand, is to look for factors that will ensure its sustainable competitive advantage, on the other hand, identify and use emerging opportunities. Such a situation often results in the antinomies of activities undertaken as part of strategic management and entrepreneurship. The reconciliation of these antinomies is ambidexterity, a concept that allows for the balancing of these activities, being the dynamic and strategic ability of the organization [Zakrzewska-Bielawska, 2016].

In the case of entrepreneurial mobility, ambidexterity as dynamic capacity will characterize only those organizations that cross borders in a rapidly changing international environment, as it allows enterprises to cope better in a turbulent and unpredictable environment [Zakrzewska-Bielawska, 2017: 184].

Strategic entrepreneurship is also a full set of decisions and actions necessary to search for opportunities and use them by creating and maintaining competitive advantages in order to create value for clients and wealth for stakeholders [Hitt et al., 2011]. In this situation, mobile entrepreneurship in the context of strategic entrepreneurship will constitute a set of individual decisions that will enable the company to cross borders due to emerging chances and opportunities in the environment. It is also the search for certain factors conducive to this transfer and undertaking pre-emptive actions, e.g., introducing innovations on international markets, which result in achieving a competitive advantage by the company.

In turn, the entrepreneurial behavior theory which derives from entrepreneurship deals with examining the behavior of entrepreneurs, their motives, features or factors conducive to or hindering business activity [Kuratko et al., 2005]. In the context of entrepreneurial mobility, behaviors on the international plane, which is the result of the internationalization of business operations, are really important. They are undertaken in order to take advantage of chances and opportunities appearing in international markets in order to achieve a competitive advantage.

Entrepreneurial behaviors include also some reactions (related to mobility) to situations conducive to the implementation of mobile entrepreneurship. It seems significant that these behaviors were intentional, undertaken by entrepreneurs in real time [Bańka, 2015]. Including proactivity as one of the entrepreneur's dispositions, it will encourage him to engage in specific behaviors in various situations actively, with his initiative and impact on the surrounding reality [Bakker et al., 2012: 136]. Therefore, mobile entrepreneurship, taking into account proactive behavior of the entrepreneur, will not only adequately response to emerging opportunities in the environment, but it will also be initiated by creating the right conditions for its implementation. In the situation of forced mobile entrepreneurship, an entrepreneur characterized by proactive behaviors will be able to manage the organization so that it can find itself in a new situation.

Nevertheless, entrepreneurial mobility in the context of entrepreneurial behavior theory calls for recognition of the boundaries of entrepreneurial cognition and learning

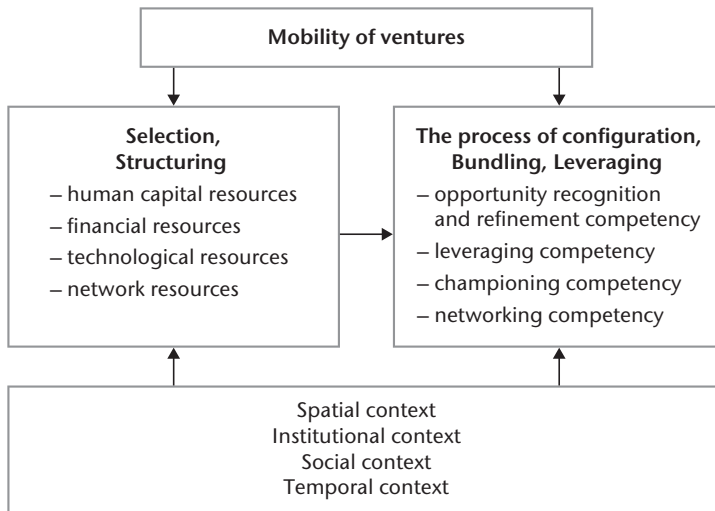
as well as ways to adapt the cognitive processes of entrepreneurs to the new conditions of business operations [Wright, 2011: 5]. On the other hand, the resource theory emphasizes that the key to the enterprise's success are its resources and skills, including knowledge and competencies and their appropriate use [Hamel, Prahalad, 1994]. Resource theory representatives focused on explaining which resources at the disposal of the enterprises have the potential to provide them with a competitive advantage. However, as pointed out by Frederiksen, Wennberg, Balachandran [Frederiksen et al., 2016: 377], the link between mobility and entrepreneurship is not necessarily a proof of the accumulation of resources and skills.

Referring to strategic entrepreneurship, it is emphasized that strategic resources of a company that favor entrepreneurial mobility include, i.e., human, information (social networks), financial and technological resources [Wright, 2012: 8]. However, resource theory increasingly often pays attention to the orchestration of resources. It includes searching, selection and configuration of resources and skills [Matejun, 2015: 44] and taking actions by management (in this case entrepreneurs) to facilitate efforts in the effective management of the organization's resources. One of its activities is to mobilize resources to shape the desired configurations of the enterprise's capabilities and to coordinate these configurations so that they can be used for the implementation of strategies or emerging market opportunities in the environment [Bratnicka, Dyduch, 2014: 73].

Today's enterprises need orchestration or better coordination of their resources based on the following competencies: improvement of opportunities, leveraging, championing and networking competencies, which determine the success of the enterprise [Wright, 2012: 8]. They are indispensable in the process of mobile entrepreneurship because they enable the company's development by transforming ideas into a real business concept. They also allow the company to build its own resources and exploit resources of others through a skillful way of accessing the resources of strategic partners, and to facilitate the building of social networks [Wright, 2012: 8]. The orchestration of resources facilitates the process of mobile entrepreneurship only if they are combined with the competencies discussed above and with the impact of the context and its four dimensions (temporal, institutional, social, spatial) on them. These connections are presented in the figure below (Figure 3).

Therefore, it can be acknowledged that the orchestration of resources and the context in which entrepreneurs are located are moderating factors, and their primary role is to enable the implementation of entrepreneurial mobility effectively. Their interconnection is related to creating and using opportunities in the environment to gain a competitive advantage. It seems, therefore, that entrepreneurial mobility can be treated as the dynamic ability of an enterprise depending on the context in which it will be located.

Figure 3. Entrepreneurial mobility, resources orchestration and context



Source: Wright [2012: 7].

Conclusion

The complexity and variability of the environment cause that enterprises look for factors that are of strategic importance to their operations. One of such activities is entrepreneurial mobility which means for enterprises to cross their own borders. Its implementation depends on the context in which the organization is located and on the activities undertaken by entrepreneurs. Strategic entrepreneurship, resource theory and entrepreneurial behavior theory, which are the so-called triad used in the process of entrepreneurial mobility, may prove to be helpful in this regard. Thanks to the resources possessed, the right entrepreneurial decisions, the exploration of chances and opportunities in the environment with the participation of entrepreneurial mobility, the enterprise has an opportunity to achieve a competitive advantage, especially in the international space. Therefore, entrepreneurial mobility can be an important moderating factor in this area.

The article is a theoretical discourse and does not aspire to a comprehensive diagnosis of entrepreneurial mobility. However, it presents its multifaceted dimension. However, the complexity of the topic requires further deepening, and the interesting directions of further research include the examination of the impact of entrepreneurial mobility on the increase of enterprises' efficiency, determination of the main motivations for its undertaking by entrepreneurs, their competencies needed for its implementation and elaboration of individual stages of implementation of entrepreneurial mobility.

Conducting the empirical verification will deepen the knowledge of the discussed phenomenon and it will provide a valuable insight for managers of enterprises that are looking for new ways in the area of gaining a competitive advantage.

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ENTREPRENEURIAL MOBILITY – CONCEPT, DIMENSIONS, MEANING

Abstract

Searching for factors that are strategically important for the organization and maintaining a competitive advantage means that organizations are looking for such factors that will allow them to cross their borders. One of them is entrepreneurial mobility. Therefore,

the aim of this article is to identify the conceptualization of the essence of the notion of entrepreneurial mobility, to determine its dimensions and to show the relationship with strategic entrepreneurship, the theory of resources and the theory of entrepreneurial behavior. The obtained conclusions allow to state that entrepreneurial mobility undertaken by enterprises may also be, thanks to possessed resources, competencies and the use of opportunities in the environment an essential moderating factor in maintaining and/or achieving a competitive advantage. The study has a theoretical character and was based on the analysis of literature using the method of analysis and criticism of the literature.

KEYWORDS: ENTREPRENEURIAL MOBILITY, STRATEGIC ENTREPRENEURSHIP, RESOURCE BASED THEORY, ENTREPRENEURIAL BEHAVIOR THEORY

JEL CLASSIFICATION CODES: M13, L26

MOBILNOŚĆ PRZEDSIĘBIORCZA – KONCEPCJA, WYMIARY, ZNACZENIE

Streszczenie

Poszukiwanie czynników mających strategiczne znaczenie dla organizacji oraz utrzymanie przewagi konkurencyjnej sprawia, że organizacje poszukują takich czynników, które umożliwią przekraczanie ich granice. Jednym z nich jest mobilność przedsiębiorcza. W związku z tym za cel niniejszego artykułu przyjęto identyfikację konceptualizacji istoty pojęcia mobilność przedsiębiorcza, określenie jej wymiarów oraz ukazanie związku z przedsiębiorczością strategiczną, teorią zasobów oraz teorią zachowań przedsiębiorczych. Uzyskane konkluzje upoważniają do stwierdzenia, iż podejmowana mobilność przedsiębiorcza przez przedsiębiorstwa może być także, dzięki posiadanym zasobom, kompetencjom oraz wykorzystaniu okazji w otoczeniu istotnym czynnikiem moderującym w utrzymaniu i/lub osiągnięciu przewagi konkurencyjnej. Opracowanie ma charakter teoretyczny i powstało na podstawie analizy literatury przy wykorzystaniu metody analizy i krytyki piśmiennictwa.

SŁOWA KLUCZOWE: MOBILNOŚĆ PRZEDSIĘBIORCZA, PRZEDSIĘBIORCZOŚĆ STRATEGICZNA, TEORIA ZASOBOWA, TEORIA ZACHOWAŃ PRZEDSIĘBIORCZYCH

KODY KLASYFIKACJI JEL: M13, L26