

## Editorial

### New frontiers of competition for CEE enterprises?

Dear Reader,

the accession of CEE countries to the European Union put the CEE enterprises in a new position, providing new chances as well as new threats within a wider environment of competition. The awareness of the new situation by the business leaders and managers as well as the strategy building, and the institutional factors influencing these developments, are of special interest, also for management research. The articles and the research note in the present issue are circulating around these topics.

Marian Gorynia is dealing with the competitiveness of firms from Ziemia Lubuska, representing the situation of regional Polish enterprises at the borderline to Germany after Poland's accession to the European Union. The data have been collected in case studies in 15 firms in the region. In order to cope with the researched competitive gap, the author shows the necessity to improve the strategic position of analysed firms by a complex development of the competitive potential in the whole region.

The research paper from Károly Balaton on "Attitude of Hungarian companies towards challenges created by EU accession" supports the findings adding some special aspects with respect to the situation in medium-sized Hungarian companies working in domestic markets. The questionnaire based research includes a sample of 301 enterprises. Although the firms perceive a high level of uncertainty in relation to joining the EU, many companies see not only possibilities for expanding their businesses but also the necessity to strategically react to the expected increase in local competition and to keep highly qualified work force.

The second article expands the focus to Russia where Igor Gurkov has researched the innovations in Russian industries, based on the result of a survey of 1500 Russian industrial companies. The results show the effects of institutional factors on the enhancement of innovations. The presence of foreign ownership, the openness of local markets to international competition and inclusion of companies into large corporations are found to have a positive impact, while the rigidity of organizational structures, and inertia of local production networks put serious limitations on radical product and technological innovations which may contribute to higher levels of competitiveness.

The results of the Russian studies can also be seen as a recommendation for the Polish and Hungarian enterprises: the future will largely depend on organizational flexibility of corporations and on increasing mutual trust within local business networks.

*Rainhart Lang (Editor in chief)*