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MASTER'S QUALIFICATION THESIS

on topic

**« Adaptation of the company's development strategy to
modern international activity »**

Specialty

073 "Management"

Educational program

Management of International Activity

Orientation of educational
programme

educational and professional

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Kyiv – 2024

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**
Faculty of Agrarian Management

APPROVED BY
Head of Administrative Management and
International Activity Department

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06 May 2024

TASK
on implementation master's degree qualification thesis by graduate

Fu XINGYING

Specialty 073 "Management"
Educational program Management of International Activity
Orientation of educational educational and professional
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development strategy to modern international activity»
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Deadline for submission of completed work to the department 2024.11.25

Source data for the master's qualification thesis: legislative acts, educational and
scientific literature, financial statements of the enterprise, statistical data, technological
maps, resolutions, orders

List of questions, that subject to research:

1. Theoretical and methodological aspects of adapting the company's development strategy
2. Analysis of the development strategy of international companies
3. Ways of improvement and prospects for the development of modern international activity

List of graphic material (if necessary) tables, figures, diagrams _____

Date issues task «06» May 2024.

**Advisor of master's
qualification thesis**

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Fu XINGYING

I accepted the task

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ABSTRACT

The work consists of an introduction, three chapters, conclusions and a list of references, which includes 30 titles, the work contains 6 tables and 13 figures. The volume of the paper is 61 pages.

The relevance of the study is due to the acceleration of the process of globalization makes the world economy more connected than ever, and multinational corporations play a vital role in this. With the decrease of trade barriers, the advance of technologies and the accelerate of information circulation, multinational corporations could not only operation in various countries and districts, but could also manage to achieve a better resources allocation on a global scale. This globalization trend enables multinational corporations to leverage the strengths of different markets to increase competitiveness, drive innovation, and contribute to global economic growth.

The purpose of the master's thesis «Adaptation of the company's development strategy to modern international activity» is to identify and substantiate modern global trends and challenges that affect international business, to determine the necessary adaptations to the existing company strategy and to evaluate the effective framework for strategic modification.

According to the goal, the following tasks are outlined:

- identify current global trends affecting international business and their impact on the development of companies;
- identify the key challenges faced by companies when entering international markets;
- study existing models of international strategy used in successful companies;

- justify the need to adapt the company's development strategy in the context of globalization;

- assess the effectiveness of the company's current strategy in the context of international operations;

analyze examples of successful adaptation of other companies' strategies to international conditions;

identify alternative approaches for modifying the company's strategy, in particular, taking into account the cultural and economic characteristics of different countries;

- develop recommendations for the implementation of an adapted strategy in the practice of company management;

- assess the risks and opportunities associated with the implementation of an adapted development strategy in the international market.

The object of research strategies for the development of international activities.

The subject research is a set of theoretical, methodical and practical aspects of the formation of the company's strategy in the international environment
Research methods: theoretical generalisation and comparison, monographic, financial and economic analysis, external environment of the enterprise, grouping, systematisation and graphic representation.

The information base of the study is composed of scientific sources, statistics, data from international organisations and international standards, financial and ESG reporting data of Shein-Fashion Shopping, the results of its own research and Internet resources.

Scientific novelty of the results: The conclusions and recommendations of the

work can help Shein-Fashion Shopping to successfully implement sustainable development goals in the company's activities through the expansion of foreign economic activity.

The research results were approved at the VII International Scientific and Practical Online Conference: 'New Challenges for the Agrarian Sector of Ukraine in the Context of Globalisation' (Kyiv, NUBIP of Ukraine, 9 May 2024).

The main provisions and results of the study are reflected in the conference proceedings: XINGYING F., IBATULLIN M. ADAPTATION OF THE COMPANY'S DEVELOPMENT STRATEGY TO MODERN INTERNATIONAL ACTIVITY. New challenges for the agricultural sector of Ukraine in the context of globalisation: Proceedings of the VII International Scientific and Practical Conference of Students, Postgraduates and Young Scientists, 9 May 2024 - K.: NUBIP of Ukraine, 2024. 85-87.

KEYWORDS: SUSTAINABLE DEVELOPMENT, SUSTAINABLE BUSINESS DEVELOPMENT, FOREIGN ECONOMIC STRATEGY, FOREIGN ECONOMIC ACTIVITY, ENVIRONMENTAL RESPONSIBILITY, SOCIAL RESPONSIBILITY.

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INTRODUCTION

The acceleration of the process of globalization makes the world economy more connected than ever, and multinational corporations play a vital role in this. With the decrease of trade barriers, the advance of technologies and the accelerate of information circulation, multinational corporations could not only operation in various countries and districts, but could also manage to achieve a better resources allocation on a global scale. This globalization trend enables multinational corporations to leverage the strengths of different markets to increase competitiveness, drive innovation, and contribute to global economic growth.

The cross-border activities of multinational corporations not limit in selling their products, it also includes technology transfer, capital investment, human resource development and other aspects. These corporations manage to better understand the local demand to adjust their products, services and to meet different requirement of different customers through setting subsidiaries or finding partners in different countries. At the meantime, these subsidiaries create multiple job opportunities in the local country, which also promote economic development and enhance cultural exchanges.

The purpose of the master's thesis «Adaptation of the company's development strategy to modern international activity» is to identify and substantiate modern global trends and challenges that affect international business, to determine the necessary adaptations to the existing company strategy and to evaluate the effective framework for strategic modification.

According to the goal, the following tasks are outlined:

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The object of research strategies for the development of international activities.

The subject research is a set of theoretical, methodical and practical aspects of the formation of the company's strategy in the international environment

Research methods. During the writing of the master's thesis, the following research methods were used: functional and systemic analysis, historical and logical observation, the method of information synthesis, methods of graphic representation, the method of grouping, comparison, generalization.

CHAPTER1. THEORETICAL AND METHODOLOGICAL ASPECTS OF ADAPTING THE COMPANY'S DEVELOPMENT STRATEGY

1.1 The essence of the global market environment

The influence of modern international activities on corporations' development strategy is getting more and more obvious, since the international market is in constant changing.

The development of technologies makes it easier to obtain information and data. Therefore, the corporations could monitor market dynamics and consumer behavior in real-time. This kind decision model that driven by data could help the corporations deal with the market change in a short period by quickly adjusting their strategy. For instance, Amazon has improved its competitiveness in the market by optimizing its logistics and customer experience through big data analytics.

The differences of culture and law between countries force corporations to take localization strategies while enter a new market. This is not only about product design and market promotion, but also about compliance and adaptation of corporate culture. Many successful multinational corporations, for example Apple and Netflix, have built strong brand loyalty on a global scale by deeply understanding local culture and consumer needs and implementing personalized marketing strategies.

Globalization also brings intense competition. Therefore, corporations must constantly innovate to maintain an edge in the market. Modern consumers value sustainable development and social responsibility more than ever and this forces corporations consider environment protection, social duty and other factors while

making their development strategies. Brands such as Shein have enhanced their brand image and won the hearts of consumers by adopting sustainable production processes and transparent supply chain management.

The acceleration of globalization and the importance of multinational corporations in international markets have had a profound impact on business development strategies. Companies must be agile to take advantage of new technologies and market insights, implement localization strategies, and focus on sustainability to succeed in a highly competitive international market. As globalization deepens, multinational corporations will continue to play a key role in driving economic growth and cultural exchange.

In today's increasingly globalized world, modern international activities have had a profound impact on the development strategy of enterprises. With the continuous evolution of technological advancement, market demand and international trade, enterprises are facing an increasingly complex external environment. These changes not only require companies to re-examine their established strategies, but also to constantly adapt to new market conditions. Therefore, it is particularly important to study the question of "how modern international activities affect the strategic adjustment of enterprises".

Modern international events present diverse market opportunities and challenges. With the rapid pace of change in global markets, it is imperative for companies to identify and capitalize on the potential of emerging markets. This requires companies to have keen market insight in order to adapt their products and services in a timely manner to meet the needs of consumers in different regions. For example, some businesses may need to adapt their product design, pricing

strategy, or marketing channels to suit the cultural and economic context of a particular country or region.

Companies must also take into account changes in the competitive environment as they respond to changes in the global market. With the increase in entrants to the international market and the intensification of competition, companies need to constantly innovate to maintain a competitive edge. This includes not only technological innovation, but also management models and business model innovations. Therefore, when formulating and adjusting strategies, enterprises must pay attention to the dynamics of competitors and changes in industry trends, so as to develop more forward-looking response strategies.

Modern international activities also drive the company's sustainable development strategy. At present, social responsibility and environmental protection have become important factors in consumer choice, and companies need to integrate the concept of sustainable development into their global strategies. This means that businesses must not only focus on profits, but also consider the social and environmental impact of their operations. In this context, the strategic adjustment of enterprises should pay more attention to the creation of long-term value, rather than just the pursuit of short-term interests.

The impact of modern international activities on corporate strategy is multifaceted, and companies need to be agile in responding to changes in the global market and constantly adjusting their strategies to achieve sustainable development and competitive advantage. In the following study, we will delve into these influencing factors and their specific impact on corporate strategic adjustments.

The acceleration of globalization has made enterprises face a more complex and volatile international environment. Different countries and regions have different economic, political, and cultural backgrounds, and companies must be flexible in responding to these differences in the process of internationalization. By studying how companies adapt to modern international activities, we can provide an effective framework for strategic adjustment to help them better survive and thrive in the global market.

The intensification of market competition requires enterprises to continuously innovate and optimize their development strategies. With the increasing number of international market participants, the competition is not only limited to product quality and price, but also includes multi-dimensional competition such as brand image, customer experience and service quality. Studying the adaptability of a firm's development strategy can reveal how firms respond to fierce market competition through innovation and differentiation strategies, thereby improving their market position and profitability.

The needs of the modern consumer are increasingly diverse and personalized, and businesses must adapt strategically accordingly to meet the needs of different markets. Studying the adaptability of corporate strategy can help companies understand changes in consumer behavior, and then formulate more accurate market positioning and product strategies to enhance customer satisfaction and loyalty.

The sustainable development of enterprises is becoming more and more important. In the context of global climate change and increasing social responsibility, enterprises need to integrate the concept of sustainable development

into their development strategies. Studying how enterprises can achieve strategic adaptability in international activities will help promote enterprises to pursue economic interests while taking into account social responsibility and environmental protection, and achieve coordinated development of economy, society and environment.

Studying the adaptability of enterprise development strategy in modern international activities not only helps enterprises to maintain competitiveness in the complex international environment, but also provides theoretical support and practical guidance for their long-term development and sustainable development. Through an in-depth discussion of this topic, we can provide companies with specific strategic advice to help them seize opportunities and avoid risks in a dynamic global market. At the same time, this research will also provide practical cases for the academic community, enrich relevant theories, and provide reference for future research. Therefore, in-depth research on the adaptability of enterprise development strategy is not only the need of academic discussion, but also the urgent need of enterprise practice.

In the context of deepening globalization, the market environment faced by enterprises has changed significantly. These changes have not only affected the business model of enterprises, but also put forward new requirements for their development strategies.

The uncertainty of the global economy is an important challenge that companies must address today. The frequent occurrence of economic crises, financial fluctuations, political turmoil and other factors has made companies need to be more cautious in market decisions. Especially in the international market,

changes in the external environment tend to be transmitted quickly, leading to greater risks for enterprises. Therefore, companies must strengthen their risk management capabilities and reduce the negative impact of uncertainty through diversified investment and flexible supply chain management. In addition, enterprises also need to pay more attention to macroeconomic indicators and policy changes when formulating strategies, so as to adjust their market strategies in a timely manner.

At the same time, the reduction of trade barriers provides new opportunities for enterprises to expand the international market. With the signing of global free trade agreements and the development of the multilateral trading system, trade barriers between countries have been gradually lowered, and market access conditions have been continuously improved. This change makes it easier for companies to enter emerging markets and expand their market share. However, this also means that companies need to face more intense international competition. While entering new markets, companies need to improve product quality, service levels and brand influence to meet the needs of different markets. Therefore, when formulating development strategies, enterprises must combine market access and competitive advantages to find the right entry point.

Intensified competition among TNCs is another important trend. With the deepening of globalization, more and more enterprises are going to the international market, especially large multinational companies are rapidly expanding their market share through mergers and acquisitions, alliances, etc. This competition is not only reflected in traditional industries, but also extends to emerging fields such as high-tech and service industries. In the face of such fierce

competition, companies must constantly innovate to maintain a competitive edge. This includes technological innovation, product innovation, and business model innovation. Enterprises should enhance their core competitiveness and adapt to the rapidly changing market environment through R&D investment and open innovation.

The changes in the global market environment provide a new perspective and direction for the adjustment of enterprise development strategies. In the face of economic uncertainty, the reduction of trade barriers, and the intensification of competition among multinational companies, companies must be agile and actively adapt their strategies to achieve sustainable competitive advantage.

1.2. The mechanism of forming a strategy for the development of an enterprise with the involvement of digital technologies

In today's globalized context, technological innovation has had a profound impact on the international expansion of enterprises. With the rapid development of information technology, enterprises can use digital tools and platforms to achieve more efficient operations and improve the efficiency of global supply chain management. This transformation has not only changed the company's internal processes, but also provided new impetus for its expansion into international markets.

Take Amazon as an example, as the world's largest e-commerce platform, Amazon has optimized its supply chain management through advanced technological means. The company uses big data analytics and artificial intelligence technology to accurately predict consumer demand and effectively

adjust inventory and logistics strategies. This data-driven decision-making approach enables Amazon to achieve efficient inventory management and fast order fulfillment on a global scale. In addition, Amazon's cloud computing services (Amazon Web Services) provide enterprises with a flexible IT infrastructure that enables companies of all sizes to quickly deploy and scale their international operations. The application of this technology has greatly improved the operational efficiency of the enterprise, reduced the cost, and laid the foundation for its competition in the international market.

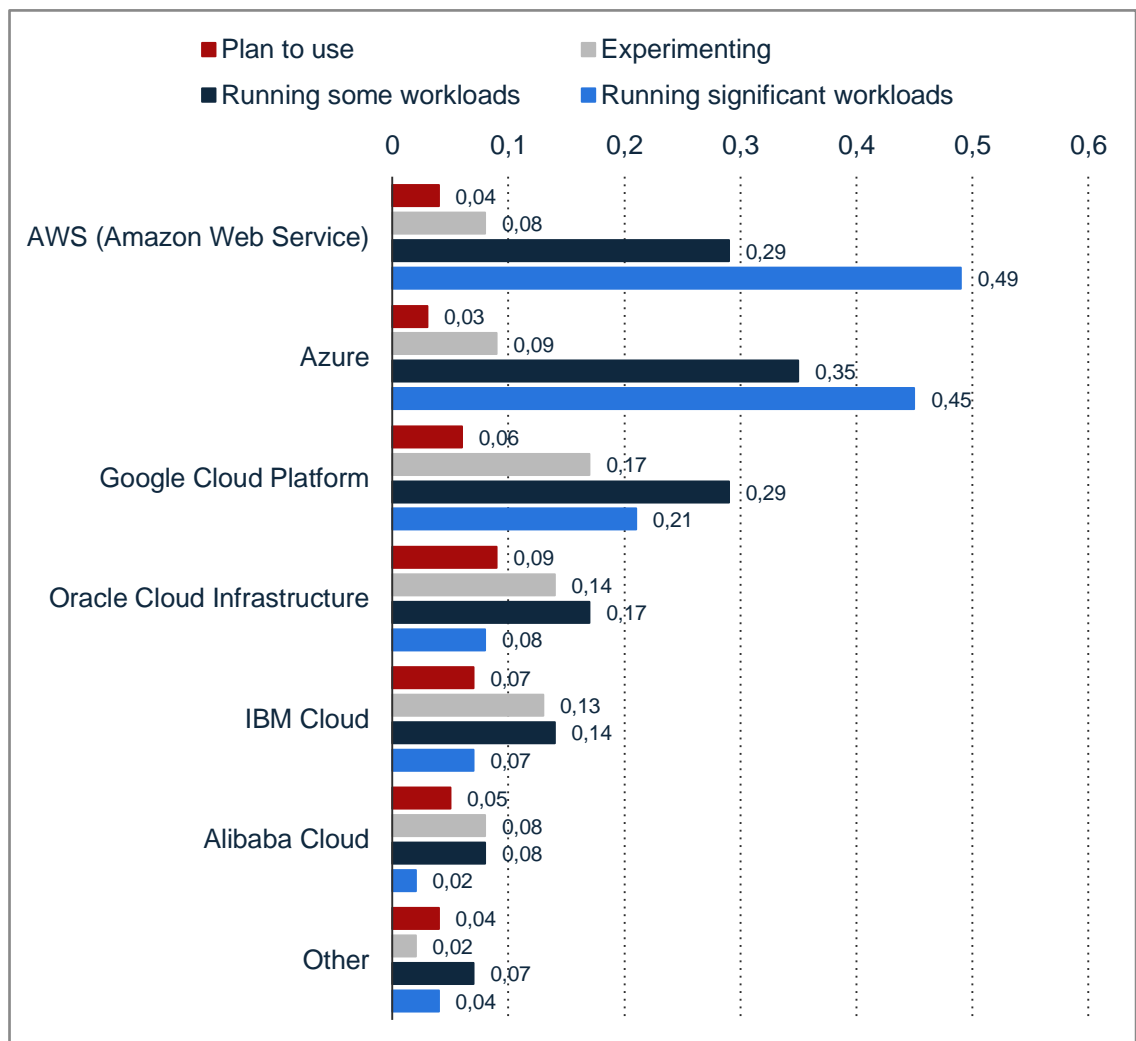


Figure 1.1. Current and planned usage of public cloud platform services running applications worldwide in 2024, by service provider

Apple has also demonstrated the important role of technological innovation in its international expansion. Apple has achieved refined control of the supply chain by establishing a global supply chain network and using advanced manufacturing technology and logistics management systems. Apple's supply chain includes not only parts suppliers on a global scale, but also the integration of distribution and retail channels. By leveraging digital tools, Apple is able to track production progress and inventory status in real-time to optimize production scheduling and distribution strategies. This efficient supply chain management has allowed Apple to maintain its ability to react quickly and gain a competitive edge in the global market.

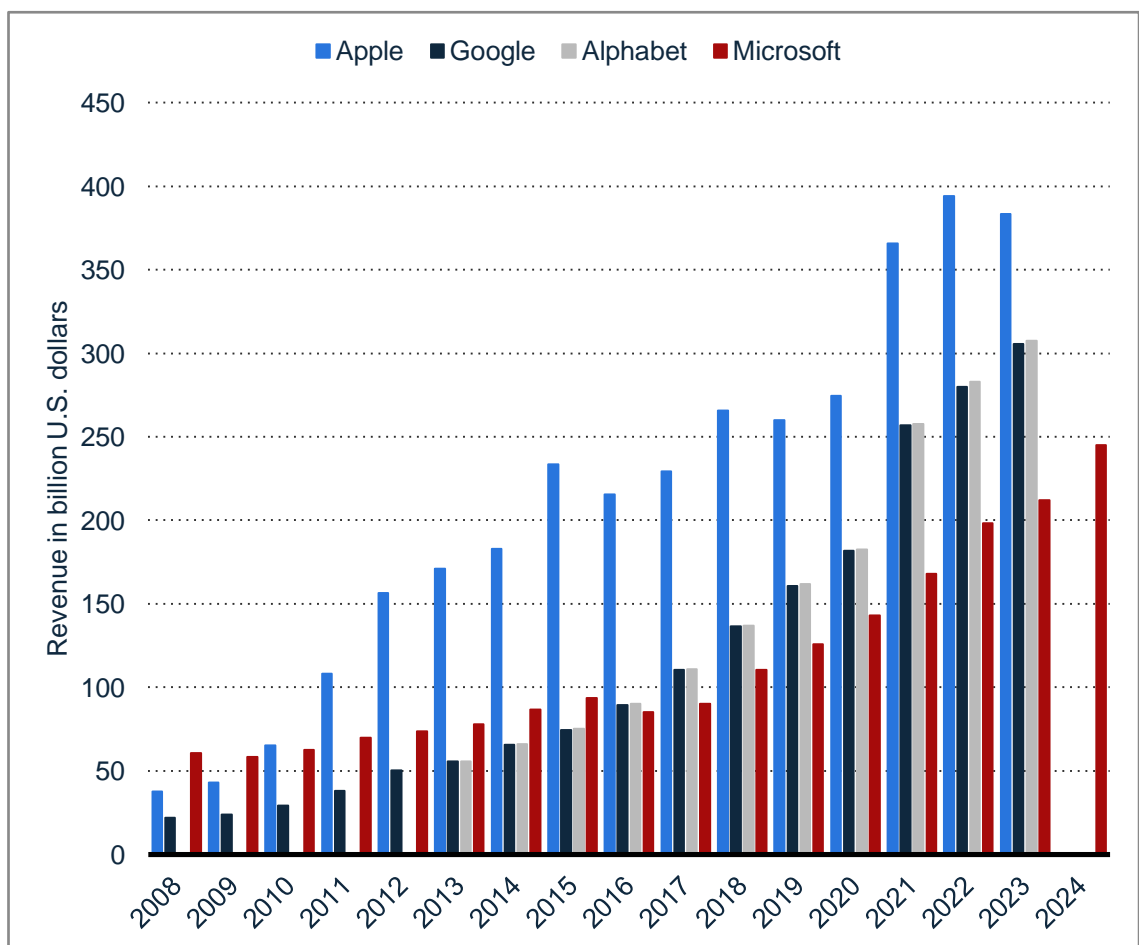


Figure 1.2. Revenue comparison of Apple, Google, Alphabet, and Microsoft from 2008 to 2024

In addition, digital transformation makes it easier for companies to connect with the global market. Through e-commerce platforms and social media, businesses are able to interact directly with consumers, get feedback, and quickly adjust products and services. This direct communication channel allows companies to be more agile and responsive to changes in the needs of local consumers when entering new markets. Businesses can also expand their brand influence and raise awareness in the international market through online marketing and digital advertising.

In conclusion, technological innovation and digital transformation have played a key role in the international expansion of enterprises. By using advanced technology, enterprises can improve the efficiency of supply chain management, optimize resource allocation, and enhance market responsiveness. This not only provides strong support for the company to compete in the global market, but also promotes its ability to continue to innovate and expand its business. In this context, the development strategy of enterprises must fully integrate the elements of scientific and technological innovation to adapt to the rapidly changing international business environment.

1.3. Cultural and political factors of the development strategy to modern international activity

In the context of globalization, cultural differences and political stability have an important impact on the formulation and implementation of TNC strategies. When entering the international market, enterprises must fully consider the cultural

characteristics and political environment of different countries and regions in order to formulate effective strategies to adapt to the local market.

Cultural differences are one of the key factors affecting the success of multinational companies. In different cultural backgrounds, there are significant differences in consumers' values, consumption habits, and brand identity. Multinational companies must have a deep understanding of the cultural characteristics of their target markets in order to adapt their products and marketing strategies. For example, JD.com has made meticulous strategic adjustments to the cultural differences of different markets as it expands internationally. When entering the Southeast Asian market, JD.com recognized that local consumers' perception and acceptance of e-commerce was different from that of the Chinese market. As a result, JD.com has not only optimized its product line for the preferences of local consumers, but has also incorporated local cultural elements into its marketing to enhance consumers' sense of identity. This acculturation strategy has enabled JD.com to gain market share and enhance its brand influence more quickly.

Political stability is also crucial to the strategic choices of multinational corporations. The stability of the political environment has a direct impact on the safety of investments and the predictability of the market. In countries with high political risk, companies may face challenges such as policy changes, regulatory uncertainty, and potential social unrest. Therefore, it is important for multinational corporations to conduct a comprehensive political risk assessment when formulating their international expansion strategies. JD.com usually adopts a cautious strategic layout when entering certain emerging markets. For example, in

some regions with a relatively unstable political environment, JD.com may choose to partner with local companies to reduce risk through joint ventures or strategic alliances. This approach not only allows for the sharing of potential political risks, but also enhances its own market adaptability by leveraging the market knowledge and network of local partners.

In addition, companies also need to manage their relationship with local governments in the international market, including complying with local laws and regulations, participating in social responsibility activities, etc. In the process of internationalization, JD.com actively participates in local social welfare activities to enhance its brand image and establish a good relationship with the local government. This strategy not only helps companies establish a positive brand image in the local market, but also creates a more stable external environment for their long-term development.

Cultural differences and political stability are important factors influencing the strategies of multinational corporations. In the process of global expansion, enterprises must flexibly respond to the changes of these factors, and achieve effective international operations by adjusting their strategies and optimizing their market layout. Only by deeply understanding and adapting to the cultural and political environment of different markets can multinational companies remain invincible in global competition.

CHAPTER 2. ANALYSIS OF THE DEVELOPMENT STRATEGY OF INTERNATIONAL COMPANIES

2.1. Analysis of the formation of the strategy of export-import operations

In the early stages of internationalization, export and import strategies are often the preferred way to enter new markets. These strategies can not only help enterprises quickly adapt to the international market, but also effectively reduce risks and investment costs. Through exports, companies are able to push their products to new consumer groups, while accumulating experience in the international market, laying the foundation for subsequent expansion.

At the heart of an export strategy is the selection of the right markets and products. When developing an export strategy, companies must conduct detailed market research to identify the needs and competitive dynamics of the target market. Understanding local consumer preferences, purchasing power, and cultural background can help companies choose the right product line and pricing strategy. For example, some businesses may adapt the functionality and design of their products to meet the expectations of specific consumer groups based on the differences in demand in different markets.

In the process of entering a new market, companies also need to choose the right export model. Direct export and indirect export are the two main ways. Direct export involves the company handling all export matters themselves, including marketing, transportation and after-sales service, which gives the company more control over the brand image and customer relationships. However, direct exports require strong marketing capabilities and resources. Therefore, for start-ups or companies with limited resources, indirect export can effectively reduce the

complexity and risk of market entry by working with local agents or distributors, so that enterprises can quickly enter the target market.

At the same time, import strategy also plays an important role in the process of internationalization. Through imports, enterprises can obtain foreign advanced technology, equipment and high-quality raw materials, so as to improve their own production capacity and product quality. This strategy not only strengthens the competitiveness of the company, but also lays the foundation for its export in the international market. For example, some manufacturing enterprises have improved production efficiency and product quality by introducing advanced foreign production equipment and technology, and then gained a larger market share in the international market.

It is important to note that export and import strategies do not exist in isolation, but are interrelated and complementary. While implementing an export strategy, companies can optimize their supply chain through an import strategy. For example, enterprises can import raw materials with higher domestic production costs or lower technical levels to reduce production costs and improve product competitiveness. Such synergies not only help enterprises to gain a firm foothold in the international market, but also achieve optimal allocation of resources.

Therefore, export and import strategies are an important part of the initial stage of internationalization. By using these strategies wisely, companies can effectively reduce risk, quickly adapt to the needs of new markets, and lay a solid foundation for subsequent international expansion. In an increasingly competitive global market environment, the flexible use of export and import strategies will provide important support for companies in their internationalization process.

2.2. Evaluation of the operation of the joint venture

Joint ventures and mergers and acquisitions have become important strategies for enterprises to enter the international market in the context of globalization. These strategies can not only help enterprises quickly expand their market share, but also effectively integrate resources and enhance competitiveness. By analyzing some successful cases, such as Apple's acquisition of international suppliers and Amazon's acquisition of international startups, we can better understand the advantages and risks of joint ventures and M&A.

A joint venture refers to a cooperation model in which two or more enterprises jointly invest and operate together in a specific business area. This strategy allows companies to quickly obtain permits and resources to enter new markets, reducing barriers to market entry. In the case of Apple, for example, Apple has established several joint ventures around the world, especially in the Asian market. These joint ventures not only help Apple better adapt to local market demand, but also allow it to manage its supply chain more effectively. For example, by establishing joint ventures with suppliers in China, Apple has been able to quickly increase its competitiveness in the Chinese market by leveraging the market knowledge and network of local companies.

However, there are also certain risks associated with joint ventures, especially in terms of cultural differences and clashes of management styles. The success of the joint venture depends on trust and effective communication between the partners. If there is a disagreement between the two parties on strategic goals, operating methods, or management philosophy, it can lead to tension or even failure of the joint venture relationship. Therefore, when choosing a joint venture

partner, companies need to conduct thorough due diligence to ensure that both parties are aligned on goals and values.

M&A refers to the acquisition of shares or assets of other enterprises to achieve control over them. This strategy can help companies quickly gain access to market resources, technology, and customer base. Amazon is particularly prominent in this regard. In recent years, Amazon has rapidly expanded its presence in emerging markets through the acquisition of a number of international startups. These mergers and acquisitions not only enhance Amazon's market competitiveness, but also give it access to advanced technology and innovation capabilities. For example, Amazon has acquired several startups that offer artificial intelligence and big data analytics technologies, and the integration of these technologies has allowed Amazon to maintain its leading position in the global e-commerce market.

While M&A brings many advantages, it also comes with certain challenges. After mergers and acquisitions, companies need to face the complexities of integrating culture, management systems, and operational processes. Successful M&A requires effective change management during the integration process to ensure the integration of old and new cultures and effective collaboration of teams. If not properly integrated, it can lead to brain drain, low morale, and even affect the overall performance of the business.

Joint ventures and M&A strategies have significant advantages in the international market expansion of enterprises. Through joint ventures, companies can share resources and reduce risks; Through mergers and acquisitions, companies can quickly gain market share and technological advantages. However,

these strategies also come with certain risks, and companies need to fully evaluate and develop corresponding countermeasures when implementing them. Only on the basis of an in-depth understanding of the market environment and their own capabilities can enterprises effectively use joint ventures and mergers and acquisitions to achieve sustainable international development.

2.3. Analysis features of the development company's strategy in the international environment

Enterprises are faced with the challenge of balancing global standardization and localization needs in the globalized market environment. Global standardization emphasizes a unified brand image and operating model, which helps improve efficiency and reduce costs; Localization, on the other hand, emphasizes adapting to the culture, needs, and consumption habits of a specific market to enhance the brand's market adaptability. How to effectively balance the two has become the key for multinational companies to formulate international market entry strategies.

At the heart of a localization strategy is a deep understanding and adaptation to the cultural characteristics of the target market. For example, in the process of internationalization, JD.com flexibly adjusted its marketing strategy according to the needs of consumers in different countries and regions. When entering the Southeast Asian market, JD.com realized that there was a significant difference between local consumers' perception and usage habits of e-commerce and the Chinese market. To this end, JD.com has integrated local cultural elements into its

marketing, and enhanced the brand's affinity and sense of identity by cooperating with well-known local brands and holding local events. At the same time, JD.com has also launched targeted promotional activities and preferential policies to attract more potential customers according to the characteristics of Southeast Asian consumers who are more sensitive to price.

In addition, JD.com has also made localized adjustments in product selection. When entering certain markets, JD.com will adjust the product types and specifications according to the preferences and needs of local consumers. For example, in some markets with high demand for health products, JD.com will launch more organic food and health products to meet the growing health consciousness of local consumers. This localization strategy enables JD.com to better meet the needs of the local market, thereby enhancing market competitiveness.

While implementing the localization strategy, JD.com also did not forget to maintain the consistency of the global brand. Through a unified brand image and core values, JD.com delivers similar brand messages across different markets. This strategy not only helps to enhance the global awareness of the brand, but also reduces the confusion that can lead to brand perception due to over-localization.

Cross-cultural management also plays an important role in localization strategies. When entering a new market, companies need to build effective cross-cultural teams and increase the cultural sensitivity and adaptability of employees. In the process of internationalization, JD.com focuses on cultivating management talents with cross-cultural backgrounds to ensure that they can flexibly respond to cultural differences in the operation and management of

different markets. For employees in different countries, JD.com provides corresponding cultural training to help them understand the culture and consumer behavior of the local market, so as to improve the team's collaboration efficiency and decision-making quality.

In the global competitive environment, enterprises must flexibly use localization strategies and cross-cultural management to achieve an effective balance between global standardization and localization needs. JD.com's successful experience shows that a deep understanding of market culture, flexible adjustment of marketing strategies and strengthening cross-cultural management can help enterprises gain a competitive advantage in the international market and increase brand influence and market share. With this balance, companies can not only be sustainable, but also more resilient in a diverse global market.

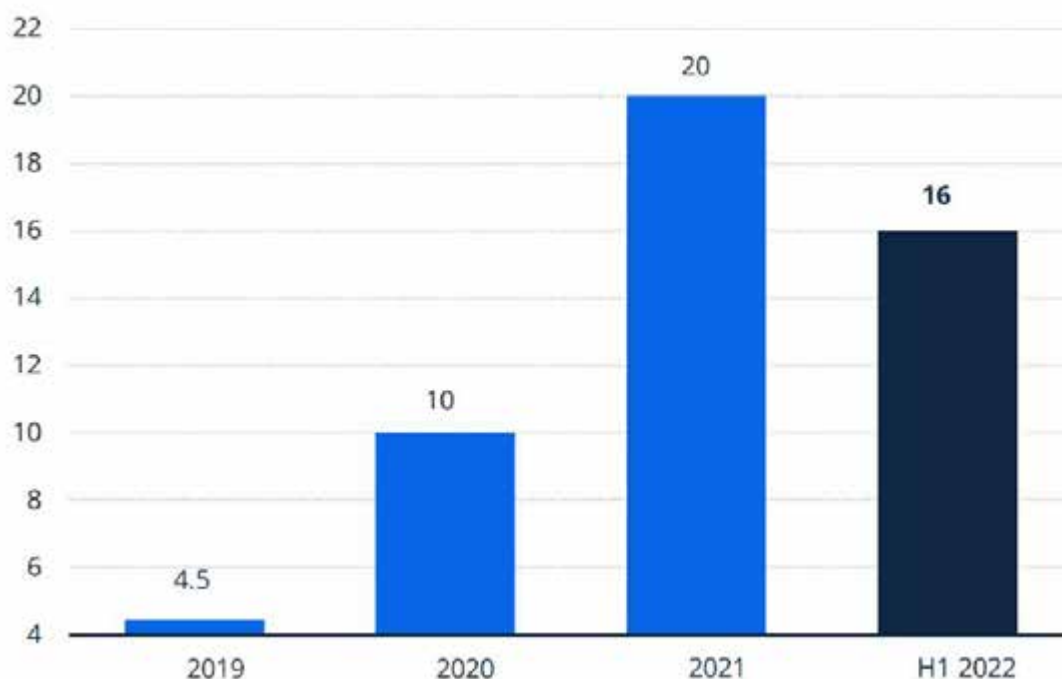


Figure 2.1. Shein's estimated GMV worldwide from 2019 to 2022 (in billion U.S. dollars)

SHEIN was founded in 2008 and originally started as a wholesale of wedding dresses, founded by Xu Yangtian in Nanjing. The company focused on cross-border e-commerce business in the early stage of development, and then gradually transformed into a fast fashion brand for the global market. Through years of strategic adjustment and business reshaping, SHEIN has formed a unique digital fast fashion business model, deeply integrating Internet technology with the traditional clothing industry.

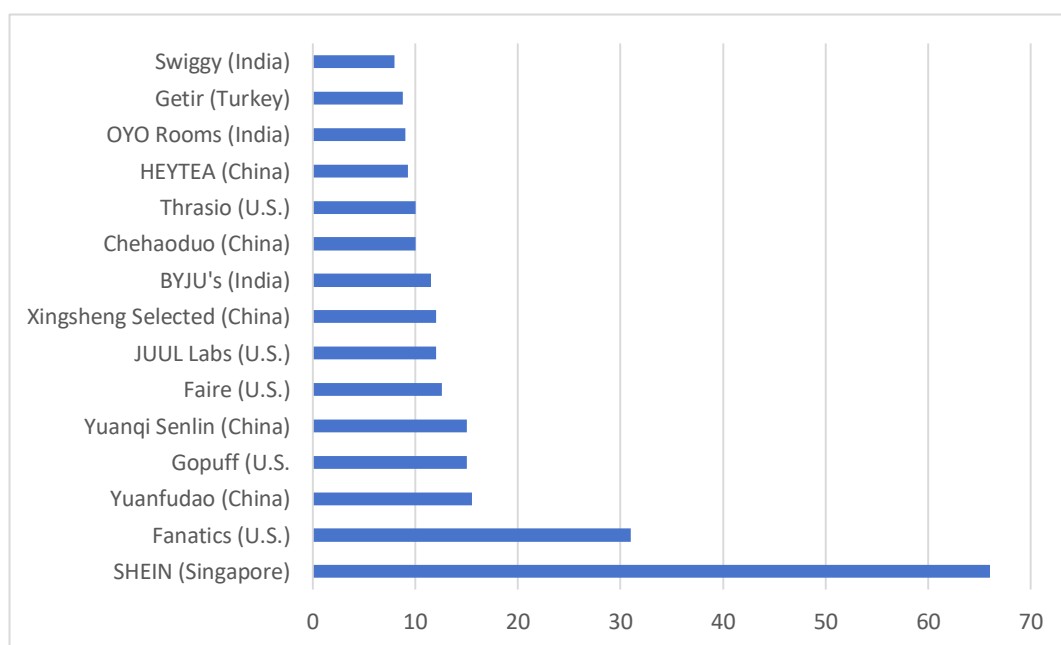


Figure 2.2. Highest-valued e-commerce and direct-to-consumer unicorns worldwide as of December 2023 (in billion U.S. dollars)

In terms of business model, SHEIN has built a digital supply chain system with fast fashion as the core. The company adopts the operation strategy of small batch trial production, real-time data analysis and rapid replenishment, and is able to respond to changes in market demand in a very short time. By establishing a flexible supply chain, SHEIN can launch thousands of new products every day to

achieve rapid iteration and update of products. This high-frequency, low-volume production model not only reduces inventory risk, but also accurately grasps consumer preferences.

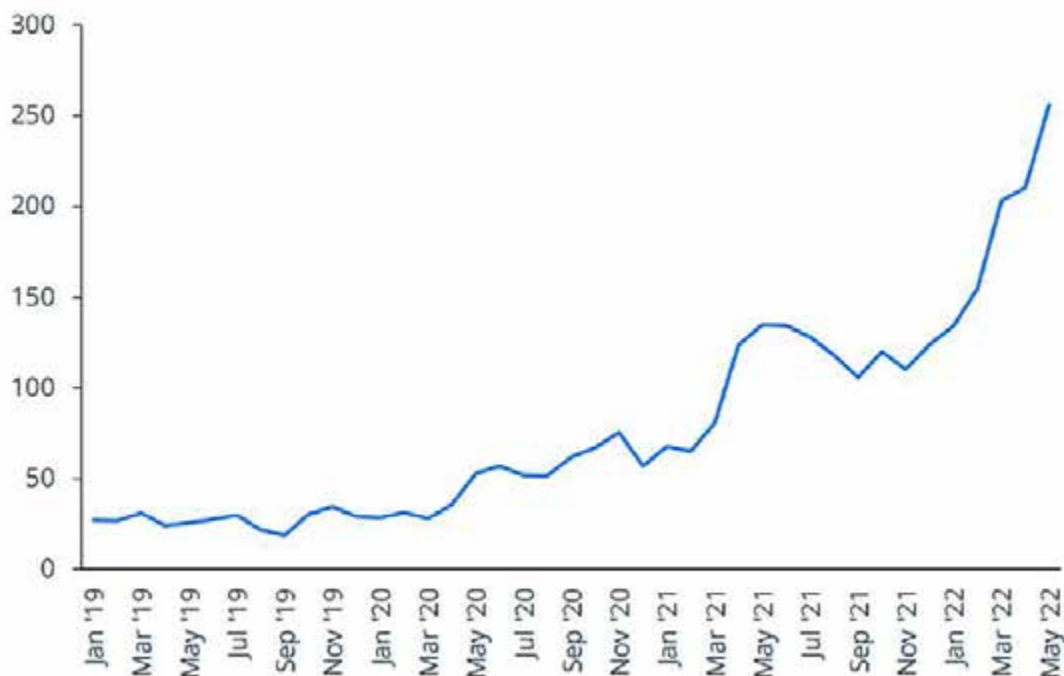


Figure 2.3. Number of visits to shein.com from January 2019 to May 2022 (in millions)

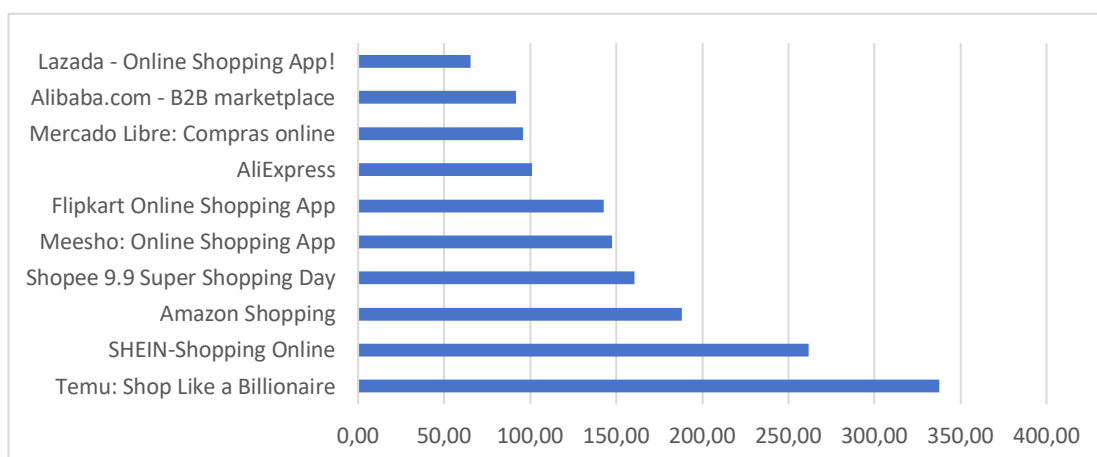


Figure 2.4. Leading shopping apps worldwide in 2023, by number of downloads (in millions)

SHEIN adopts a direct-to-consumer (DTC) direct-to-consumer sales model, completely abandoning the traditional physical retail channels. This model enables SHEIN to directly obtain consumer behavior data, reduce intermediate link costs, and establish a direct connection between the brand and consumers. Through its own e-commerce platform and mobile app, SHEIN has achieved global market coverage and provided localized user experience for different regional markets.

Compared with traditional fast fashion brands Zara and H&M, SHEIN shows significant differentiation characteristics. Traditional fast fashion brands rely on offline store networks and adopt an omni-channel strategy that integrates online and offline, while SHEIN relies entirely on digital channels. In terms of supply chain management, SHEIN has established a more flexible production system, which can achieve smaller batch production and faster market response. In addition, SHEIN has significantly improved operational efficiency and resource utilization through algorithm-driven demand forecasting and inventory management. In terms of product pricing strategy, SHEIN adopts a more competitive price range, which is due to its streamlined channel structure and efficient supply chain management.

In terms of data-driven decision-making, SHEIN has established a complete digital operation system. By analyzing user browsing, purchasing behavior, and social media interaction data, SHEIN is able to accurately predict market trends and optimize product development and marketing strategies. This data-driven approach to business has given SHEIN a unique competitive advantage in the global fast fashion market.

After establishing a digital fast fashion business model, SHEIN started a

systematic global market expansion strategy. In 2012, SHEIN officially entered the European and American markets, and chose the United States as the primary target market for its international expansion. This strategic choice reflects the company's emphasis on the mature e-commerce market, and also lays the foundation for the subsequent global layout.

The internationalization process of SHEIN presents obvious stage characteristics. From 2013 to 2015, the company focused on exploring the European market, and successively established business networks in France, Italy, Germany and other countries. After 2016, SHEIN accelerated its layout in the Southeast Asian market and expanded its business scope to Indonesia, Malaysia, the Philippines and other countries. Since 2018, the company has further expanded the Middle East and Latin American markets, achieving full coverage of major consumer markets around the world.

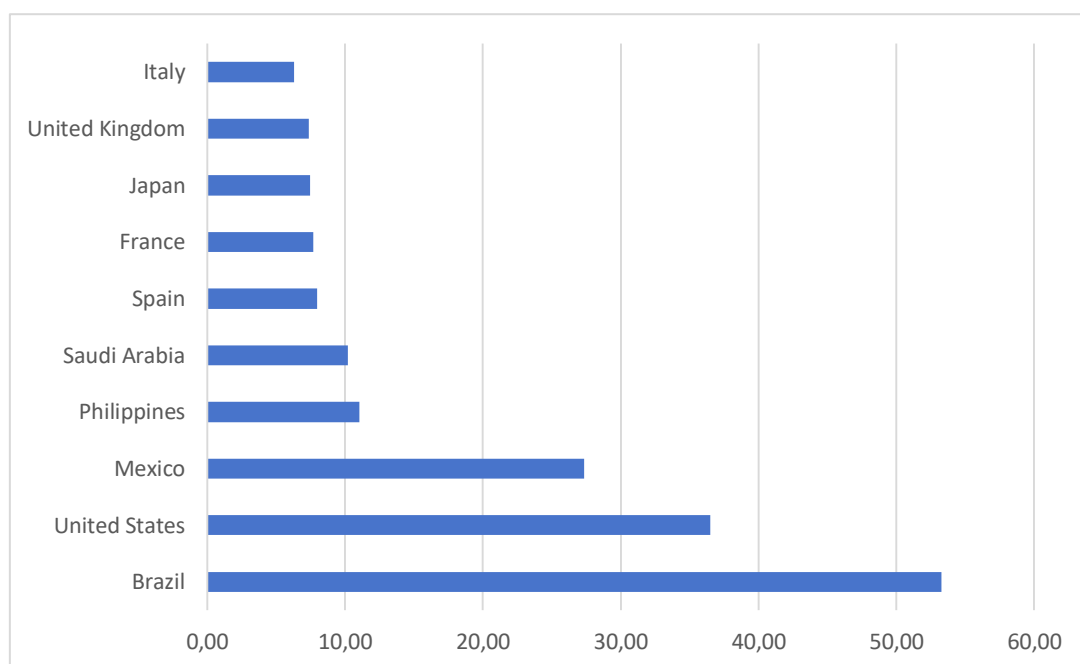


Figure 2.5. Countries with the highest number of Shein-Fashion Shopping Online app downloads in 2023 (in millions)

From the perspective of market performance, SHEIN has shown a differentiated growth trend in different regions. As of 2023, the North American market accounts for approximately 40% of the company's total revenue, with the U.S. market contributing more than 30% of the revenue share. The European market accounts for about 35%, with Western Europe being particularly prominent. Asia Pacific (excluding China) accounted for approximately 20%, with the Middle East and Rest of the World contributing the remaining 5% of revenue. According to data from market research institutions, SHEIN's global revenue in 2022 will exceed \$23 billion, with an annual growth rate of more than 80%.

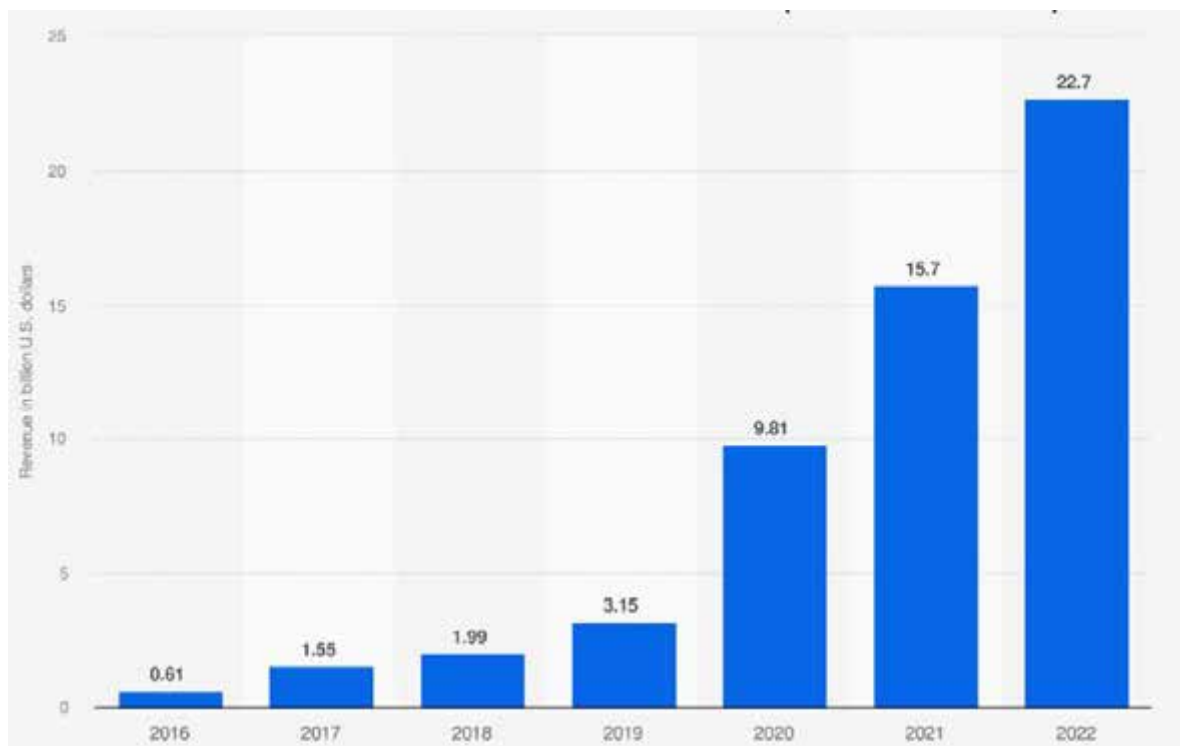


Figure 2.6. Estimated annual revenue of Shein from 2016 to 2022 (in billion U.S. dollars)

In terms of market penetration, SHEIN has shown strong growth. The number of global monthly active users of the company's apps exceeded 75 million in the first quarter of 2023, an increase of 45% from the same period last year. In the U.S. market, SHEIN has become one of the most popular fashion shopping platforms for young consumers, with a market share second only to Amazon's clothing category. In the European market, SHEIN's market penetration in major countries such as the United Kingdom and France continues to increase, and the participation of mobile users is significantly higher than that of traditional fast fashion brands.

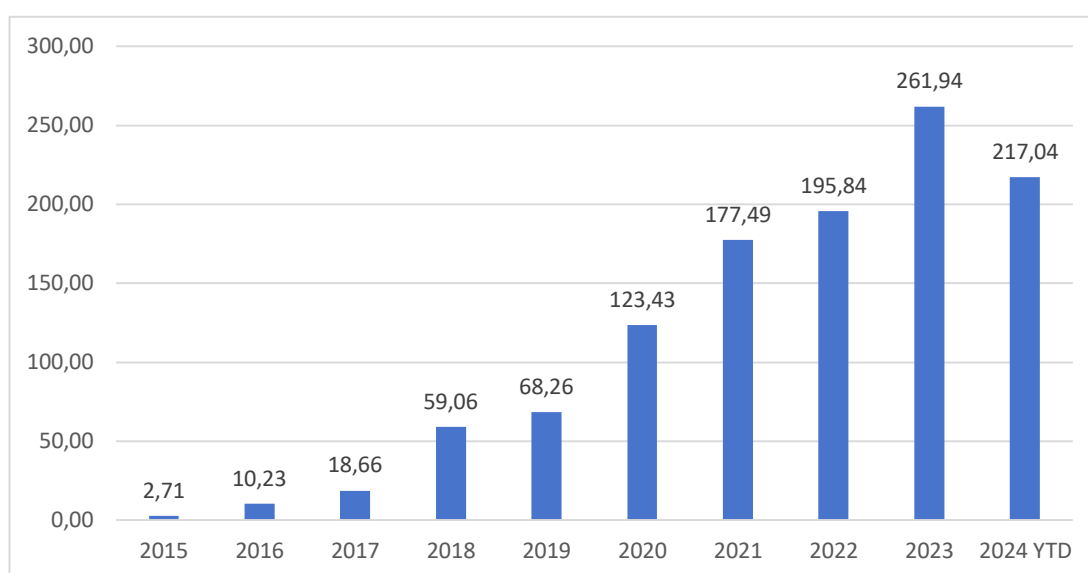


Figure 2.7. Number of app downloads of Shein-Fashion Shopping Online worldwide from 2015 to 2024 YTD

SHEIN's global expansion strategy is also reflected in the layout of its logistics network. The company has established a number of regional logistics centers around the world, including the Los Angeles center in the United States, the Liège center in Europe, and the Singapore center in Asia. This distributed logistics

network has significantly improved distribution efficiency, enabling SHEIN to provide 3-7 days of fast delivery services to consumers around the world.

It is worth noting that SHEIN has adopted a localized operation strategy in different markets. By partnering with local influencers and social media influencers, SHEIN has established a marketing system that is in line with the cultural characteristics of each region. In terms of product design, the company fully considers consumer preferences and cultural differences in different markets to develop product lines that adapt to local needs. This refined market adaptation strategy has become an important factor supporting SHEIN's global expansion.

In today's globalized business environment, how companies adapt to and take advantage of globalization trends is a key factor in their success. As a fast fashion brand with e-commerce as its core, Shein has effectively responded to the opportunities and challenges brought about by globalization with its highly flexible marketing strategy and strong digital capabilities.

With the popularity of the internet and changes in consumer shopping habits, e-commerce has experienced unprecedented growth. This trend presents a huge market opportunity for Shein. By building a strong online platform, Shein has managed to attract a large number of young consumers, especially to build a wide brand presence on social media. Using the promotion of Instagram, TikTok and other platforms, Shein has achieved direct interaction with the target audience, quickly obtained consumer feedback, and enabled it to make timely adjustments in product design and marketing strategies. This keen grasp of e-commerce growth has not only enhanced Shein's competitiveness in the market, but also enabled it to rapidly expand its market share.

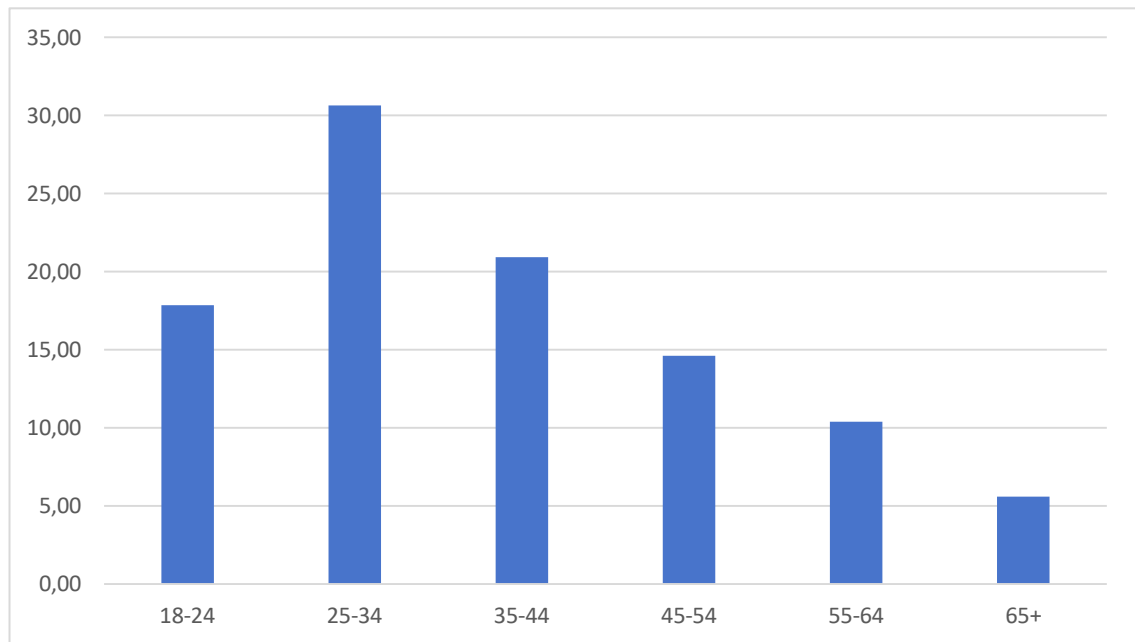


Figure 2.8. Share of global Shein website visitors 2023, by age

In addition to the rise of e-commerce, Shein is also focusing on optimizing its global logistics network, a strategy that is critical to the success of e-commerce businesses. An efficient logistics system not only ensures the rapid distribution of products, but also enables flexible inventory management in various markets. Shein has established a supply chain system covering a wide range of areas by cooperating with a number of international logistics companies. Especially when entering new markets, Shein will open local warehouses to shorten delivery times and reduce transportation costs. This initiative improves the shopping experience for consumers, allowing users to enjoy faster delivery after placing an order. For example, in the U.S. market, Shein has set up multiple local warehouses to achieve the goal of delivering orders within 48 hours, significantly improving user satisfaction.

Faced with the diverse needs of different markets, Shein has also adopted a

flexible differentiation strategy. Before entering a new market, Shein conducts exhaustive market research to gain an in-depth understanding of local consumers' cultural background, fashion preferences, and buying habits. Based on these market insights, Shein has made localized adjustments to product design, marketing strategies, and promotional activities. For example, in the Middle East market, Shein has launched products that are in line with local culture and aesthetics, especially in clothing design, which pays more attention to the combination of conservative and fashionable. This localization strategy has effectively strengthened the brand's acceptance and recognition in the local market.

In the European and American markets, Shein places more emphasis on fashion and individuality, and launches fashion items that are in line with local trends to attract the attention of young consumers. By partnering with local influencers, Shein not only enhances the brand's exposure, but also builds an emotional connection with consumers. This flexible go-to-market strategy has enabled Shein to stand out in the highly competitive international market and successfully achieve the global expansion of the brand.

In the context of globalization, Shein not only responds to market challenges by optimizing its logistics network and differentiated market strategies, but also actively leverages technological advancements, especially big data and artificial intelligence, to improve its supply chain efficiency and market responsiveness. The application of these technologies has enabled Shein to maintain a competitive edge in the rapidly changing fashion industry.

Shein optimizes its supply chain management through big data analysis and artificial intelligence technology. These technologies allow Shein to monitor

market demand and consumer preferences in real-time to effectively predict sales trends for products. Specifically, Shein uses big data to analyze consumers' purchase history, browsing behavior, and social media interactions to gain a deeper understanding of consumer needs. This data not only helps Shein make more accurate decisions during the product design stage, but also reduces excess and out-of-stock situations in inventory management and achieves more efficient resource allocation. At the same time, the introduction of artificial intelligence algorithms enables Shein to optimize material procurement and production scheduling during the production process, improving overall operational efficiency.

In addition, Shein has implemented a "real-time retail" strategy to respond quickly to consumer needs. This strategy means that Shein is able to adjust its product line in response to market changes and consumer feedback in a very short period of time. With real-time analysis of sales data, Shein can quickly identify which products are popular and adjust production schedules within days to bring popular products to market quickly. This agile operating model not only improves Shein's market responsiveness, but also strengthens consumers' loyalty to the brand, as they can find products that are in line with the latest fashion trends on the Shein platform.

When it comes to marketing, Shein makes the most of social media and influencer marketing to drive sales growth. By partnering with influencers on social platforms such as Instagram and TikTok, Shein is able to directly reach a large number of young consumers and enhance the brand's awareness and reputation. These influencers not only provide real feedback on the use of Shein's products, but also guide fans to consume through personalized content displays.

Shein's marketing team works closely with these influencers to plan a variety of marketing campaigns to stimulate consumers' desire to buy through limited-time promotions, discounts, and more.

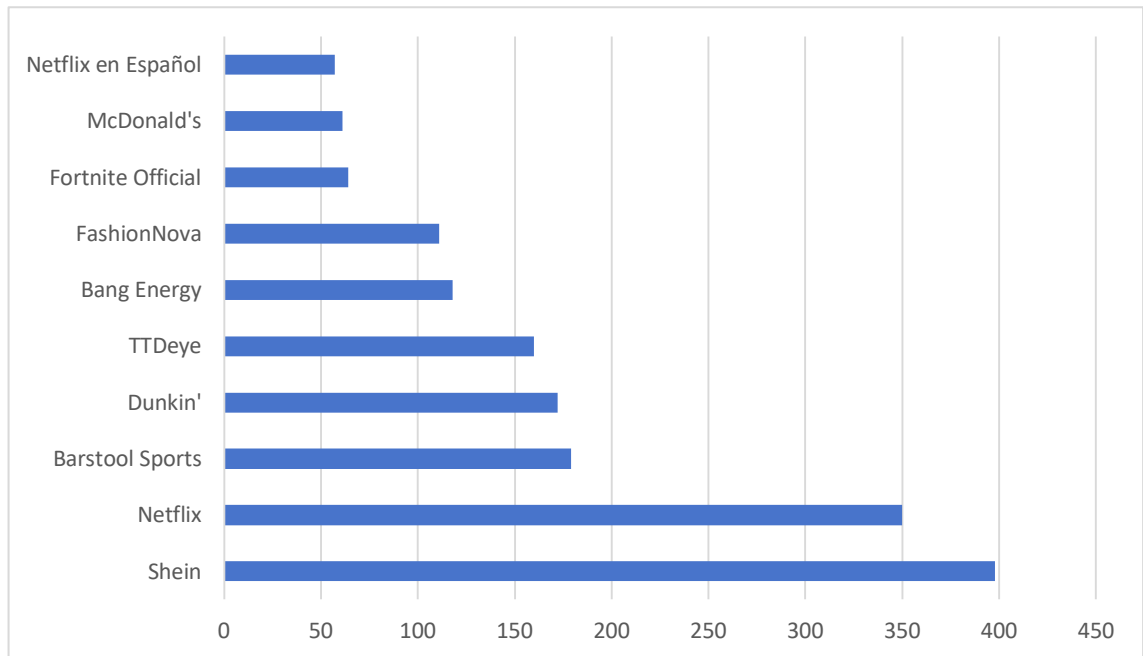


Figure 2.9. Leading brands on TikTok in the United Kingdom in 2020, by number of influencers

The widespread use of social media allows Shein to track consumer reactions and market dynamics in real-time and quickly adjust marketing strategies. Through data analysis, Shein is able to identify the most effective promotion channels and content forms, so as to optimize ad spend and improve marketing efficiency. For example, Shein customizes its promotional content according to the cultural background and consumption habits of different regions to ensure that it attracts the target audience to the greatest extent.

Shein has effectively capitalized on the opportunities brought about by

globalization by actively responding to e-commerce growth and optimizing its logistics network. At the same time, the flexible differentiation strategy enables it to meet the needs of consumers in different markets and enhances the brand's market adaptability. These successful initiatives have not only driven Shein's rapid expansion, but also provided valuable experience and inspiration for other businesses looking to succeed in the global market. At the same time, Shein also optimizes its supply chain management through big data and artificial intelligence technology, implements a "real-time retail" strategy to quickly respond to market demand, and uses social media and influencer marketing to drive sales. These technological advancements have not only improved Shein's operational efficiency and market competitiveness, but also provided strong support for its globalization process. In the future, how Shein further integrates technology and market strategy will largely determine its leadership position in the global fast fashion industry.

In the process of expanding into the international market, Shein faced differences in multiculturalism, consumption habits and market needs, which made it imperative to develop an effective localization strategy to ensure that the brand could resonate with consumers in different regions. Shein's localization of its product portfolio and marketing strategy has been an important factor in its success in the global market.

Shein adjusts its product line based on in-depth analysis based on the preferences and needs of the target market. For example, in the U.S., Shein recognized that consumer demand for sizes was significantly different from other regions, so it launched a wider selection of sizes from small to large. In addition, Shein also pays attention to the localization of design styles, and launches

corresponding clothing series according to the fashion trends and cultural backgrounds of different regions. In Europe, Shein has observed the rise of sustainable fashion, so it has incorporated more eco-friendly materials and sustainability concepts into product design to appeal to eco-conscious consumers. This flexible product adjustment strategy ensures that Shein is able to meet the unique needs of consumers in different markets, thereby enhancing market competitiveness.

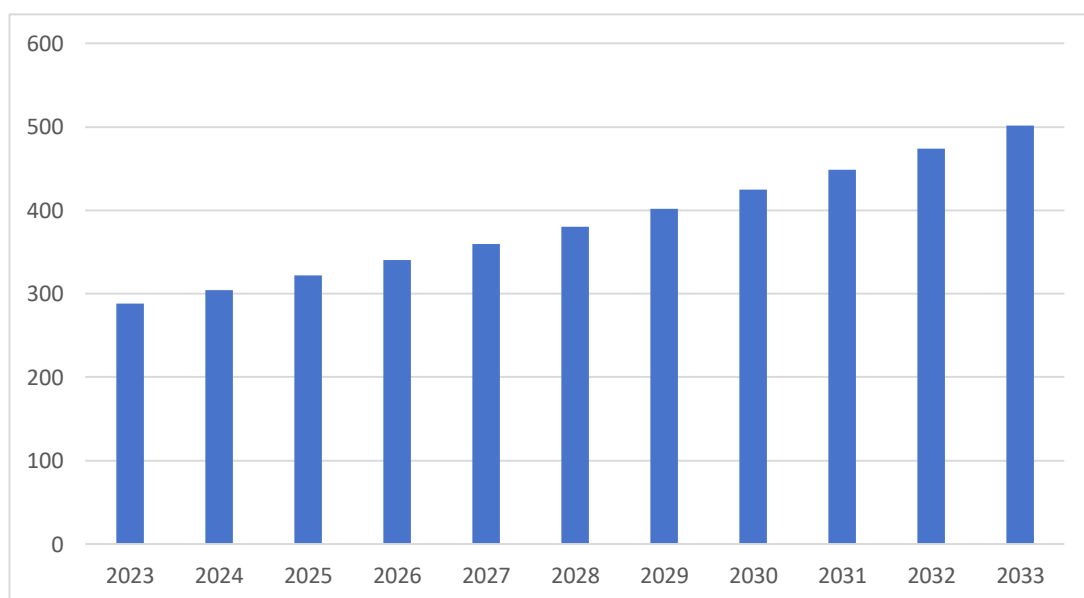


Figure 2.10. Forecast value of the plus size clothing market worldwide from 2023 to 2033

Shein also pays attention to the implementation of localization. Language adaptation is an important measure, and Shein has launched multilingual websites and apps in different markets, enabling consumers to shop in their native language and improving the user experience. In addition, Shein also produces advertising content that meets the tastes of local consumers according to the cultural characteristics of each market. For example, in the United States, Shein's ads often

incorporate popular social media trends and use platforms such as TikTok and Instagram to reach the attention of young consumers. At the same time, in the European market, Shein pays more attention to integrating with local cultural activities, and strengthens the brand's local identity by sponsoring local fashion events or participating in community activities.

Shein excels in its interactions with consumers in the United States and Europe. In the United States, Shein has launched a series of "celebrity styles" through cooperation with local fashion bloggers, which has attracted the attention of a large number of young consumers. The influence of these bloggers has made Shein's products quickly enter the public eye and enhance the affinity of the brand. In Europe, Shein has further enhanced the brand's awareness and reputation through localized social media campaigns to encourage consumers to share their styles, resulting in good user-generated content (UGC).

Shein's international market expansion not only relies on its own brand effect and product supply capacity, but also makes full use of cooperation and alliances with local enterprises to enhance its competitiveness in different markets. This strategy not only helped Shein quickly adapt to the local market demand, but also effectively reduced operating costs and improved the success rate of market entry.

Shein has partnered with a number of local logistics companies to ensure that its products reach consumers quickly and efficiently. These partners often have an in-depth knowledge of the local market and are able to optimize the distribution network and improve distribution efficiency. For example, in the European market, Shein has partnered with some well-known logistics providers to leverage their existing distribution infrastructure, reducing the time and cost of cross-border

transportation. This flexible logistics strategy enables Shein to better meet consumers' demand for fast delivery in the face of fierce competition.

Partnering on payment solutions is another important go-to-market strategy for Shein. Due to the significant differences in payment habits in different countries and regions, Shein has launched a variety of localized payment options through partnerships with local payment service providers to enhance the payment experience of consumers. For example, in the Southeast Asian market, Shein has partnered with some popular digital wallet services to enable consumers to conveniently complete transactions through payment methods they are familiar with. This flexible payment method not only increases users' purchase intentions, but also strengthens consumers' trust in the brand.

In addition, Shein has also demonstrated its keen market insight in brand cooperation and co-marketing. In some markets, Shein has partnered with well-known local brands or influencers to launch limited-edition products or joint campaigns to attract more consumer attention. This strategy not only quickly increases brand awareness, but also effectively penetrates the target consumers. For example, Shein has partnered with some local fashion bloggers and social media influencers to promote their products through their social platforms, which has generated a good response in the market. This model of cross-border cooperation not only leverages the market influence of local brands, but also promotes Shein's recognition and acceptance in new markets.

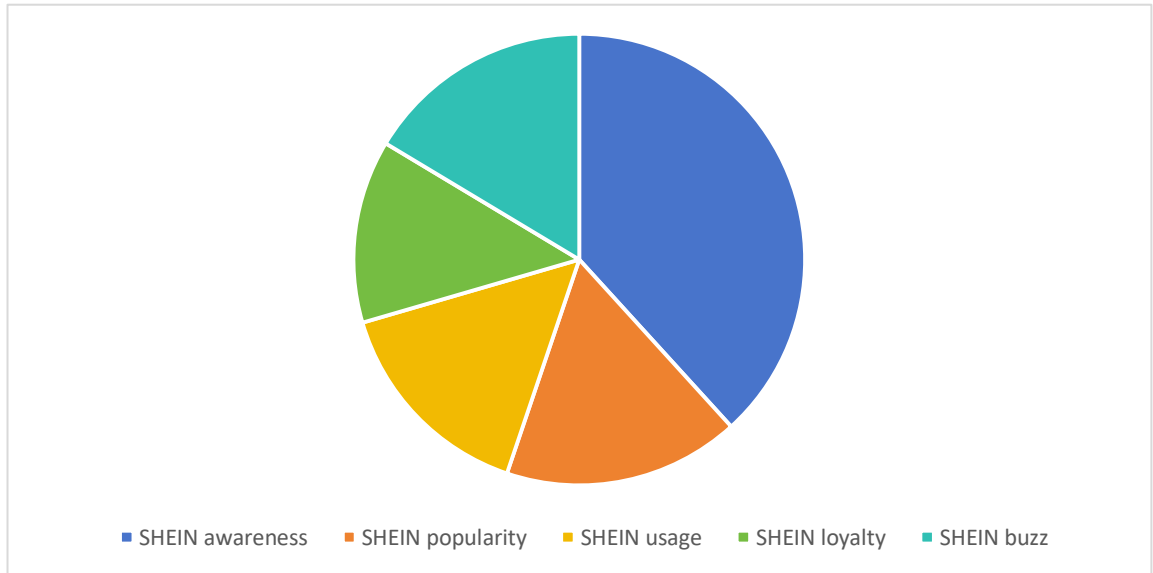


Figure 2.11. SHEIN brand awareness, usage, popularity, loyalty, and buzz among fashion online shop users in the United States in 2023

Shein has successfully established a good brand image in the international market through localized adjustments to its product portfolio and marketing strategy. As the global market continues to change, Shein will further strengthen its position in the international fashion market if it can continue to pay attention to the needs of consumers in various regions and flexibly adjust its localization strategy. At the same time, Shein has successfully built a flexible and efficient market entry strategy in the international market through cooperation and joint activities with local enterprises. This strategy not only enhances the brand's market adaptability, but also promotes its sustainable development on a global scale. In the future, if Shein can continue to deepen its cooperation with local enterprises and develop more innovative cooperation models, it will further consolidate its competitive advantage in the international market.

Shein's success in the international market is not only due to its flexible market strategy, but also reflects a deep understanding and ability to respond to

globalization trends. Shein's keen market insight in the process of internationalization is at the heart of its success. Through big data analysis, the company continuously evaluates the needs and preferences of consumers in different regions, and quickly adjusts its product mix and market strategy. This data-driven decision-making approach enables Shein to respond quickly in a competitive market environment to meet the individual needs of consumers. Therefore, other enterprises should pay attention to market research and data analysis when formulating internationalization strategies to achieve accurate positioning and efficient response.

Shein's implementation of localization strategy is also worth learning from other companies. By working closely with local logistics, payment and marketing partners, Shein not only improves operational efficiency, but also strengthens the brand's identity in the local market. Especially in terms of cultural adaptation, Shein has effectively established an emotional connection with consumers through localized advertising and promotional activities. This shows that when entering a new market, businesses must have a deep understanding of the local culture and be flexible in adapting their marketing strategies to strengthen brand loyalty among users.

However, Shein's path to internationalization has not been without its challenges. In the context of globalization, the company faces a variety of long-term risks. For example, the uncertainty of international trade policies, compliance issues of cross-border e-commerce, and increasingly fierce market competition may pose a threat to Shein's continued growth. In addition, with the increasing awareness of environmental protection and consumers' concern for

sustainability, Shein faces higher expectations in production and supply chain management and must do more in terms of sustainability.

In terms of room for improvement, Shein can further strengthen its brand image and social responsibility, especially in the field of sustainable development. Improving the environmental friendliness of products, optimizing supply chain transparency, and actively participating in social welfare activities will help strengthen the long-term competitiveness of the brand. At the same time, Shein needs to pay more attention to compliance and risk management in its future global expansion to ensure that its international business runs smoothly within the legal framework.

Shein's internationalization experience provides important inspiration for other businesses. From keen market insights, effective localization strategies, to early warning and response to long-term risks, Shein's successes and challenges in the global market have provided profound reflection and guidance for the internationalization strategy of modern enterprises. While learning from these experiences, companies should also flexibly adjust their strategies to respond to the changing global market environment

CHAPTER 3. WAYS OF IMPROVEMENT AND PROSPECTS FOR THE DEVELOPMENT OF MODERN INTERNATIONAL ACTIVITY

3.1. The world experience of global trade and taking into account political risks

In today's global economic environment, multinational corporations face increasingly complex trade uncertainties and policy risks. Among them, the Sino-US trade war and changes in international tax policies are particularly significant, which have had a profound impact on the operational strategies and market layout of multinational companies.

The trade war between China and the United States, as an event that has attracted widespread attention in recent years, has directly affected the trade relations and investment flows between the two countries. The increase in tariffs has forced multinational companies that have relied on trade between China and the United States to rethink the layout of their supply chains. Many companies have been forced to move production from China to other countries to circumvent high tariffs. This process not only increases production costs, but also complicates the supply chain, and companies face multiple challenges in the legal, cultural and economic environment of the local market when looking for alternative suppliers. In addition, the trade war has made companies more cautious in market forecasting, delaying investment decisions and dampening overall economic activity.

At the same time, changes in international tax policy have also had a profound impact on the financial strategies of multinational corporations. In recent years, governments have made a series of adjustments to their tax policies, especially the discussion of digital services tax and minimum tax rates for multinational

companies. This policy change not only affects the tax burden of companies, but also complicates the capital allocation and profit transfer strategies of companies on a global scale. Multinational companies need to conduct detailed assessments of the tax policies of different countries to ensure their tax compliance and avoid potential legal risks and economic losses. In addition, the inconsistency of tax policies across countries has also led to more uncertainty in the financial planning of multinational companies and increased the complexity of their operations.

Against this backdrop, TNCs must be more flexible in adapting their development strategies to the changing policy environment. Strengthening the analysis and prediction of international market policy dynamics and establishing a more agile decision-making mechanism have become an important means for enterprises to cope with uncertainty. At the same time, enterprises should also consider adopting diversified business strategies in different markets to diversify the negative impact of policy risks.

Global trade uncertainty and policy risks have become challenges that cannot be ignored by multinational corporations in modern international activities. The ongoing impact of the Sino-US trade war and the adjustment of international tax policies require enterprises to be more prudent and flexible in their strategic layout. Only through continuous market analysis and strategic adjustment can enterprises remain competitive and achieve sustainable development in a complex international environment.

3.2. The influence of the diversity of markets and cultural differences on the formation of the strategy of international activity

In the context of globalization, companies are faced with increasing market diversity and cultural differences. This diversity is reflected not only in the buying habits, preferences and needs of consumers, but also in all levels of social values, cultural traditions and economic environment. To strike a strategic balance in such an environment, companies must be agile in responding to the uniqueness of each market.

Apple, for example, owes much of its global success to its keen grasp of market diversity and cultural differences. Apple's products and services in different regions are designed with the needs and preferences of local consumers in mind. For example, in the Chinese market, Apple realized that consumers attach great importance to mobile photography, so it has specially optimized the camera technology of the iPhone, and launched photo features for Chinese consumers, such as night mode and beauty effects, to meet their needs for selfies and social sharing. In addition, Apple has also launched its own payment solution Apple Pay in China, which combines the popular mobile payment habits in the region to make users feel more convenient and intimate when using the product.

Apple has also demonstrated a deep understanding of cultural differences in its marketing strategy. When entering the Indian market, Apple not only focused on the localization of the product itself, but also paid special attention to the cultural adaptation of the advertising content. The company incorporated elements of traditional Indian festivals into its advertisements and launched campaigns that were closely related to the local culture to enhance the brand's identity with local

consumers. This cultural resonance strengthens consumers' brand loyalty, allowing Apple to stand out in a competitive market.

However, in the face of the challenges of market diversity and cultural differences, enterprises need to maintain keen market observation and flexible adaptability when formulating internationalization strategies. By building a local team and conducting in-depth market research, companies are able to better understand and adapt to the cultural characteristics of different regions, so as to develop realistic marketing strategies.

Market diversity and cultural differences have brought both opportunities and challenges to the internationalization process of enterprises. Apple has successfully achieved a strategic balance in the global market by deeply understanding the needs of consumers in different markets and flexibly adjusting its products and marketing strategies. This experience provides an important lesson for other companies: in a multicultural international market, it is only by constantly adapting and adjusting that you can survive the fierce competition.

3.3. Approaches to improving the company's development strategy to ensure the long-term success of competitive advantages

In modern international activities, enterprises are faced with multiple challenges and opportunities, and how to effectively improve their development strategies to adapt to the rapidly changing global market has become a key issue. To improve the effectiveness of a development strategy, companies can take a range of practical approaches.

Flexible decision-making mechanisms are essential. In the face of the

complexity and uncertainty of the global market, companies need to be able to react quickly. By setting up a cross-functional team, you can ensure that market information flows quickly, so that you can adjust your strategy in a timely manner. For example, a dedicated market monitoring team is able to track changes in international trade policies, consumer trends, and competitor dynamics in real time, ensuring that management responds as soon as possible.

At the same time, strengthening the implementation of localization strategy is also an important way to improve the development strategy. Enterprises should conduct in-depth research on the culture and consumption habits of different markets to develop products and services that meet local needs. Combined with the case of Shein and Apple, we can optimize product design and marketing strategies through collaboration with local partners to ensure that consumer needs in each market can be effectively met. In addition, recruiting people with local cultural backgrounds can enhance understanding and adaptability to the market.

Focusing on digital transformation is also an important way for companies to improve operational efficiency and market responsiveness. In the current international business environment, the application of digital technology can not only optimize supply chain management, but also enhance the customer experience. With big data analytics, companies are better able to predict market trends and consumer behavior, allowing them to make more accurate decisions about product development and marketing. In addition, digital platforms provide businesses with the opportunity to interact directly with consumers, enhancing brand loyalty.

Focusing on sustainable development is another important strategic direction. Consumers are increasingly concerned about environmental awareness and social

responsibility, and companies can not only enhance brand value but also attract more environmentally conscious consumers by introducing sustainable concepts in product design, production and supply chain management. This focus not only helps to strengthen the company's social image, but also lays the foundation for long-term development.

Through these approaches, companies are able to effectively improve their development strategies and better respond to the challenges and opportunities of modern international activities. These practical strategies provide companies with the tools to respond to complex market conditions and drive sustainable growth in their globalization process.

In today's complex and volatile international market environment, companies need to take a multi-faceted strategic approach to achieve long-term success and competitive advantage. These strategies are not only designed to meet the current market challenges, but also to lay the foundation for sustainable development in the future.

The cultivation of innovation ability is a core factor in ensuring the long-term success of enterprises. With the rapid development of technology and the change of consumer demand, continuous innovation must be integrated into products, services, business models, and operational processes. Companies should build a culture that encourages innovation and encourages creativity and initiative among employees. At the same time, cooperation with research institutions, universities and other enterprises will provide enterprises with the latest technology and market information, and promote their own innovation capabilities. For example, with an open innovation platform, companies can attract external ideas and drive rapid

iteration of products.

Strong brand recognition and consumer loyalty are also important strategies for businesses to maintain a competitive edge. In the context of multicultural and market diversity, companies need to create a unique brand image and establish an emotional connection with consumers through effective brand management. Adopting localized marketing strategies, social media engagement, and active participation in social responsibility activities can strengthen consumer identity and loyalty. By tailoring advertising content and brand stories to the cultural characteristics of different markets, companies are better able to attract and retain their target customer segments.

The ability to flexibly adapt to changes in the market is equally important. In the face of rapid changes in the global business environment, enterprises should establish an agile organizational structure and rapid decision-making mechanism to respond to market dynamics in a timely manner. Through data analysis and market research to capture potential market opportunities, companies can adjust their product mix and marketing strategies to maintain a competitive edge. At the same time, we pay attention to changes in international policies and regulations to ensure operational compliance and reduce the impact of policy risks on business.

Sustainable development is a core strategy that cannot be ignored by modern enterprises. In the context of consumers' increasing concern about environmental and social responsibility, the implementation of a sustainable development strategy can not only meet consumer expectations, but also enhance market competitiveness. Enterprises should optimize supply chain management, adopt environmentally friendly materials, and reduce carbon emissions. Actively participating in

sustainable development not only enhances the brand image, but also stands out in the fierce market competition and wins wider market recognition.

Through these strategies, companies are able to build a strong foundation for sustainable growth and long-term prosperity in complex international markets. Continuously optimize and adjust the development strategy, so that enterprises can maintain competitiveness in the process of globalization and meet future challenges and opportunities.

CONCLUSIONS

In the context of modern international activities, companies face complex challenges and opportunities. Factors such as global trade uncertainty, market diversity and cultural differences force companies to constantly adjust and optimize their development strategies to ensure long-term success and competitive advantage in the highly competitive international market. Through the analysis of Shein, Apple and other companies, it can be clearly seen that the ability to be flexible, the drive for innovation, and a deep understanding of the market and culture are the keys to achieving sustainable development.

When dealing with global trade uncertainties, companies need to establish an efficient decision-making mechanism to quickly respond to policy changes and market dynamics. At the same time, by focusing on localization strategies, companies can better meet customer expectations and enhance brand identity by understanding consumer needs in different markets. In addition, the advancement of digital transformation provides new opportunities for enterprises to optimize operational processes, improve customer experience, and achieve more efficient market response with the help of data analytics and technological innovation.

Sustainability has also become an integral part of modern business. As consumers' concerns about environmental protection and social responsibility increase, companies can not only enhance their brand image by integrating sustainability concepts into product and service design, but also win wider market recognition. By optimizing their supply chains and adopting environmentally friendly materials, companies are able to achieve their business goals while being socially responsible.

In general, companies must be flexible in responding to the changing market environment, continue to innovate and focus on sustainable development in modern international activities. By implementing a diversification strategy, companies can build a competitive advantage in the global marketplace and achieve long-term success and prosperity. In the future, enterprises need to continue to pay attention to the dynamic changes in the international market, flexibly adjust their development strategies, respond to emerging challenges, seize development opportunities, and ensure sustainable competitiveness in the process of globalization.

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