

## **Supporting Entrepreneurship Development In Eurasia Countries And Poland Regarding Cooperative Aspects**

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**Abstract:** The most difficult goal to achieve by entrepreneurs is keeping the development of their companies on not as much high what optimal level, what is also the main subject and aim of the research in the present article. Enterprises, which start their economic activity, need not only proper resources management, elaborated budget or good finances control, but also good communication, smoothness between departments and different sizes economic entities. To achieve this, they should develop a cooperation strategy consisting in technological and organisational combination of production and distribution with sales or other processes connected with functioning of the entity, what is also the main research hypothesis. Therefore, in the development of entrepreneurship of the Eurasia Countries and Poland the main role should play cooperation. This article includes the research method which takes into consideration a comparative analysis and synthesis of the material.

**Keywords:** Eurasia · entrepreneurship · development · economy · cooperation

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### **I. INTRODUCTION**

Eurasia Countries are becoming the engine of the global economy mainly due to the changes in China's economy which started reforms in the second half of 1970s. In the first phase, its essential element was establishing five special economic zones in the south of the country: Shenzhen, Zhuhai, Shantou, Xiamen and Hainan having favorable conditions for foreign direct investments, principles of market economy and local authorities with big independence in making economic decisions. Geographical location of Eurasia Countries on the crossing of trade routes from Asia to Europe, significant resources of minerals, energy sources and the development of agriculture make this region perceived as attractive and prospective in many parts of the world.

Enterprises development and running is an essential pillar of market economy. It is enterprises that have the biggest share in GDP creation and they also facilitate limiting unemployment. Providing employment is very high in the social values hierarchy. The role of these organisations is expanding into more spheres of activity. Their complexity requires different tangible and intangible resources to realise the mission they were established for. Every enterprise is an economic unit conducting its activity to obtain financial benefits and bearing the risk as well as responsibility according to legal provisions. Both in European and Asian countries, words describing an enterprise etymologically come from undertaking something, i.e. from an action (Berglund and Korsgaard 2017).

These sub-systems are strictly connected and affect one another. There are also interactions between particular sub-systems, the whole system and sub-systems as well as between the environment and the system itself. When the aims sub-system connects with the people sub-system there is a higher level of generalisation, i.e. social sub-system existing in an enterprise. The other two remaining sub-systems comprise technical sub-system (Landeta, Barrutia, Hoyos and Araujo 2015).

Entrepreneurship is inseparably connected with the notion of entrepreneurship. Because modern economy is characterised by intensity of structural changes in organisations including enterprises, therefore entrepreneurship concentrated mainly on implementation of production aims is an idea of a bygone era. Staying in business may not solely be based on processing tangible supplies in the process of transformation into complete products according to the adopted plan. Competitive market and on-demand economy put high demands on the enterprise which concern wider and wider range of issues. Social pressure on the side effects of economic activity forced enterprises to effectively react to many problems such as environmental pollution, applying monopolistic practice by stronger economic entities or using aggressive advertising by the competition (Scarabino 2017).

Making enterprise dependent on the environment crystallises more when the variability of the environment is bigger. Nowadays, there is an uneasy or even turbulent environment what makes such complex system as an enterprise to react very quickly to changes and even foresee them, what influences the whole level of entrepreneurship. Therefore, the most difficult aim to achieve is to maintain the development of enterprises on not as much high what optimal level, what is also the aim of this research article.

Many successful business people have appeared in Asia in the last decades. However, despite their success they were criticised for copying Western business patterns. But there is nothing wrong or strange in it taken into consideration the current stage of Asian economies development. Additionally, in the last decades the gap in research and development between Asia and Western countries has decreased owing to bigger expenses on R&D in higher education institutions as well as foreign innovative investments. A lot of well-equipped research centres with qualified staff has been established. Also more active has become the private sector, financing new undertakings. The role of industrial policy and its contribution in the development of Asian countries is controversial due to the fact that some sectors receive state's support. Government policy was aimed at establishing good infrastructure and enhance employees' qualifications. Less mature Asian economies supported local innovations by public procurement and technology funds. In 2012 32% of foreign investments projects took place in Asia, yet foreign companies instead of supporting local suppliers used their own ones (Kocaarslan, Sari and Soytaş 2017; Shih 2013). However, American corporations more often located R&D projects in their Asian subsidiaries outside Japan. In 1997-2010 the worth of such projects increased 7 times. All the more that in Asia the innovation trend is supported by several factors: innovative foreign investments, development of IT and telecommunication, growing wealth of the societies. Additionally, it should also be noted that good conditions for start-ups were created in Singapore. In 2012 in China 3600 new companies were set up (Kocaarslan, Sari and Soytaş 2017; Shih 2013). Nevertheless, similarly as in the case of Polish companies, the lack of professional advice was also a barrier. Fortunately, more often experienced and consequently intelligent investors appear on the markets. For example, in China there are communities of "business angels" as well as "super angels", creating a net. Owing to them, second wave of establishing Internet companies started in the last decade. Many clubs of "business angels" exists in Bengaluru, Hyderabad, Chennai, Kuala Lumpur, Bangkok and Jakarta (Shih 2013; Andarova, Khussainova, Bektleyeva, Zhanybayeva and Zhartay 2016).

There is also improvement in the quality of services and products offered by entrepreneurs enriched by new experiences. Asian entrepreneurs are more often seen as innovative in adjusting business models to local needs. Additionally, owing to the availability of funds, the quality of qualifications gained by employees has improved and together with broadly understood innovation entrepreneurs exceed simple copying of known patterns and try to develop their own ideas, what on the other hand lacks in Polish companies and sometimes also in entities located in Eurasia whose location should indicate very close trade relations with such countries as China or Japan.

Thus, economic entities from different Eurasia Countries may face many challenges. As it is known, willingness to take risk depends on the macroeconomic environment. Therefore, in the development of entrepreneurship from Eurasia and Poland cooperation should play an important role. and as a consequence also economic cooperation between Polish and Eurasian companies should be developed to a bigger scale.

## **II. THEORY AND HYPOTHESIS**

A paradigm of entrepreneurship is of major importance in the activity of enterprises. Generally, in the theory of economy, entrepreneurship may be described as a form of work or as a fourth factor of production besides land, capital and work. This notion is mainly characterised by the ability to perceive needs and improve ideas as well as by the readiness to take risk (Kłos 2012; European Commission 2002; Stevenson, Roberts and Grousbeck 1994, Gerlitz 2016).

That is why it is displayed in constant search of new possibilities and consequently new ideas. Entrepreneurs who organise production and at the same time are innovators ready to take risk perform important functions in the economy: they introduce new products to the market and create new markets, discover resources and develop new technologies, reorganise enterprises in a new, creative way (Matejun 2016). It is them who decide about the level of investments, about the competitiveness of economy on the global market and as a result about the country's wealth. Entrepreneurs besides natural strive to achieve profit, are driven by such motives as independence, self-fulfilment, realising their vision. The result of entrepreneurship is also imbalance, creating chaos, creative destruction: destroying old firms and branches. The best conditions to develop entrepreneurship were created by capitalism, the only social system in history accepting and rewarding changes introduced by entrepreneurs. Other social systems (slavery, feudalism, socialism) were oriented on continuation and were limiting entrepreneurship.

## **2.1. Paradigm of entrepreneurship in context cooperation between Eurasia and Poland**

World Bank divides economies into groups depending on their GDP, i.e. there are countries with low, medium and high income. This division is conventional and every year a few countries are shifted from one group to the other. For decades it was considered that this was a continuous process in which a well-managed country should be systematically promoted. This is not however that simple. It may be presumed what poor countries should do to be transferred to the middle- income group. Most often the solution was to effectively use global trends. Such countries, on the one hand, suffer from relatively low standard of living. On the other hand, this low income means that work is cheap and thus the country may achieve high competitiveness on the global market. If the quality of employees is sufficient and legal and economic conditions to conduct business activity are bearable, then the investment attractiveness of the country may rapidly increase. Fast growth pulled in great measure by export is then possible as well as enhancing the efficiency and upgrading economy due to technology imported from abroad. Investments and production increase sometimes also cause development of domestic market what is a further incentive to progress (Orłowski 2016).

Countries which followed this path often really effectively chased the richer ones. However, after reaching certain level of development they were gradually losing their dynamic and were not able to break through to the group of high income countries. When salaries increased to the “medium level”, previous development models consisting mainly in intensely using competitive advantage created by low labour costs by parallel technology import (imitative innovation) did not ensure further fast growth. Firstly, new competitors appeared ready to manufacture for even lower salaries. Secondly, industry oriented to export relatively simple products was not able to compete with economies of the developed countries creating goods and services of recognised brands, innovative and full of newest technologies. This is how the trap was closing down.

The problem of the countries development shifts also on the development of enterprises. The level of income achieved by economic entities is determined by the quality of machinery, qualification of employees, work organisation as well as talents of entrepreneurs and the environment in which they function. But about broadly understood development decides typical place of enterprises from a given country in the global values chain, which is defined as a sequence of actions whose result is to provide values to the final recipient. There are a lot of actions involved when it comes to a product which reaches shelves in a shop: it needs to be conceived, its elaboration has to be commissioned to a research institute, financing should be organised, necessary components and the product itself need to be manufactured, then it has to be placed on the market, information about it should reach customers and after-sales service needs to be provided (Foss and Klein 2017).

Thus, in the modern world the chain of values very often has a global character. The essence of the complexity of the problem is the fact that different places in the chain are connected with different value added made by a work unit. Usually the smallest value is created by manufacturing generic raw materials and semiproducts, the highest - organising the whole chain of delivering values: creating and commercialising the product, making a brand recognisable, organisation of financing. If companies from a given country are mainly occupied with generic activity quite easy to replace by competitors, there is no chance to obtain really high value added on the work unit. Generating high level of value added and consequently obtaining the level of activity which allows to maintain competitive advantage very often requires knowledge and abilities difficult to “copy”, which include high activity in innovation, transborder expansion, reaching customers on the global market. If companies from a given country do not want to take such risk and are pleased with the role of sub-suppliers, the risk of being caught in the medium development trap increases, but not always (Orłowski 2016).

Economic success achieved by Poland fits the pattern of this medium development trap. Economy largely used the asset it had. Entrepreneurs employed and are still employing well educated staff, a few times cheaper than in the Western Europe, what influenced the increase of investment possibilities – the stronger, the more Poland integrates economically and politically with other countries, not only those from the EU structure. Therefore, the main mechanism of fast development of the Polish economy in the last 25 years was better and better use of labour resources available in Poland, especially qualified employees, by simultaneous shifting of the Polish companies to the middle of the chain of values. However, to try and catch up with wealthier countries, Polish companies have to learn to compete not at the expense of work but by unique competences or ability to innovate. But the role of sub-contractors is quite comfortable and the path of development based on innovation is difficult and risky (Orłowski 2016).

Modifications of the economy development mechanism need deep changes. Polish state has to be able to form a development strategy, find resources for its realisation, successful implementation of the suggested solution in cooperation and dialog with enterprises. Thus, Polish economy needs both Polish expansive companies as well as cooperation with foreign investors, what would allow to effectively compete with global giants. Poland does not have to be stuck in a trap of a “medium development”. Surely the growth will not slow down in the nearest years. But such risk is very probable in the long term if Polish enterprises will not cooperate with foreign companies, especially those from the Eurasia region, to a bigger scale.

Many economy and finances experts believe that broadly understood globalisation arising from the above mentioned cooperation and what follows – technological progress contribute to internal organisation of companies. In this case smaller economic units, which are perceived as more flexible compared to big corporations, are favoured. SMEs owing to global cooperation with holdings or concerns have the possibility to increase innovation level (Acemoglu, Aghion, Griffith and Zilibotti 2007).

Within global economy, conditions and management methods of companies thousands kilometres from each other influence the efficiency of particular organisations action. In many economy sectors there is a huge impact of Asian countries economies and in South-East Asia – especially Chinese economy. Therefore, developed countries look for their opportunities in increasing on a massive scale actions typically innovative, such as (Guimaraes and Paranjape 2017; Klos 2012):

- gaining advantage in the scientific sense,
- increasing competitiveness of their companies in the international exchange,
- creating modern high-efficiency technologies,
- increasing productivity of used raw materials and resources,
- developing new materials of unique properties.

The innovative actions used in those countries may also influence the development of entrepreneurship of Eurasia countries, what may result in increasing the progress in implementing conceptual, structural and technological solutions. Unfortunately, the issues of requirements connected with it, covering identification of needs and specifying requirements, their classification and prioritisation, are significant regarding the shape of the process of implementation innovative products or services on the market. Their conscious forming usually begins with the analysis of new needs and their consequences, including demand for new products or services, especially requirements placed on them, whose meeting would mean fulfilling those needs.

There are numerous tools facilitating entrepreneurship development not only in Poland but worldwide, including Eurasia region. However, it is cooperation which helps making contacts between different size economic entities from the whole world. Especially SMEs may teach big companies a lot regarding creativity and ingenuity. Enterprises which start their economic activity or are in the business for long but want to operate efficiently need not only proper resources management, elaborated budget or good finances control, but also good communication, smoothness between departments and different sizes economic entities. To achieve this, they should develop a cooperation strategy consisting in technological and organisational combination of production and distribution with sales or other processes connected with functioning of the entity, what is also the main research hypothesis (Ejsmont 2017).

All cooperation connections make some form of economic concentration process, which is one of the most significant modern economic phenomenon. It consists in focusing in one economic organism more and more resources used to conduct business activity for bigger and bigger scale. The result of such processes is multi-units economic entities, i.e. which are composed of subordinate organisational and economic units of diverse legal and economic status. Economic concentration processes, identified in their external aspect with integration processes, indicate organisational mechanism of creating industry networks by global, multi-national concerns.

Together with the processes of economic concentration occurring especially in huge industry companies and their organisational changes, there are also spatial changes of these entities and their branches, mainly functioning as more or less dependent companies. It is worth remembering that the structures of groups of enterprises created as a result of different cooperation connections may not disregard Polish legal system. The selection of a specific legal solution rests with entrepreneurs who should independently decide what form of connections suits them best, especially if they consider cooperation between entities from Poland and Eurasia region.

On the basis of the analysis and synthesis of collected material, the paper shows influence of cooperation on the broadly understood entrepreneurship paradigm, including also the issues of enterprises development. The paper tries to prove the influence of the above mentioned phenomenon on the development of different size economic entities from Poland and Eurasia region.

### **III. DATA AND METHODOLOGY**

This article presents research method including comparative analysis and synthesis of the material. This method allows to prove that the condition to increase the level of enterprises development is increased cooperation between economic entities from Poland and Eurasia Countries. This elaboration contains source data with examples and descriptions of variables together with their measurement methods concerning calculation of the Euclidean distances, which will be presented in the further part of the article. To determine the development level of enterprises in Poland and in selected Eurasia Countries, the following figures will be researched (Dafnomili 2017; Ayob and Dana 2017; Lupak and Kunytska- Iliash 2017; Berggrun, Fuenzalida and Mongrut 2017):

- nominal GDP,
- real GDP,
- GDP per capita,
- GDP deflator,
- export value,
- import value,
- value of foreign direct investments (FDI).

The figures describing the condition of a given country economic situation are also reflected in the level of enterprises development because they are the driving force of every country economy. Polish firms functioning both on domestic and international market have small range and influence on their environment, but by cooperating with economic entities especially from Eurasia region they may be a significant force which gives the economic sphere a new character. Looking at these companies as on the whole it is impossible to miss their global influence and in particular the development of SMEs assures that the whole economy as well as every state gains the strength for further development.

### 3.1 Sample and data source

As it is widely known, economic entities, and especially micro, small and medium enterprises, are a numerous group in the modern market economy. Their development takes place in conditions shaped by their qualitative and quantitative specificity, being highly influenced by the environment (Storey 1994; Davidsson 1991). Due to the positive role of this sector in stimulating social and economic development, many countries have different initiatives supporting entrepreneurship and development of micro, small and medium enterprises (Cummings and Worley 2008; Ansoff 1957). Therefore, such solution is advisable especially in the case of Eurasia Countries which try to develop cooperation with OECD countries to a bigger scale. As a result, in the environment of the researched entities from Poland and Eurasia region should be available a lot of forms and instruments of mutual support aimed at limiting development barriers and consolidating factors stimulating development of such enterprises. Supportive initiatives in enhancing enterprises development, especially micro, small and medium enterprises, are also taken in the countries of Eurasia region. The examples are Armenia, Azerbaijan and Georgia whose authorities aware of the social and economic significance of the SMEs sector create framework and institutional solutions to support this type of companies (United Nations Economic Commission for Europe 2006). Therefore, it is essential to analyse economic situation of particular countries from the Eurasia region as well as Poland regarding such measures as: GDP, export and import value and the value of FDI. As it was mentioned before, the measures of economy level of a given country are also reflected in the development level of enterprises (a consequently – also entrepreneurship). Table 1 presents data concerning selected countries with regard to the nominal GDP value.

**Table 1 Comparison of Countries: Nominal GDP: USD**

Country name	2013	2014	2015	2016	2017
Belarus	59,503.84	78,594.14	56,503.10	47,836.49	54,380.95
Republic of Moldova	6,329.68	7,942.44	6,454.92	6,752.78	8,210.23
Armenia	9,219.98	11,585.59	10,548.69	10,566.91	11,545.74
Poland	403,589.95	544,681.15	476,833.25	471,011.3	527,315.28
Georgia	12,647.41	16,497.76	13,968.36	14,398.07	15,186.87
Kazakhstan	224,080.19	215,505.09	185,370.79	135,480.8	159,473.26
Ukraine	145,307.77	134,516.7	90,742.16	93,317.49	112,285.01
Tajikistan	8,503.42	9,205.03	7,777.77	6,941.89	7,096.16
Azerbaijan	74,160.73	75,238.82	52,945.88	37,861.97	40,823.66
Kyrgyzstan	6,000.73	7,428.64	6,633.43	6,864.37	7,562.64
Mongolia	10,038.54	12,197.39	11,745.88	11,155.01	11,144.52

Source: author's compilation based on <https://www-lemis-1com-1000043ve0023.han.pwsz.suwalki.pl/php/macro/cross-country-comparison/> [Accessed 23 August 2018]

Nominal GDP is one of the most significant macroeconomic measures which allows to evaluate economy level of a given country, what corresponds to the development of enterprises (Idris, Yusop and Habibullach 2016). Therefore, the highest values of nominal GDP in the whole period, i.e. in 2013-2017 were in Poland, the lowest in Kyrgyzstan. Data presented in Table 1 indicate that Eurasia countries have played important role in Poland's relations with foreign countries. Additionally, what is important for the development of cooperation is to create transparent investment conditions in all Eurasia Countries. Table 2 presents data regarding real GDP.

**Table 2 Comparison of Countries: Real GDP: Y-o-Y Growth (%)**

Country name	2012	2013	2014	2015	2016	2017
Belarus	-0.51	-0.82	1.55	-4.48	-1.85	4.35
Poland	-0.10	2.20	3.60	4.20	3.00	4.40
Armenia	6.30	5.10	3.40	1.30	-1.00	11.00
Kazakhstan	5.30	5.90	3.46	0.11	2.25	N/A
Ukraine	-2.40	3.40	-14.40	-2.40	4.80	5.36
Georgia	3.18	7.63	1.72	2.98	2.76	0.97
Azerbaijan	4.26	6.60	3.53	0.07	-2.50	7.10
Tajikistan	7.50	7.40	6.70	6.00	6.90	4.60
Kyrgyzstan	-0.10	10.90	4.00	3.90	3.80	6.40
Republic of Moldova	-2.40	11.90	4.18	-3.30	4.10	2.20
Mongolia	16.33	8.97	4.77	2.71	8.26	3.46

Source: author's compilation based on <https://www-lemis-1com-1000043ve0023.han.pwsz.suwalki.pl/php/macro/cross-country-comparison/> [Accessed 23 August 2018]

Taken into consideration data presented in Table 2 it needs to be stated that with respect to the real GDP expressed by the percentage in 2013, GDP in Poland grew by 2.2% YoY. It was less than GDP of Armenia (5.1%) Kyrgyzstan (10.9%), Kazakhstan (5.9%) and Tajikistan (7.4%). It was more than in Belarus by only about 1.38 p. p. In 2017, GDP in Poland grew by 4.40% YoY. It is less than GDP of Armenia (11.0%) Kyrgyzstan (6.40%) and Tajikistan (4.60%). These data are also partly reflected in GDP per capita percentage values, which are presented in Table 3.

**Table 3 Comparison of Countries: GDP per capita growth (%)**

Country name	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Afghanistan	2.20	10.65	1.04	17.95	5.43	2.88	10.75	-1.37	-1.86	-1.82	-0.48
Armenia	14.07	14.74	7.81	-13.57	2.60	4.76	6.96	2.89	3.15	2.62	-0.07
Azerbaijan	33.03	23.64	8.47	7.16	3.61	-1.23	0.85	4.44	0.73	-0.10	-4.22
Belarus	10.68	9.10	10.58	0.42	7.98	5.74	1.82	1.01	1.63	-3.98	-2.83
Georgia	10.81	13.83	3.63	-2.39	7.66	8.63	7.74	4.73	6.00	3.15	2.68
Kazakhstan	9.53	7.66	2.05	-1.43	5.80	5.88	3.33	4.48	3.00	-0.27	-0.44
Kyrgyzstan	2.00	7.51	7.38	1.65	-1.65	4.67	-1.74	8.74	1.96	1.76	1.68
Moldova	5.09	3.24	8.01	-5.88	7.21	6.86	-0.69	9.43	4.86	-0.34	4.16
Mongolia	7.22	8.82	7.39	-2.75	4.63	15.22	10.22	9.51	5.86	0.54	-0.71
Poland	6.25	7.09	4.24	2.75	3.90	4.96	1.61	1.45	3.36	3.91	2.78
Tajikistan	4.76	5.51	5.58	1.53	4.15	5.00	5.09	5.00	4.33	3.69	4.62
Turkmenistan	9.69	9.69	13.17	4.57	7.50	12.77	9.12	8.18	8.28	4.60	4.38
Ukraine	8.03	8.55	2.86	-14.42	4.61	5.85	0.49	0.20	-1.14	-9.44	2.72
Uzbekistan	6.00	8.37	7.26	6.29	5.48	5.43	6.62	6.33	5.99	6.13	5.94

Source: author's compilation based on The World Bank (2017a).

Taken into consideration the values of GDP in 2006-2016 it seems essential that at the beginning of this period, i.e. in 2006 the lowest value of GDP per capita was noted in Kyrgyzstan (2.0%) and the highest in Azerbaijan (33.03%). On the other hand, in 2016 the lowest GDP value was in Azerbaijan (-4.22%) and the highest in Uzbekistan (5.94%). However, percentage values of this measure noted in 2016 are lower in those countries when compared to the beginning of the period. The main reason may be the decrease of export volume as well as military conflicts. GDP per capita values noted in Poland in 2016 are lower than in such countries as: Tajikistan (4.62%), Turkmenistan (4.38%) or even Uzbekistan (5.94%) what shows the need to increase cooperation between Poland and Eurasia countries.

The level of prices of these products and services has also influence on the level of export and import in these countries. Data are shown in Tables 4 and 5.

**Table 4 Exports of goods and services (% of GDP)**

Country name	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Afghanistan	26.47	17.82	17.99	14.71	10.02	6.11	5.52	6.31	6.57	7.00	6.90
Armenia	23.36	19.19	15.05	15.47	20.83	23.76	27.57	28.36	28.57	29.80	33.14
Azerbaijan	66.51	68.13	65.78	51.64	54.30	56.43	52.97	48.33	43.26	37.79	46.45
Belarus	60.06	60.94	60.94	50.53	51.37	78.47	78.78	58.33	54.94	58.01	62.66
Georgia	32.87	31.21	28.62	29.74	34.95	36.24	38.15	44.69	42.94	44.74	43.48
Kazakhstan	50.98	49.31	57.15	41.84	44.24	46.46	44.11	38.62	39.34	28.52	32.64
Kyrgyzstan	41.72	52.91	53.55	5.70	51.55	54.54	44.4	42.25	37.45	37.27	0.00
Moldova	45.26	47.45	40.82	36.87	39.23	44.97	43.48	43.34	41.53	42.80	43.63
Mongolia	59.44	59.61	54.02	50.28	46.68	52.55	43.57	38.89	52.25	45.68	50.78
Poland	37.86	38.56	37.86	37.18	40.06	42.56	44.44	46.32	47.59	49.52	52.29
Tajikistan	23.19	20.62	16.76	15.15	15.34	17.85	21.54	19.18	9.06	10.50	0.00
Turkmenistan	73.09	75.39	64.06	7.60	76.32	7.70	73.26	0.00	0.00	0.00	0.00
Ukraine	46.62	44.84	46.92	46.38	47.05	49.82	35.42	42.96	48.59	52.6	49.29
Uzbekistan	3.50	39.67	41.14	34.24	31.66	32.66	27.33	26.60	23.08	20.61	20.62

Source: author's compilation based on The World Bank (2017b).

From the analysis of the data from Table 5 it results that in 2006 export of goods and services offered by enterprises from Turkmenistan constituted 73.09% of GDP, whereas export from Tajikistan represented only 23.19% of GDP. In 2016 export of goods and services offered by Belarusian companies created 62.66% of GDP and the lowest share value of export in GDP was in Afghanistan (6.90%). Export share in Polish GDP increased from 37.86% in 2012 to 52.29% in 2017 (increase of 14.43 p. p.) and higher export share in 2017 was noted only in Belarus (62.66%). When it comes to import, the situation is similar what is presented in Table 5.

**Table 5 Imports of goods and services (% of GDP)**

Country name	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Afghanistan	74.09	58.35	55.07	42.20	44.94	44.19	39.14	49.76	45.77	48.81	49.02
Armenia	39.25	39.15	40.66	43.00	45.32	47.35	48.40	48.20	47.05	41.96	43.31
Azerbaijan	38.76	28.51	23.47	23.11	20.68	24.08	25.29	26.65	26.21	34.81	43.67
Belarus	64.23	67.21	68.66	61.78	64.55	79.51	74.31	61.48	55.71	57.90	62.76
Georgia	57.02	57.95	58.40	48.93	52.76	54.77	57.80	57.64	60.47	62.27	59.13
Kazakhstan	40.48	42.85	37.15	33.93	29.89	26.65	29.61	26.79	25.63	24.53	29.16
Kyrgyzstan	79.03	84.15	92.56	78.68	81.68	81.64	95.27	91.78	87.68	73.52	0.00
Moldova	91.90	97.15	93.60	73.49	78.55	85.83	83.94	80.60	78.53	73.86	71.76
Mongolia	53.49	58.27	67.18	57.54	56.67	74.45	66.02	61.42	57.07	44.67	46.80
Poland	39.92	42.10	42.90	38.04	42.05	44.52	44.88	44.37	46.15	46.43	48.40
Tajikistan	57.16	68.69	71.77	54.47	52.61	67.17	69.08	68.33	44.85	42.29	0.00
Turkmenistan	34.92	38.70	40.38	45.24	44.48	43.53	44.39	0.00	0.00	0.00	0.00
Ukraine	49.47	50.36	54.91	48.05	51.09	56.43	56.37	52.19	52.10	54.48	55.52
Uzbekistan	30.95	36.53	38.56	34.72	28.51	30.84	32.48	30.89	27.09	22.12	21.49

Source: author's compilation based on The World Bank (2017c).

On the basis of the data presented in Table 5 in may be clearly stated that both in 2006 and 2016 import of goods and services offered by enterprises from Moldova constituted 91.90% and 71.76% of GDP respectively. In both researched periods, i.e. 2006 and 2016 the lowest value of import share in GDP was in Uzbekistan (30.95 and 21.49%). Polish import share in GDP increased from 39.92% in 2012 to 48.40% in 2017 (increase of 8.48 p. p.). In 2017 higher import share in GDP was in such countries as: Afghanistan (9.02%),

Belarus (62.76%), Georgia (59.13%), Moldova (71.76%) and Ukraine (55.52%) what is also reflected in FDI, which are presented in Table 6

**Table 6 Comparison of Counties: Foreign Direct Investment (mUSD)**

Country name	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Ukraine	2,039.00	1,970.00	1,149.00	555.00	1,571.00	1,224.00	-589.00	-319.00	762.00	556.00	352.00
Kazakhstan	N/A	1,560.71	3,921.43	1,778.50	2,194.25	2,117.12	1,845.16	2,001.47	4,038.97	-660.97	2,518.38
Kyrgyzstan	153.94	-17.99	91.05	131.86	311.99	91.20	-67.34	-50.93	154.34	196.83	-35.42
Mongolia	1,320.72	633.36	845.76	414.03	415.32	464.45	283.48	94.33	166.05	-161.96	-111.85
Poland	1,998.00	808.00	220.00	1,340.00	454.00	1,143.00	123.00	2,772.00	2,223.00	-1,304.00	1,282.00
Moldova	43.83	61.97	65.47	68.38	57.40	51.49	29.80	60.12	73.07	37.59	82.40
Tajikistan	-66.32	-58.32	-25.78	-25.66	-24.64	-33.61	-72.68	-66.76	-111.17	-58.70	-95.18
Georgia	239.75	235.78	239.12	216.29	259.39	241.52	313.14	188.77	719.12	528.62	291.70
Armenia	138.34	173.06	41.73	74.38	86.92	143.06	222.08	93.05	156.35	-67.58	77.27

Source: author's compilation based on <https://www-lemis-1com-1000043ve0023.han.pwsz.suwalki.pl/php/macro/cross-country-comparison/> > [Accessed 23 August 2018]

From the analysis of the data included in Table 6 results that in the initial research period, i.e. in 2012-2013 the highest values of FDI were in such countries as: Ukraine, Kazakhstan, Mongolia and Poland. In the following years FDI were even characterised by negative values. In 2017 only Kazakhstan and Poland had relatively high values of this measure. Taken into consideration the whole data presented, with regard to FDI the lowest values were in Tajikistan and Kyrgyzstan. Large inflow of FDI in a given country means increased interest of potential investors, what results in establishing more economic entities with foreign capital share.

Taken into consideration data presented in Tables 1-7 it may be concluded that among Central Asia countries, Kazakhstan and Uzbekistan are considered the most attractive regarding FDI implementation. However, the Author did not manage to find FDI quarterly data for particular years. In the case of Kazakhstan decided serious economic potential and the fact that this country constitutes a large market (17 m of inhabitants) (Cutler 2014; Vinokurov 2017). Good market (over 30 m) is also Uzbekistan, country with rich natural resource and political stability (Nadir Khanov 2010). The weak side is still interference of Uzbek authorities in the economy, currency market as well as violating investors and entrepreneurs' rights, corruption, bureaucracy and the so-called low purchasing power of the people. It is worth mentioning that Kyrgyzstan was considered as a country of relatively liberal legislation and good investments conditions, which mainly include: cheap workforce, good conditions for agriculture, light industry and tourism development. Tajikistan and Turkmenistan close the list with their advantages being: transit potential, natural resources and political stability (Hofman 2016; Foreign Investment Climate 2013). Therefore, general conclusion may seem to be the fact that the majority of Central Asia and South Caucasus countries did not make significant progress in creating competitive and open economy with active system of personal ownership protection and investors rights. Additionally, also Poland is not on the forefront in global rankings regarding GDP, export, import or FDI and therefore increased cooperation between these countries is advised (Gorbunova and Komarov 2017).

### 3.2 Variables and impact of measurement on the development of companies and their cooperation

Cluster analysis, using Statistica software, was conducted to research the role of cooperation in the development of enterprises located in Poland and Eurasia region based on data from the World Bank regarding percentage amount of value added generated in 2006-2016 by the researched entities. The notion of such analysis includes several different classification algorithms. General research problem of many disciplines consists in organising the data in reasonable structures and grouping data. Therefore, cluster analysis is a tool serving to exploratory data analysis aimed at placing objects in groups in such way that the degree of linkage between objects in the same group is the biggest and between objects from other groups – the smallest (StatSoft.pl 2017; Carlson 1999). When formatting clusters this method uses measures of discrepancies or



distances between objects generally defined as Euclidean distances. They are calculated according to the following pattern (StatSoft.pl 2017; Yukiko, Taichi, Shuji, Masafumi 2017):

$$distance(x, y) = \sqrt{\frac{1}{2} \sum (x_i - y_i)^2}$$

In the analysed case the problem was to find several objects with the biggest similarities – the smallest distances – joining them into clusters. Objects are defined as companies generating value added in the regions similar to each other. Therefore, data calculated on the basis of the above mentioned values added depicting particular Euclidean distances between objects, i.e. companies cooperating with each other within broadly understood cooperation, indicate that the distances between them result from MVA percentage values achieved in 2006-2016, what will be discussed later in this article.

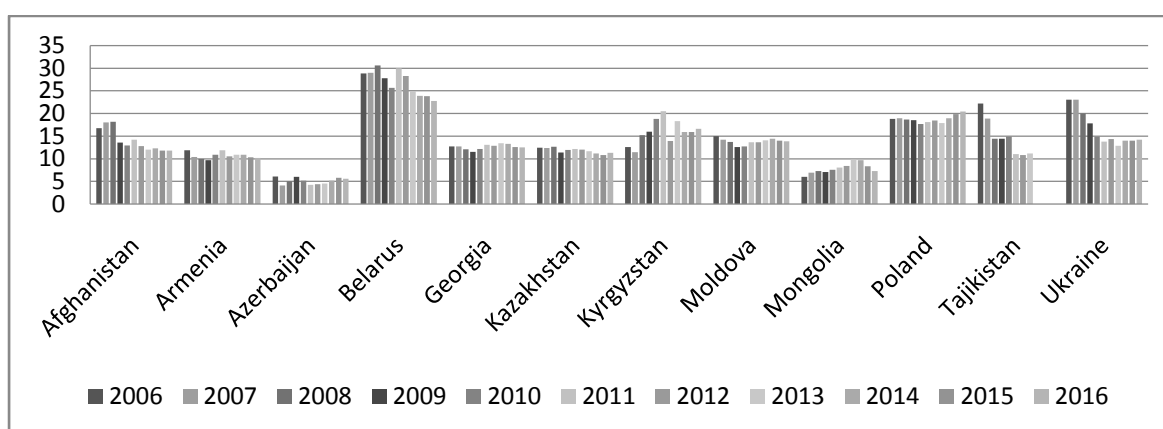
The following factors influence the development of enterprises worldwide (Nowak 2017):

- location,
- competitiveness,
- financial situation,
- market type and size.

Enterprises development conditional on these factors also affects the level of GDP, export and import as well as FDI which are at the same time measures of a given country economy (Lomberg, Urbig, Stöckmann, Marino, Dickson 2017). Economic situation on the other hand highly influences situation of the researched entities and inversely. (Manea 2017). Enterprises create value added which is affected by the following factors (Stancu, Obrejabraşoveanu, Ciobanu and Stancu 2017):

- sales growth rate,
- import and export volume,
- of competitiveness
- cost of capital (financial, intellectual and human).

Thus, MVA reflects the growth of investors wealth, what besides GDP as well as export and import volume is partly reflected in the inflow of FDI in the given country. Therefore, Figure 1 presents percentage amounts of the MVA in Poland and selected Eurasia Countries in 2016-2016.



**Figure 1 Market value added in Poland and in selected Eurasia Countries in 2006-2016 (%)**

Source: author's compilation based on The World Bank (2017d).

The data presented in Figure 1 acknowledge the fact that in the whole researched period, i.e. in 2006-2016, the highest MVA was in Belarus and the lowest in Azerbaijan and Mongolia. High MVA percentage amounts in Belarus in 2006-2016 indicate that Belarussian authorities, under the pressure of long-term global economic crisis, suggest that there might be chances to improve the situation due to the development of innovation sector (e.g. IT) and extending freedom for SMEs. Low MVA percentage amounts in the whole researched period in Azerbaijan and Mongolia indicate that, as it was mentioned before, in these countries there are no major advances in creating competitive and open economy, however cooperation with other countries slowly starts to change this current state.

### 3.3 Analysis

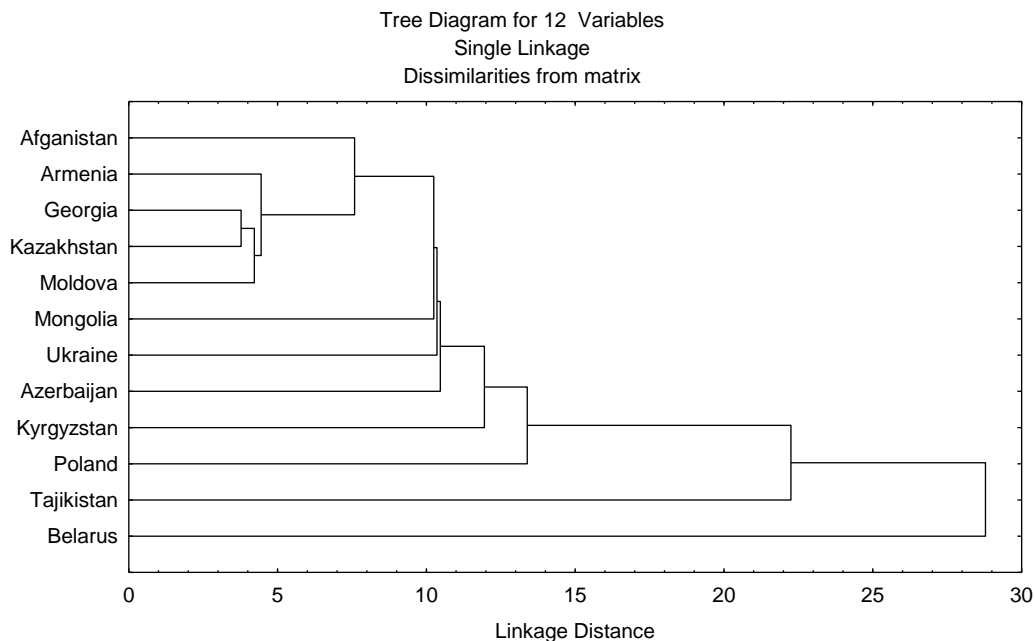
MVA constitutes essential measure of the level of enterprises development in a given country – in this case Poland and selected Eurasia Countries. On the basis of the data from Figure 1 the Author calculated Euclidean distances what is presented in Table 7.

**Table 7**Euclidean distances matrix calculated on the basis of data from Figure 1

	Afghanistan	Armenia	Azerbaijan	Belarus	Georgia	Kazakhstan	Kyrgyzstan	Moldova	Mongolia	Poland	Tajikistan	Ukraine
Afghanistan	0.00000	13.69261	30.86466	42.84004	9.60526	9.71920	15.59789	7.58802	22.99853	17.77549	22.24949	10.35633
Armenia	13.69261	0.00000	18.87592	54.32241	6.66418	4.44596	19.22322	10.54788	10.24783	26.99363	23.80620	23.00710
Azerbaijan	30.86466	18.87592	0.00000	72.85129	25.22778	22.56523	37.04584	29.04617	10.46733	45.34685	30.88750	39.84289
Belarus	42.84004	54.32241	72.85129	0.00000	48.12102	50.42056	38.72166	44.26614	63.93679	28.78708	56.67602	35.54850
Georgia	9.60526	6.66418	25.22778	48.12102	0.00000	3.77541	13.82965	4.21931	16.04596	20.53529	25.58329	18.24429
Kazakhstan	9.71920	4.44596	22.56523	50.42056	3.77541	0.00000	16.42576	7.10233	13.95951	23.28868	23.04731	19.16060
Kyrgyzstan	15.59789	19.22322	37.04584	38.72166	13.82965	16.42576	0.00000	11.94856	27.77226	13.39093	33.16384	19.35865
Moldova	7.58802	10.54788	29.04617	44.26614	4.21931	7.10233	11.94856	0.00000	20.11101	16.62777	26.47065	14.77392
Mongolia	22.99853	10.24783	10.46733	63.93679	16.04596	13.95951	27.77226	20.11101	0.00000	36.39476	28.15825	32.50440
Poland	17.77549	26.99363	45.34685	28.78708	23.28868	23.39093	13.39093	16.62777	36.39476	0.00000	37.12720	14.27327
Tajikistan	22.24949	23.80620	30.88750	56.67602	25.58329	23.04731	33.16384	26.47065	28.15825	37.12720	0.00000	26.05092
Ukraine	10.35633	23.00710	39.84289	35.54850	18.24429	19.16060	19.35865	14.77392	32.50440	14.27327	26.05092	0.00000
Means	14.04636	10.69364	5.09636	26.86727	12.62909	11.81909	15.93091	13.80182	7.87091	18.74636	10.70727	16.55545
Std.Dev.	2.46005	0.68868	0.72081	2.74666	0.55589	0.58763	2.67272	0.69045	1.15356	0.81306	7.66643	3.81676
No.Cases	11.00000											
Matrix	3.00000											

Source: author's compilation based on date from a Figure 1

Percentage amounts calculated for MVA are the basis for calculations regarding Euclidean distances. Data presented in Table 7 expressed in Figure 2.



**Figure 2** Euclidean distances calculated on the basis of MVA generated by enterprises form Poland and Eurasia region in 2006-2016 (%)

Source: author's compilation based on Table 7

In the analysed case was to find several objects with the biggest similarities in the sense of the smallest distances and join them into clusters. Therefore, data presented in Table 7 and Figure 2 showing Euclidean distances calculated on the basis of MVA for 11 Eurasia Countries and Poland illustrating actions of enterprises cooperating with each other indicate that the distanced between them arising from achieved MVA percentage amounts in 2006-2016 are slight (the Author managed to find data for 11 out of 13 Eurasia Countries). Thus, the analysis of Euclidean distances calculated on the basis of financial data of selected 11 Eurasia countries and Poland explicitly indicate that the role of cooperation in the development of enterprises is significant. If companies from a given country want to be perceived as more innovative entities, they should focus on supporting and more precisely developing cooperation including internationalisation of conducted economic activity.

#### IV. RESULTS

##### 4.1 Profile of necessary cooperation in the development of entrepreneurship in Eurasia

Enterprises are essential for economic success of Eurasia Countries because they create employment and support development of this part of the world. In many countries of the region companies are strictly connected with private and public sector functioning and they play important role in promoting economic activity. Economic and social diversity of the Eurasia region make that economic entities are characterised by diverse level of development. Therefore, Euclidean distances calculated on the basis MVA percentage amount generated by enterprises in 13 Eurasia countries and Poland acknowledge the fact that cooperation is becoming an important tool facilitating economic activity especially regarding entering new markets. Additional confirmation of this dependency is analysis of variance calculated on the basis of MVA.

##### 4.1.1 One-way analysis of variance calculated on the basis of Figure 1 for rows (cases)

One-way analysis of variance (ANOVA) calculated on the basis of MVA percentage amounts in 2006-2016 shows with what probability the specified data elements may be the reasons for differences between observed groups average calculated for particular rows. Dependencies are presented in Table 8

**Table 8 One-way analysis of Variance (cases)**

Country name	Between SS	df	Within SS	df	F	signif. - p
Afghanistan	793.267	1	869.589	12	10.94678	0.006241
Armenia	1,586.242	1	939.260	12	20.26584	0.000724
Azerbaijan	2,329.145	1	2,665.404	12	10.48612	0.007110
Belarus	1,760.854	1	3,880.147	12	5.44573	0.037822
Georgia	1,206.815	1	928.727	12	15.59314	0.001932
Kazakhstan	1,371.268	1	863.973	12	19.04598	0.000922
Kyrgyzstan	421.653	1	1,333.746	12	3.79370	0.075223
Moldova	935.069	1	972.435	12	11.53890	0.005300
Mongolia	2,001.126	1	1,621.187	12	14.81230	0.002316
Poland	58.199	1	2,117.265	12	0.32986	0.576353
Tajikistan	1,072.797	1	1,334.892	12	9.64390	0.009097
Ukraine	276.150	1	1,389.406	12	2.38505	0.148453

Source: author's compilation based on Figure 1

Explanations:

between SS- total sum of squares of deviations from the arithmetic mean from all observation calculated between groups

within SS- total sum of squares of deviations from the arithmetic mean from all observation calculated within groups

df- number of degrees of freedom

F- critical value from the schedule of test T- Fisher

p- significance level

The analysis includes variances calculated in relation to MVA for each country separately in 2006-2016. In the case of variances (total sum of squares of deviations from the arithmetic mean from all observation calculated between groups) calculated between represented groups, the highest variance amount was in Azerbaijan (2,329.145) and the lowest in Poland (58.199) what indicates that MVA percentage amounts were more scattered in Azerbaijan and the data calculated for Poland were more unified. Taken into consideration the variances calculated inside data groups, the highest variances (total sum of squares of deviations from the arithmetic mean from all observation calculated within groups) amounts were in Belarus (3,880.147) and the lowest in Kazakhstan (863.973). Taking into consideration the significance levels, if the researched significance is smaller than 0.05 then the null hypothesis, assuming that cooperation positively influences development of entrepreneurship in Eurasia region and in Poland, is rejected. Presented data indicate that in Kyrgyzstan, Poland and Ukraine  $p > 0.05$ , what confirms number of degrees of freedom and critical value from the schedule of test T- Fisher. Therefore, finally, null hypothesis assuming positive influence of cooperation on the development of entrepreneurship should be rejected for remaining countries, but that data confirmation fact, that cooperation between Kyrgyzstan, Poland and Ukraine is need for their development, it is on the high level but cooperation between other countries from Eurasia region is necessary, too. It shows Figure 3.

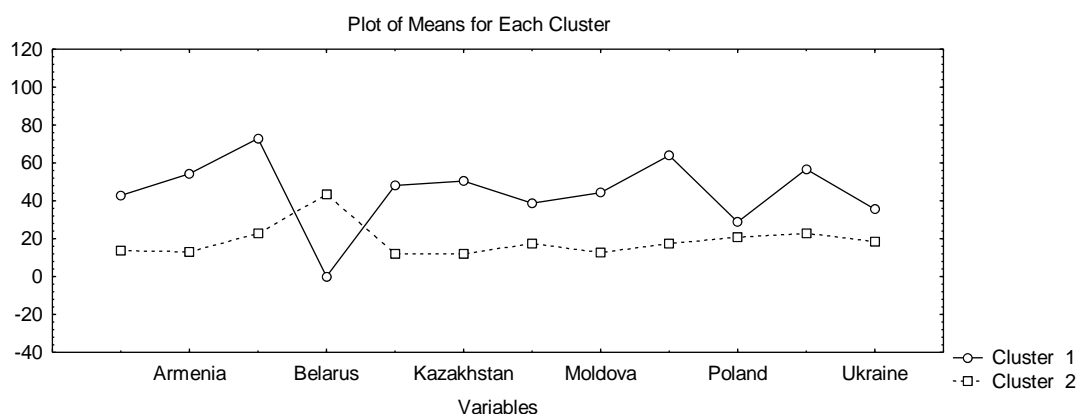


Figure 3 One-way variances analysis calculated for particular rows

Source :author's compilation based on Table 8

4.1.2 One-way variances analysis calculated on the basis of Figure 1 for rows (variables)

One-way variances analysis calculated for all the countries in the given year also shows differences between observed groups average. The above differences are presented in Table 9.

Table 9 Analysis of Variance (variables)

Country name	Between - SS	df	Within - SS	df	F	signif. - p
Afghanistan	731.760	1	734.596	10	9.96139	0.010225
Armenia	1,466.946	1	763.248	10	19.21978	0.001369
Azerbaijan	1,979.692	1	1,723.598	10	11.48581	0.006897
Belarus	2,180.478	1	1,636.964	10	13.32026	0.004465
Georgia	1,126.424	1	784.919	10	14.35083	0.003554
Kazakhstan	1,280.553	1	721.697	10	17.74363	0.001793
Kyrgyzstan	360.630	1	1,090.375	10	3.30740	0.098999
Moldova	868.006	1	820.417	10	10.58006	0.008681
Mongolia	1,779.399	1	1,199.052	10	14.84004	0.003200
Poland	31.913	1	1,665.736	10	0.19159	0.670903
Tajikistan	911.620	1	899.548	10	10.13419	0.009763
Ukraine	227.945	1	1,152.527	10	1.97779	0.189930
Means	188.267	1	154.506	10	12.18509	
Standard Deviation	0.533	1	47.347	10	0.11256	

Source: author's compilation based on Figure 1

Explanations:

between SS- total sum of squares of deviations from the arithmetic mean from all observation calculated between groups

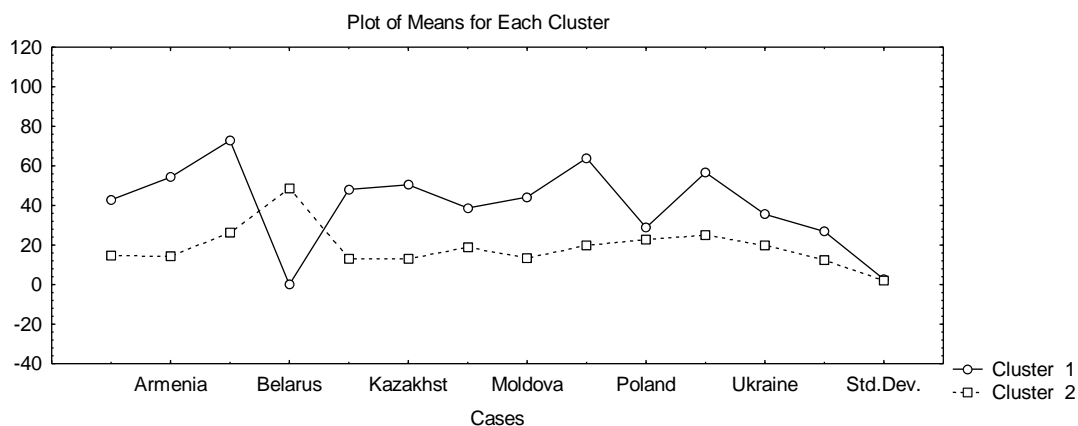
within SS- total sum of squares of deviations from the arithmetic mean from all observation calculated within groups

df- number of degrees of freedom

F- critical value from the schedule of test T-Fisher

p- significance level

Taken into consideration calculations used to all countries jointly, the highest variances (total sum of squares of deviations from the arithmetic mean from all observation calculated between groups) amount calculated between groups was in Belarus (2,180.478) and the lowest in Poland (31.913). In the case of variances (total sum of squares of deviations from the arithmetic mean from all observation calculated within groups) calculated inside data groups, the highest was in Azerbaijan (1,723.598) and the lowest in Kazakhstan (721.697). Taking into consideration the significance levels situation was the same as in the previous case. What should also be interpreted as in the former case in Figure 4.



**Figure 4 One-way analysis of variances for particular columns**

Source: author's compilation based on table 10

Both types of analysis acknowledge the fact that in the whole researched period, i.e. 2006-2016 Belarus and Azerbaijan had highly diverse MVA percentage amounts. The above data confirm that enterprises located in these countries generated value added characterised by quite changeable dynamic what resulted in destabilisation of conducted economic activity.

#### 4.2 Additional analysis

Analysis is completed the result of the F-test (analysis of variance) which shows how big differences appear in the data. Analysis of variances indicated that the biggest data differences in 2006-2016 appear in the case of Armenia (F case = 20.26584 and F variables = 19.21978) and the smallest differences were in Poland (F case 0.32986 and F variables = 0.19159). However, the most important measure in this analysis is p, which is significance of the F-test. Additionally, presented data indicate that in both analyses cases three countries: Kyrgyzstan, Poland and Ukraine  $p > 0.05$ . Therefore, finally, null hypothesis assuming positive influence of cooperation on the development of entrepreneurship should be rejected for remaining countries, but that data confirmation in the belief, that cooperation between these three countries is on high level. However, amounts showing  $p < 0.05$  in other countries which convince that increased cooperation between entities from remaining countries is more essential and need for development of entrepreneurship of Poland, Kyrgyzstan and Ukraine, too.

### V. CONCLUSION

This article allows to understand how important cooperation should be in the development of entrepreneurship. As it was mentioned in the Introduction, countries from Eurasia region play a very important role in Polish relations with foreign countries where almost 5.0% of Polish export of worth exceeding 8.5 billion USD is directed. Therefore, significant to develop cooperation is to create transparent investment conditions in all Eurasia Countries, what should also positively influence the increase of innovation level of the analysed countries in the context of cooperation. Amounts describing the state of economy of a given country (nominal GDP, real GDP, GDP deflator, GDP per capita, export, import and FDI) are also reflected in the level of enterprises development and further in the entrepreneurship development because they are the driving force of every country economy. Polish companies functioning on both domestic and global market alone have small range and influence on the environment, but cooperating with entities from Eurasia Countries they may have bigger impetus in gaining new, niche markets. The above amounts are also measures of economy which has enormous impact on the economic situation of enterprises located in the analysed countries.

Additionally, it is known that enterprises generate value added whose amount is influenced by different factors, such as: sales growth rate, export and import volume, level of competitiveness and capital (financial, intellectual and human) cost. MVA is in turn dependent on economic situation. Therefore, the Author conducted analysis including MVA percentage amounts on the basis of which Euclidean distances were calculated for 11 selected countries from Eurasia region and Poland. The analysis clearly indicated that the role of cooperation in the development of enterprises is significant, especially if entities from a given country want to be perceived as more innovative. Subsequent analysis of variance conducted on the basis of MVA including p measure, i.e. significance of F-test, also acknowledged the fact that between economic entities from Poland, Kyrgyzstan and Ukraine cooperation is on the high level, but between other countries in Eurasia region increased cooperation is more essential and need for development of entrepreneurship of companies from Poland, Kyrgyzstan and Ukraine.

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