

How is it possible, that some companies offering innovative products and services, employing creative people who work long hours and prepare innovative ideas, are not able to survive, reach competitive advantage, longevity or act as effective organizations? Why are there enterprises that in spite of not creating much value are competitive and effective? It seems that the explanation is hidden not only in the entrepreneurial processes of opportunity exploitation, and the ability of transforming creative ideas into marketable products and services, but in the ability of enterprises in capturing most of the value created, or taking over value from others.

The project seeks to answer the question how entrepreneurial organizations achieve above-average results not just by creating value, but mainly by their ability to capture, appropriate, and to avoid destroying the value created. The research undertaken in this project will result in: a) identifying the relations between organizational entrepreneurship as a dynamic capability, and the ability to create value by organizations, b) identifying the links between the value created and the ability to capture and appropriate value, c) identifying the relations between the ability to capture, to protect (avoid destroying), to appropriate value and above-average results (performance, competitive advantage, higher level of innovativeness) depending on the sector/environment and organization's characteristics, as well as stakeholder expectations. Our study will shed light not just on the importance of value creation, but most of all on the critical issues concerning value capture, by offering a coherent set of mechanisms of value protection and value increase depending on the level of entrepreneurship, which is expected to lead to above-average results.

Due to linking entrepreneurship, value creation and value capture and translating these processes into organizations' results, the research will help to solve the managerial dilemma: taking into account a given level of entrepreneurship, accessible resources, potential mechanisms of value capture, our stakeholder expectations, is it more optimal for us to create new value through entrepreneurial processes, or is it better to focus on value capture and appropriation in order to reach high performance?

This project will shift the attention to the importance of proper development of the mechanisms protecting and increasing value in organizations. It will seek to answer the question, why innovative efforts of organizations and their members not always goes together with effectiveness, competitive advantage or organizational longevity. Lack of proper management of the value created can lead to losing, taking over, or destroying value. The project will formulate some recommendations as to activities and strategic moves that will help organizations protect and increase value depending on their entrepreneurial orientation, and contextual factors. Particularly, the research results may be of importance to post-accession economies, where value is created but often taken over in the international value chain.

The project will seek to answer some questions concerning entrepreneurship as well as value creation and capture in enterprises operating in Poland, being the example of post-accession economy: (1) Is value in organizations operating in Poland created mainly owing to new ideas, inventions, innovations, R&D, or rather on the basis of key competences, unique organizational plan, business model, workforce selection and training mechanisms? (2) Are organizations able to determine precisely which operational measures in the value chain, supply chain or industry value chain translate into highest profits (profit margin, rate of return)? (3) Do organizations obtain value from hidden resources rooted in the organization itself or cooperation networks, that are difficult to identify, or socially complex resources that are difficult to copy by other organizations (e.g. organizational creativity, flexible attitudes, improvisation, informal networks of relationships, politicking)? (4) Do organizations capture value mainly in the process of following solutions that have been already tested by competitors? Is there a significant competition from other organizations able to copy solutions, innovations, ideas or business model in the short term, thus seizing the organization's market share? (5) Do external stakeholders, owing to their knowledge of products or their high bargaining power, manage to take over a significant part of the value created (e.g. the know-how, solutions and ideas, part of profits, higher price enforced on further intermediaries)? (6) Have the organizations achieved a high bargaining power with respect to its key stakeholders (competitors, customers, suppliers, recipients), which, in effect, drives alternative costs related to their value capture too high? (7) Do the organizations have in place strategic control points, that is income protection measures that protect the stream of profits generated by a business model, acting as a counterbalance to actions taken by competitors, customers, employees, recipients, suppliers, etc.? The empirical research in the project will be carried out according to the traditional stream of theory testing and theory building. The methodological approach will reflect the research intent. In order to test the concept of value creation and value capture in entrepreneurial organizations in relation with performance, and to extend the existing theory, the following research sequence is planned: a) constructs and variables operationalization, b) research model with hypotheses, c) hypotheses testing and data analysis, d) theory building.

Critical literature review results in synthesizing the state of knowledge concerning organizational entrepreneurship, value creation, value capture processes, and performance as well as partial relations between constructs. The project however offers a comprehensive research model with relations between constructs. The formulated hypotheses will be tested throughout a survey using 7-point Likert scale with items adapted from literature as well as developed originally. The main research will be carried out on a sample of around 300 business organizations operating in Poland. Collected data will be analysed with the use of statistical methods available in the SPSS and MPlus software (descriptive statistics, factor analysis, correlation analysis, regression analysis, confirmatory factor analysis).