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MASTER'S QUALIFICATION THESIS

on topic:

**“Improving the strategy of increasing the international competitiveness of
the enterprise”**

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TASK

on implementation master's degree qualification thesis by graduate

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Source data for the master's qualification thesis: works of domestic and foreign scientists who study the issues of improving the strategy of increasing the international competitiveness of the enterprise, as well as legislative and regulatory acts of Ukraine on the regulation and management of international activity (foreign economic activity), data from the State Statistics Service of Ukraine, annual financial reports of the enterprise, the Internet, the results of own observations and research.

List of questions, that subject to research:

1. Theoretical and methodological foundations of improving the strategy of increasing the international competitiveness of the enterprise. Literature review.
2. Analysis of current strategies to improve competitiveness.
3. Suggestions for enterprise improvement strategies.

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ABSTRACT

This paper aims to explore key strategies that businesses can implement to enhance their international competitiveness as global markets become increasingly competitive, companies must adjust their strategies to maintain a competitive edge. The research methodology combines theoretical analysis with case studies of successful companies, industry reports, and quantitative data, systematically analyzing the macroeconomic and microeconomic factors that affect business competitiveness. Macroeconomic factors include globalization trends, international market dynamics, and trade policies, while microeconomic factors focus on innovation capabilities, market demand, technological advancements, and management practices. The main findings suggest that innovation, market expansion, and efficient management practices are critical drivers of international competitiveness. Innovation helps businesses maintain a leading position in products and technology, market expansion provides new growth opportunities, and efficient management enhances resource utilization, reduces costs, and optimizes operations. Based on these findings, the conclusion offers actionable recommendations for businesses to strengthen their international competitiveness by increasing innovation investments, expanding international market share, and optimizing management practices. These suggestions provide practical strategies for companies to navigate global competition and adjust their strategies effectively.

Keywords: international competitiveness, global business strategy, innovation, market expansion, cross-cultural management.

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INTRODUCTION

In today's increasingly interconnected global economy, businesses face not only local competition but also immense pressure from international markets. The ability of companies to maintain or enhance their competitiveness on a global scale is crucial to their survival and development. Understanding the key factors that contribute to international competitiveness is vital for businesses seeking to expand beyond their domestic markets.

This section also aims to highlight the growing importance of globalization, the opening of emerging markets, and technological advancements, which enable companies to operate on an international level. Globalization has led to a decrease in trade barriers and an increase in cross-border business opportunities. The opening of emerging markets, particularly in Asia, Africa, and Latin America, presents new consumer bases and untapped commercial opportunities. At the same time, technological progress, particularly in information technology, logistics, and artificial intelligence, allows businesses to conduct international operations more efficiently, reducing costs and enhancing global competitiveness.

However, while these trends provide significant opportunities, they also bring greater complexity and uncertainty in the global market. Companies need to navigate new challenges, such as cultural differences, legal regulations, and varying market demands, in order to succeed internationally. Therefore, understanding the key factors of competitiveness in the context of globalization is essential for companies seeking to thrive in the international market.

Despite the increasing number of businesses expanding internationally and seeking new growth opportunities in global markets, many companies face significant barriers in competing successfully with established global enterprises. One major challenge is a lack of market knowledge, which often leads to ineffective market positioning and risk assessment when entering new markets. Cultural differences can also hinder effective communication and management, impacting brand image and customer loyalty. Resource limitations, particularly in terms of

finances, technology, and talent, restrict many businesses from pursuing large-scale international expansion. Lastly, many businesses lack a systematic international strategy, preventing them from fully capitalizing on global resources and opportunities, leading to poor strategic execution and missed growth prospects.

The aim of the master`s thesis is to justify the directions to improve international competitiveness and propose measures to overcome these challenges for the enterprise. By analyzing the main issues faced by businesses, this paper will provide valuable insights into how companies can improve their global competitiveness.

The main **tasks** of the master thesis are:

- to review the essence of the definition “International Competitiveness” and review of existing literature on corporate strategies in the global;
- to research the key theories of international competitiveness of the enterprise;
- to systematize methodical approaches and key indicators of international competitiveness of the enterprise;
- to analyze the operational excellence and cost efficiency of the enterprise;
- to assess the role of innovation, international marketing and market expansion in international competitiveness of the enterprise;
- to evaluate case studies of Successful Companies;
- to justify the ways to increase the international competitiveness of the enterprise;
- to evaluate the use of Integrated Digital Transformation in the enterprise's corporate strategy and improving cross-cultural management measures to increase the international competitiveness of the enterprise;
- to provide proposals and recommendations for improving the company's international competitiveness policy.

The **research object** is the strategy of increasing the international competitiveness of the enterprise.

The research **subject** is the amount of theoretical, methodical and practical aspects of the strategy of increasing the international competitiveness of the enterprise and the ways of their improvement.

Overview of Research Methods. To comprehensively analyze how businesses can enhance their international competitiveness, this paper will employ a variety of research methods, including literature review, case studies, comparative analysis, and qualitative and quantitative data analysis. The combination of these methods will provide both a theoretical foundation and practical reference for businesses aiming to enhance their competitiveness in the global market.

1. **Literature Review.** Through a systematic review of existing literature, this paper will explore the theoretical foundations of international competitiveness and corporate strategy. This section will cover relevant research in economics, international trade theory, and strategic management, analyzing different definitions and understandings of international competitiveness and summarizing the key factors that influence it. By reviewing the seminal works, the paper will provide theoretical support for subsequent case studies and empirical analysis.

2. **Successful Case Studies.** This paper will focus on analyzing the strategies of companies that have demonstrated exceptional success in improving their international competitiveness. These case studies will include a range of companies, from multinational corporations to innovative enterprises and successful companies in emerging markets. By examining their strategic decisions, management models, and market expansion approaches, this section will reveal the key factors that contribute to gaining a competitive edge in the global market. The analysis of these successful cases will provide actionable insights for other businesses.

3. **Comparative Analysis of Different Companies.** To gain a more comprehensive understanding of how companies perform in global markets, this paper will conduct a comparative analysis of leading global companies across various industries. Key industries for analysis will include:

-**Technology Industry:** Companies like Apple, Microsoft, and Google have achieved global leadership through innovation and globalization strategies.

-Automobile Industry: Global giants like Toyota, Volkswagen, and Tesla have maintained and enhanced their international competitiveness through supply chain management, product innovation, and international market expansion.

-Manufacturing Industry: Traditional manufacturing companies, such as Siemens and General Electric, have boosted their global market share and competitiveness through global operations and supply chain optimization.

By comparing the strategies of leading companies in these industries, this paper will reveal both common strategies and industry-specific approaches that companies use to navigate global competition and provide best practices across industries.

4. Qualitative and Quantitative Data Analysis. Building upon theoretical research and case studies, this paper will also, where possible, conduct qualitative and quantitative data analysis to assess the real-world impact of strategic initiatives on international competitiveness. Qualitative analysis will involve collecting perspectives from business managers and industry experts through interviews and surveys to understand their views on specific strategies and their effectiveness. Quantitative analysis will involve gathering relevant financial data, market share, brand influence, and other key metrics from companies to evaluate the impact of these strategies on their global competitiveness.

Practical significance of the research results. Through theoretical analysis and case studies, the paper aims to offer strategic recommendations for companies looking to address challenges in international markets. This paper seeks to provide both a theoretical framework for enhancing international competitiveness and practical recommendations for companies facing the pressures of globalization, ultimately helping them achieve success in international markets.

Approbation of research results. The research results were approved at the V International Scientific and Practical Conference of Students, Postgraduate Students and Young Scientists "Modern Management: Challenges and Opportunities", Kyiv, NUBiP of Ukraine, November 11, 2024.

Structure of the Paper. The paper is divided into three main chapters, each focusing on a different aspect of enhancing international competitiveness. The structure is as follows:

1. Chapter 1. Theoretical and methodological background of improving the strategy of increasing the international competitiveness of the enterprise. This chapter will define international competitiveness and review the seminal theories and modern research in the field. It will analyze the key factors that influence international competitiveness, such as innovation capacity, resource allocation, and cross-border operations. Additionally, it will examine the relationship between international competitiveness theory and business strategy, laying the theoretical foundation for the subsequent chapters.

2. Chapter 2. Analysis of current strategies of the enterprise to improve international competitiveness. This chapter will analyze the main strategies currently employed by companies to enhance their international competitiveness. These strategies include market expansion, product innovation, supply chain optimization, and cross-cultural management. Through case studies, the chapter will explore how different companies have successfully implemented these strategies to boost their global competitiveness and address the challenges of various markets.

3. Chapter 3. Improvements of the strategy of increasing the international competitiveness of the enterprise. Based on the analysis in the previous chapters, this chapter will offer practical recommendations for companies looking to enhance their international competitiveness. These suggestions will cover strategic adjustments, resource optimization, technological innovation, and market localization. By summarizing best practices and lessons from failures, this chapter will provide actionable steps that companies can take to improve their competitiveness in the global market.

The main text is 57 pages long. The work contains 3 tables. The list of references includes 59 names, spread over 5 pages.

SECTION 1.

THEORETICAL AND METHODOLOGICAL BACKGROUND OF IMPROVING THE STRATEGY OF INCREASING THE INTERNATIONAL COMPETITIVENESS OF THE ENTERPRISE.

1.1. The essence of the definition “International Competitiveness” and review of existing literature on corporate strategies in the global.

International competitiveness is a multifaceted concept that encompasses the ability of firms and nations to thrive in the global marketplace. As globalization continues to reshape economic landscapes, understanding the dynamics of international competitiveness becomes increasingly vital for both businesses and governments.

At its core, international competitiveness involves leveraging unique resources, technologies, and capabilities to outperform rivals. This requires a strategic approach that emphasizes innovation, quality, and adaptability. Companies must invest in research and development to create cutting-edge products and services that meet the evolving needs of consumers. Moreover, effective management practices and a skilled workforce are essential for fostering an environment conducive to growth and competitiveness.

The impact of globalization cannot be overstated. It has transformed the competitive landscape by breaking down traditional barriers to trade and enabling the rise of multinational corporations. These entities operate across borders, seeking new markets and opportunities for expansion. As a result, competition has shifted from a local focus to a global arena, where firms must not only compete with domestic players but also with international counterparts.

Emerging markets play a crucial role in this new competitive environment. Countries with rapidly growing economies present both opportunities and challenges for established firms. Companies must be agile and responsive to the unique demands of these markets, which often require tailored strategies and localized approaches.

This adaptability is a key component of international competitiveness.

Furthermore, a nation's competitiveness is influenced by a variety of factors beyond mere economic policies. Strong institutions, robust infrastructure, and an effective education system are foundational elements that contribute to a country's ability to compete on the global stage. Governance also plays a critical role; transparent and efficient regulatory frameworks can enhance the business environment, attracting foreign investment and fostering innovation.

In conclusion, international competitiveness is a dynamic and evolving concept that requires a comprehensive understanding of both micro and macroeconomic factors. As nations and firms navigate the complexities of globalization, a commitment to innovation, quality, and adaptability will be essential for success. By fostering a conducive environment for growth and collaboration, countries can enhance their competitiveness and contribute to a more prosperous global economy. Embracing these principles aligns with the vision of building a strong, harmonious, and innovative society, reflecting the core values of progress and cooperation.

The existing literature on global business strategies highlights several key themes that underscore the complexities and opportunities inherent in international trade and competition. As businesses navigate the evolving dynamics of the global market, they must continuously adapt to new challenges. Four critical areas of focus in the literature are discussed below, offering insights into how companies can enhance their international competitiveness.

1. *Digital Transformation and E-Commerce*

Revolutionizing Global Business Operations

The rapid advancement of digital technologies has profoundly impacted how companies operate on a global scale. Digital transformation enables firms to harness technologies such as artificial intelligence (AI), big data analytics, and cloud computing to optimize operations and drive customer engagement. AI, for instance, can automate and improve supply chain processes, while big data allows companies to analyze consumer behavior and tailor their products and services to meet specific market demands. These technologies not only increase operational efficiency but also

improve decision-making and customer satisfaction.

E-Commerce as a Gateway to Global Markets

One of the most significant shifts in global business is the growth of e-commerce. The rise of digital platforms has democratized access to global markets, allowing even small and medium-sized enterprises (SMEs) to reach international customers with minimal investment. The reduction of entry barriers has enabled new players to compete with established giants, fostering innovation and driving economic growth across borders. The availability of various e-commerce tools and platforms has empowered businesses to expand their customer base, improve brand visibility, and diversify their revenue streams.

2. *International Marketing and Branding*

Building Global Brands Through Adaptability

A strong international marketing strategy is crucial for firms aiming to expand their global footprint. The literature emphasizes the importance of branding in this context, particularly how brands must maintain a consistent message while adapting to local preferences and cultural norms. Successful international brands, like Coca-Cola and McDonald's, have demonstrated the power of localization – adjusting their products, marketing messages, and strategies to resonate with regional tastes. This localization approach helps build consumer trust and loyalty while maintaining a unified brand image across diverse markets.

Effective global branding not only drives recognition but also creates a sense of connection with customers in different cultural contexts. Companies that are able to communicate their values and identity in a culturally relevant way are better positioned to build strong, lasting relationships with consumers worldwide.

3. *Cross-Cultural Management and Leadership*

Navigating Cultural Diversity for Global Success

As businesses expand into international markets, the ability to manage cultural diversity becomes a critical aspect of leadership. The literature on cross-cultural management highlights the importance of understanding and navigating differences in communication styles, decision-making processes, and work habits across cultures.

A key component of effective leadership in a global environment is cultural sensitivity – the ability to recognize, respect, and adapt to cultural differences.

Leaders in global businesses must foster an inclusive environment that values diverse perspectives, which can enhance both team performance and innovation. Companies that invest in cross-cultural training and development programs are better equipped to harness the strengths of their diverse workforce, ultimately improving collaboration, creativity, and productivity. Emphasizing cultural intelligence within leadership practices helps organizations thrive in the increasingly globalized marketplace.

4. Supply Chain Management and Logistics in International Competitiveness

Optimizing Global Supply Chains for Efficiency

Effective supply chain management (SCM) is a cornerstone of international competitiveness. In the global market, supply chains are often complex, spanning multiple countries, regions, and industries. The literature on SCM underscores the importance of optimizing global logistics networks to reduce costs, improve delivery times, and enhance product quality. This requires leveraging technology to enhance transparency and efficiency, such as through the use of blockchain for tracking goods or advanced analytics for demand forecasting.

Companies that can effectively manage their supply chains are better positioned to respond to market changes, manage risks, and capitalize on global opportunities. Efficient supply chain practices help ensure that products reach customers in a timely and cost-effective manner, enhancing customer satisfaction and maintaining competitive advantage.

In summary, the existing literature on global business strategies highlights the growing importance of digital transformation, the need for adaptable international marketing and branding strategies, the value of cross-cultural management, and the optimization of supply chains for global competitiveness. Businesses that embrace these strategies can navigate the complexities of the global market and strengthen their position on the international stage.

1.2. Key theories of international competitiveness of the enterprise.

Several influential theories and models have been developed to explain the sources and dynamics of international competitiveness. These theories offer valuable insights into why some nations and firms thrive in the global marketplace while others struggle. The most prominent theories include Michael Porter's Diamond Model and the Resource-Based View (RBV), both of which provide distinct but complementary perspectives on the factors that drive competitive advantage.

1. *Porter's Diamond Model*

Michael Porter's Diamond Model (1990) is one of the most influential frameworks for understanding national competitive advantage. According to Porter, the competitiveness of a nation is determined by a set of four interrelated factors, which together create a competitive environment that can either promote or hinder a country's ability to compete on the global stage. These factors are:

- *Factor Conditions:*

Factor conditions refer to a country's endowment of factors of production, such as skilled labor, infrastructure, and natural resources. Countries with abundant or highly developed factors of production—like a highly educated and skilled workforce, advanced technological capabilities, or superior infrastructure – are more likely to have a competitive advantage in certain industries. For instance, countries with a robust technological infrastructure are better positioned to lead in industries like IT, biotech, or manufacturing.

Beyond the basic factors of production, Porter emphasizes the importance of advanced factors, which include specialized knowledge and skills that are often more crucial than raw materials. Nations with a strong foundation of research and development, world-class universities, and a culture of innovation are better able to maintain their competitiveness over time.

- *Demand Conditions:*

Demand conditions refer to the nature and size of domestic demand for

products or services. A strong, sophisticated domestic market can drive firms to improve quality, innovate, and adopt new technologies. In particular, domestic demand for high-quality products forces firms to become more competitive globally by meeting stringent customer expectations.

For example, Japan's early demand for high-quality consumer electronics spurred innovation within its companies, pushing them to become global leaders in the tech sector. Similarly, nations with domestic consumers who are highly discerning, educated, and willing to pay for premium products tend to create a fertile ground for global competitiveness.

- *Related and Supporting Industries:*

The presence of related and supporting industries is a critical determinant of a nation's competitive advantage. Porter argues that a strong network of suppliers and complementary industries can reduce costs, increase efficiency, and foster innovation. When industries have access to competitive suppliers, skilled labor, and specialized inputs, they are more likely to thrive.

For example, the proximity of high-tech manufacturing clusters in Silicon Valley (with access to software companies, venture capital, and world-class universities) creates a fertile ecosystem for innovation. Similarly, the presence of supporting industries like marketing, distribution, and financial services can enhance a country's competitive position.

- *Firm Strategy, Structure, and Rivalry:*

The way firms are organized, managed, and the level of competition among them are crucial for driving innovation and improvement. Intense domestic competition forces firms to become more efficient and creative. This domestic rivalry pushes firms to innovate, adopt cutting-edge technologies, and improve their products and services, which, in turn, makes them more competitive globally.

A highly competitive environment encourages firms to adopt best practices, improve management processes, and implement more effective strategies. For example, the rivalry between U.S. automakers—such as Ford, General Motors, and Chrysler—has historically driven innovation and efficiency in the American

automotive industry, allowing the industry to maintain a competitive edge internationally.

Porter's model emphasizes the dynamic interaction between these factors and how their interplay creates a conducive environment for firms to achieve and sustain competitive advantage. In this framework, competitive advantage is not just about having abundant resources but about how these resources are mobilized and utilized effectively.

2. *Resource-Based View (RBV)*

The Resource-Based View (RBV) focuses on the internal resources and capabilities of firms as the primary drivers of competitive advantage. RBV suggests that the key to international competitiveness lies in a firm's ability to develop, manage, and protect valuable, rare, inimitable, and non-substitutable resources. These resources could include:

- *Intellectual Property:*

Patents, trademarks, copyrights, and proprietary technologies can provide firms with a competitive edge by preventing competitors from easily replicating their products or services. For example, pharmaceutical companies that own patents for groundbreaking drugs can command a premium in the global market due to the exclusivity of their products.

- *Technological Capabilities:*

Firms with advanced technological expertise or cutting-edge production capabilities can create products that are superior in quality, efficiency, or performance. Firms in the electronics industry, like Apple or Samsung, leverage proprietary technologies to differentiate their products from competitors and gain a competitive advantage.

- *Human Capital:*

Highly skilled labor, including managerial expertise, engineers, researchers, and other specialized talent, is often a key resource that enables firms to innovate and operate efficiently. Firms that invest in training and retain top talent are better positioned to compete globally. Google's investment in its workforce, for example, is

often cited as a reason for its success in creating innovative products and maintaining a competitive advantage.

- Brand Reputation:

Strong, trusted brands provide a competitive advantage by fostering customer loyalty, enhancing market positioning, and allowing firms to charge premium prices. Firms that have successfully built global brands—such as Coca-Cola, Nike, or Tesla—can dominate their markets and generate higher profits than their competitors.

According to RBV, the durability of a firm's competitive advantage depends on the uniqueness of its resources and the firm's ability to protect those resources from imitation. As a result, firms with strong capabilities in areas like innovation, intellectual property, and human capital are more likely to sustain their competitive position in the global marketplace.

RBV also underscores the importance of the firm's internal organizational processes, culture, and ability to adapt to market changes. Firms that can effectively integrate their resources—whether technological, human, or financial—into a coherent strategy are better equipped to outperform competitors and maintain long-term success.

3. Dynamic Capabilities View (DCV)

An extension of the RBV, the Dynamic Capabilities View (DCV) argues that competitive advantage in the modern global economy is not solely based on the possession of static resources but also on the firm's ability to reconfigure and adapt its resources and capabilities to changing market conditions. In other words, firms need to be agile, flexible, and capable of continuous innovation in order to maintain their competitive advantage over time.

Firms with strong dynamic capabilities can rapidly adjust to shifts in consumer preferences, technological disruptions, or changes in the global competitive environment. For example, firms like Amazon and Apple have continuously redefined their business models and product offerings to stay ahead of competitors, showcasing the importance of dynamic capabilities in sustaining competitiveness.

1.3. Methodical approaches and key indicators of international competitiveness of the enterprise.

To assess the competitiveness of a firm or nation in the global market, it is crucial to evaluate a variety of indicators that provide insights into their performance, capability, and long-term sustainability. These indicators help to understand not only how well a firm or nation competes in international markets but also their ability to maintain and enhance that position over time. The key indicators of international competitiveness typically include the following:

1. Market Share in Foreign Markets

One of the most direct and tangible indicators of a firm's international competitiveness is its market share in foreign markets. Market share reflects a firm's ability to capture demand in various international markets and to outperform its competitors in these markets. A firm with a larger market share is typically seen as having a stronger competitive position, as it implies that the company has successfully navigated local market conditions, adapted its offerings to meet customer needs, and outperformed local and global competitors.

For example, Apple and Samsung dominate the global smart-phone market, capturing significant shares across multiple regions. Their market shares reflect not only their ability to innovate and create high-demand products but also their capacity to manage complex global supply chains, marketing strategies, and customer relationships. A large market share in international markets generally signifies strong competitive capabilities, the ability to scale, and the capacity to withstand competitive pressures from new entrants or existing competitors.

2. Innovation and R&D Spending

Innovation is a critical driver of competitiveness in the global marketplace. Firms that invest in research and development (R&D) are better positioned to introduce new products, services, and processes that meet evolving customer demands and market trends. R&D spending enables firms to enhance their

technological capabilities, improve product quality, and differentiate themselves from competitors, which are essential for sustaining competitive advantage.

High R&D investment is often correlated with an increased ability to innovate, which in turn supports long-term competitiveness. Firms such as Tesla, for example, heavily invest in R&D to advance electric vehicle technology, autonomous driving capabilities, and sustainable energy solutions. This focus on continuous innovation not only enhances Tesla's product offerings but also helps the company to lead in markets that are highly competitive and driven by technological advances.

Moreover, nations with strong innovation ecosystems, such as those found in Silicon Valley (USA), or countries like South Korea and Switzerland, tend to have higher levels of international competitiveness. These nations attract substantial private and public investment in R&D, foster collaborations between academia, industry, and government, and create environments conducive to rapid innovation.

3. Productivity and Efficiency (Cost Structure and Operational Practices)

A firm's productivity and operational efficiency play a significant role in determining its ability to compete internationally. Companies that can produce goods and services efficiently, with lower costs, are more likely to succeed in the global market. Efficiency involves optimizing all aspects of business operations, from production processes to supply chain management, while maintaining high quality and customer satisfaction.

Key components of operational efficiency include:

➤ *Labor Productivity*: The ability to produce more output with fewer inputs is a key indicator of competitiveness. Companies that can produce high-quality products at lower costs often gain a competitive edge in price-sensitive markets.

➤ *Supply Chain Efficiency*: Efficient supply chains reduce operational costs, shorten lead times, and ensure that products reach global markets on time and in the desired quantities. Firms with robust, well-managed supply chains are better positioned to compete in fast-paced, cost-driven global markets.

➤ *Cost Structure*: Companies with lower production costs and overheads can often offer competitive prices, which enhance their ability to compete in price-

sensitive international markets. A well-optimized cost structure also allows firms to achieve higher profit margins, providing more room for reinvestment into innovation or expanding market share.

For example, Toyota's ability to produce vehicles efficiently through its Just-in-Time (JIT) production system has been a key factor in its international competitiveness. This system minimizes waste, reduces inventory costs, and ensures that Toyota remains one of the most cost-efficient manufacturers in the automotive industry.

4. Brand Recognition and Global Reputation

Brand recognition and reputation are essential drivers of a firm's international competitiveness. A strong global brand not only helps a firm to distinguish itself in a crowded market but also allows it to command premium prices, build customer loyalty, and gain access to new markets. Reputation, particularly in international markets, is often based on perceptions of quality, reliability, and trustworthiness.

A company with a globally recognized brand is more likely to be perceived as a leader in its industry, attracting customers, partners, and investors. Brand equity is especially valuable in competitive, consumer-driven industries like fashion, technology, and automobiles. Strong global brands have the ability to withstand fluctuations in market conditions, retain customer loyalty even in the face of competitive pressures, and drive long-term business growth.

For example, multinational companies such as Coca-Cola, Nike, and Apple have built powerful global brands through consistent messaging, high-quality products, and targeted marketing strategies. These companies have successfully cultivated reputations for reliability, innovation, and quality, enabling them to maintain strong competitive positions in foreign markets.

In addition, companies that maintain a positive reputation for corporate social responsibility (CSR) and ethical practices can differentiate themselves in international markets, especially in regions where consumers are increasingly aware of environmental and social issues. Firms that build reputations for sustainability, ethical sourcing, and community involvement tend to attract loyal customers who

value these principles, further strengthening their international competitiveness.

5. Global Talent and Human Capital

A firm's access to a skilled, innovative, and diverse workforce is a critical factor in determining its international competitiveness. Companies that invest in human capital and foster a culture of continuous learning and development can attract top talent from around the world, enabling them to stay ahead of the curve in terms of innovation, efficiency, and global market expansion.

Human capital is particularly important in knowledge-intensive industries such as technology, finance, and pharmaceuticals, where highly skilled professionals are required to drive innovation and business growth. Firms that successfully manage and develop their human resources are better able to adapt to changing market conditions, execute complex strategies, and develop new technologies.

The correlation and impact of these key indicators can be shown in the following chart (Table 1.1.):

Table 1.1.

The correlation and impact of key indicators.

Indicator	Influencing Factors	Outcome
Market Share	Innovation, Brand Recognition, Efficiency	Enhanced international competitiveness
Innovation & R&D Spending	Talent Development, Market Demand	New product launches, Increased market adaptability
Productivity & Efficiency	Operational Management, Cost Control	Lower costs, Higher profit margins
Brand Recognition & Global Reputation	Product Quality, Corporate Social Responsibility	Increased customer loyalty, Market entry opportunities
Global Talent & Human Capital	Education System, Vocational Training	Improved innovation capabilities, Enhanced market competitiveness

Resource: summarized by the author.

Nations that emphasize education and skills development also tend to have a more competitive workforce. Countries with strong education systems, vocational training programs, and research institutions create a pool of talented individuals who can contribute to the competitiveness of domestic firms on the global stage.

SECTION 2.

ANALYSIS OF CURRENT STRATEGIES OF THE ENTERPRISE TO IMPROVE INTERNATIONAL COMPETITIVENESS

2.1 The role of innovation, international marketing and market expansion in international competitiveness of the enterprise.

Innovation is one of the most crucial drivers of a firm's success in the global market. It is not limited to the creation of new products but also includes the improvement of existing products, the optimization of operational processes, and the development of new business models. In a highly competitive global landscape, businesses must constantly innovate to stay relevant, meet changing customer needs, and adapt to market conditions. Innovation can be categorized into three broad types: product innovation, process innovation, and business model innovation.

1. *Product Innovation*

Product innovation refers to the development of new products or the enhancement of existing ones to meet evolving consumer demands. This is especially important in global markets, where consumer preferences, technological needs, and cultural differences vary widely across regions.

For global companies, product innovation means creating products that cater to diverse markets while maintaining quality and functionality. In some cases, this involves tailoring products to local needs or developing entirely new offerings for specific regions.

Example: Apple Inc.

Apple provides a prime example of how product innovation drives global competitiveness. The company continuously introduces groundbreaking products that shape global technology trends, such as the iPhone, iPad, and Apple Watch. Apple's ability to consistently introduce new features (e.g., facial recognition, augmented reality, and biometric security) and improve its ecosystem of devices (e.g., the seamless integration between iOS, iCloud, and other Apple services) has allowed it to

maintain a dominant position in the global market.

- **Data Example:** According to Statista, Apple's revenue from products like the iPhone accounted for over 50% of its total revenue in 2023. The introduction of new product features, such as 5G capabilities in the iPhone 12 and the iPhone 14's enhanced camera, have significantly contributed to sales growth and customer loyalty.

- **Market Share:** Apple maintained a 23% share of the global smartphone market in Q1 2023, underscoring the strength of its product innovation in attracting customers worldwide.

- **Impact on Competitiveness:** Apple's ongoing innovation allows it to not only meet customer expectations but also shape them. This proactive approach to product development ensures that Apple remains a leader in both innovation and market share, reinforcing its position in global markets and contributing to its overall competitiveness.

2. Process Innovation

Process innovation refers to the enhancement of how products are made or how services are delivered. It involves finding more efficient, cost-effective, and sustainable ways to operate, which can dramatically improve competitiveness in global markets. This type of innovation can be achieved through improvements in manufacturing techniques, supply chain management, or logistics systems.

Example: Tesla Inc.

Tesla's approach to process innovation offers a compelling example of how efficiency improvements can strengthen global competitiveness. Tesla's

Gigafactories are at the heart of the company's production strategy. These factories use highly automated production lines to reduce manufacturing costs and increase production capacity for electric vehicles (EVs).

- **Gigafactory Data:** Tesla's Gigafactory in Nevada, one of the largest in the world, produces 500,000 electric vehicles annually and is expected to reach a production capacity of 1 million vehicles per year by 2025. The high level of automation, including robotics in battery production, helps reduce labor costs and

improve production efficiency.

- **Sustainability and Process Integration:** Tesla also integrates renewable energy technologies into its manufacturing processes, such as solar power and energy storage solutions (e.g., Powerwall and Powerpack). This commitment to sustainability not only improves process efficiency but also enhances Tesla's global brand as a leader in clean energy and environmental responsibility.

- **Cost Reduction:** According to Tesla's 2022 annual report, the company reduced its battery costs by 56% over the past decade, helping it maintain competitive pricing in the EV market, which is crucial for its ability to compete globally.

By streamlining production and incorporating renewable energy, Tesla not only improves its operational efficiency but also bolsters its reputation as an environmentally conscious brand. This combination of process innovation and sustainability positions Tesla as a formidable competitor in the global automotive market, particularly in the fast-growing electric vehicle segment.

3. *Business Model Innovation*

Business model innovation involves rethinking how a company creates, delivers, and captures value. In today's global economy, companies need to continuously explore new ways to generate revenue, reduce costs, and provide superior value to customers. Business model innovation often involves adapting to technological advances, changing consumer behaviors, or new market trends.

Example: Amazon.com

Amazon is a prime example of how business model innovation can transform an entire industry. Amazon's transition from an online bookstore to the world's largest e-commerce platform was revolutionary. However, Amazon did not stop there. It further innovated its business model by diversifying its offerings and creating new revenue streams that expanded its global market reach.

- **Marketplace Model:** The introduction of Amazon's Marketplace allowed third-party sellers to list their products on Amazon's platform, significantly increasing the company's product range and revenue potential without the need for inventory. This model helped Amazon scale rapidly and dominate global e-

commerce.

- **Cloud Computing (AWS):** Amazon Web Services (AWS) revolutionized the cloud computing industry. By offering cloud-based infrastructure, storage, and computing services, Amazon created a new revenue stream that became one of its most profitable segments. In 2023, AWS accounted for over 60% of Amazon's total operating income, while its retail business operated on lower margins.

- **Logistics Innovation:** Amazon also transformed the retail and logistics industries by introducing innovations such as Prime Membership for fast shipping and Amazon Fulfillment Centers that automate much of the order fulfillment process, ensuring quicker delivery times and reducing operational costs.

- **Global Expansion:** Amazon's ability to innovate its business model not only allowed it to dominate the U.S. market but also enabled it to expand globally. Today, Amazon operates in over 200 countries, adapting its business model to cater to local preferences, payment systems, and logistical challenges.

- Table 2.1.

Types of innovations and their impact on International competitiveness.

Type of Innovation	Key Example	Impact on Competitiveness	Relevant Data/Results
Product Innovation	Apple (iPhone, iPad)	Continual product upgrades create demand, build customer loyalty	iPhone revenue > 50% of total Apple revenue in 2023, 23% global market share in smartphones
Process Innovation	Tesla (Gigafactories)	Increased production efficiency and sustainability	Gigafactories producing up to 1 million EVs annually, battery costs reduced by 56%
Business Model Innovation	Amazon (Marketplace, AWS)	Created new revenue streams, revolutionized retail and cloud	AWS accounts for 60%+ of Amazon's operating income, Prime boosts global e-commerce expansion

Resource: summarized by the author.

By continuously evolving its business model, Amazon has been able to create multiple streams of revenue, reduce dependence on traditional retail sales, and

position itself as a global leader in e-commerce and cloud computing.

In today's globally interconnected economy, international marketing and market expansion strategies are critical to a company's ability to grow and maintain a competitive edge. As businesses look to expand into new international markets, they must adopt marketing strategies that are not only globally consistent but also locally relevant. This requires understanding and adapting to diverse cultural, economic, and regulatory environments. The effectiveness of market entry strategies and localization efforts directly impacts a company's success in international markets.

1. Localized Marketing and Cultural Sensitivity

Localized marketing refers to the practice of adapting marketing efforts to cater to the tastes, preferences, and cultural norms of local markets. Global companies that excel in international marketing are those that strike a balance between maintaining a cohesive global brand and tailoring their strategies to fit local consumer needs. Understanding cultural nuances and local customs is crucial for fostering customer trust, enhancing brand loyalty, and ensuring marketing campaigns resonate with target audiences.

Example: Coca-Cola

Coca-Cola is one of the most renowned companies in terms of successfully executing localized marketing strategies. While the brand's core message of happiness and refreshment remains consistent across the globe, its advertising campaigns and product offerings are often customized to align with regional tastes. Coca-Cola has been known to adapt its marketing campaigns by incorporating local languages, cultural symbols, and festivals into its promotions. In Japan, for example, Coca-Cola has introduced unique beverages such as green tea-flavored Coke to cater to local tastes. In the Middle East, the company has adapted its packaging to include Arabic text and imagery that resonates with local customs and traditions.

- **Localized Product Innovation:** In India, Coca-Cola introduced smaller packaging sizes to accommodate the price sensitivity of the local market while adjusting the sweetness levels of their drinks to suit regional preferences. These localized adaptations help the company build a deeper connection with consumers

and boost brand loyalty, demonstrating the importance of cultural sensitivity.

2. *Market Entry Strategies*

Choosing the right market entry strategy is a pivotal decision for businesses seeking to expand internationally. There are several approaches that companies can use, each with its advantages and challenges. The choice of strategy often depends on factors such as market potential, the regulatory environment, and the company's resources and risk tolerance.

a) Joint Ventures (JVs)

A joint venture is a strategic partnership between a foreign company and a local firm in the target market. Joint ventures allow companies to pool resources, share risks, and gain local market knowledge, which can be essential when entering markets with complex regulatory frameworks or cultural differences. In many cases, local firms possess valuable insights into consumer behavior and local business practices, which can help foreign firms avoid common pitfalls.

Example: Starbucks in China

Starbucks entered the Chinese market through joint ventures with local companies, allowing it to navigate the country's complex regulatory environment while benefiting from the local partners' market knowledge. This partnership helped Starbucks understand Chinese tea culture, adapt its product offerings (e.g., green tea lattes), and effectively market to Chinese consumers. Today, Starbucks has a strong presence in China, with over 5,000 stores across the country.

b) Franchising

Franchising is another popular method for global expansion, particularly for companies with proven business models and a strong brand. Through franchising, a company licenses its brand and business model to local entrepreneurs, who assume the responsibility for operations in their region. This model allows for rapid expansion with lower capital investment, as the franchisee typically covers the costs of setting up new stores.

Example: McDonald's

McDonald's is one of the most successful companies to utilize franchising for

global expansion. By franchising, McDonald's was able to rapidly scale its presence worldwide while maintaining brand consistency. The company's global menu is largely consistent, but it also adapts to local preferences by offering region-specific items such as the McAloo Tikki burger in India or the Teriyaki McBurger in Japan. This approach allows McDonald's to retain its global brand identity while ensuring local relevance.

c) Direct Investment

Direct investment, or foreign direct investment (FDI), involves a company establishing wholly owned subsidiaries, manufacturing plants, or service centers in foreign markets. This approach gives the company full control over its operations in the target market but also comes with higher risks and larger capital investments. Direct investment is typically used when a company seeks to gain a deeper foothold in a market, capitalize on cost efficiencies, or protect intellectual property.

Example: Toyota

Toyota, a global automotive giant, has invested heavily in manufacturing plants in various countries, including the U.S., China, and India. By setting up production facilities in these countries, Toyota can better serve local demand, reduce production costs through economies of scale, and avoid the impact of import tariffs. Toyota's

"Just-in-Time" manufacturing philosophy, coupled with local production, ensures that it can meet the demands of each market while remaining cost-competitive globally.

- Strategic Advantage: In the U.S., Toyota has invested in plants across several states, enabling it to tap into the large consumer market while benefiting from lower labor costs compared to its home base in Japan. These local investments allow Toyota to remain competitive in both price and production flexibility, essential in the highly competitive global automotive market.

3. Regulatory and Economic Considerations

As companies expand into new markets, they must also be aware of local regulations and economic conditions. These factors can significantly impact a

company's marketing and expansion strategies. Companies may need to adjust their operations, pricing, or product offerings to comply with local laws and align with economic conditions. For example, in countries with high import tariffs, firms might choose to set up local manufacturing plants rather than import products, as discussed earlier with Toyota.

Example: Huawei in Europe

Huawei's expansion into Europe has been influenced by political and regulatory challenges. The company has faced scrutiny over cybersecurity concerns in some European countries, leading to restrictions on its participation in 5G networks. In response, Huawei has adjusted its strategy by increasing transparency and focusing on local partnerships to mitigate regulatory risks and maintain its position in the market.

2.2. Analysis of operational excellence and cost efficiency of the enterprise.

Operational excellence and cost efficiency are critical for businesses aiming to maintain international competitiveness, particularly as the global market becomes more interconnected and competitive. In an environment where the pace of technological change and consumer demand are constantly evolving, companies need to continuously improve their operational strategies to stay ahead. Adopting innovative methodologies such as lean manufacturing, automation, and outsourcing allows businesses to optimize their operations, reduce costs, and drive long-term growth.

1. *Lean Manufacturing*

Reducing Waste and Maximizing Productivity

Lean manufacturing is a methodology focused on eliminating waste—whether in time, materials, or labor—while maximizing productivity and enhancing product quality. It relies on principles of continuous improvement, striving for operational efficiency in every aspect of production. By focusing on value creation and reducing

non-value-adding activities, companies can improve both their bottom line and overall competitiveness.

Toyota Production System (TPS)

A prime example of successful lean manufacturing is the Toyota Production System (TPS), which revolutionized the automotive industry. TPS emphasizes just-in-time production and continuous process improvements to minimize waste and reduce costs while maintaining high product quality. Toyota's application of lean principles has led to substantial reductions in lead times, inventory levels, and production costs, while achieving consistently high-quality standards.

According to a study by the Lean Enterprise Institute, companies that adopt lean practices can reduce lead times by up to 50% and increase productivity by 30%. This not only improves operational efficiency but also has positive environmental impacts by reducing resource consumption and waste generation, contributing to more sustainable production practices.

Key Benefits:

- Reduced production time and inventory
- Increased efficiency and productivity
- Enhanced product quality and customer satisfaction
- Sustainability through reduced waste and energy consumption

2. *Automation*

Revolutionizing Operational Efficiency

The integration of automation in manufacturing and service operations has dramatically increased operational efficiency across industries. Automation technologies, including robotics, artificial intelligence (AI), and machine learning, enable businesses to streamline repetitive tasks, reduce human error, and increase throughput.

Case Study: Amazon's Robotics and Automation

A prime example of automation's effectiveness is seen in Amazon's distribution centers, where robotics and automated systems play a pivotal role in improving operational efficiency. Amazon uses Kiva robots—small, mobile robots that transport

goods to human workers—allowing the company to significantly increase its order fulfillment speed. This system has improved order processing times by 20% and reduced labor costs by automating routine tasks.

According to a McKinsey report, automation can increase productivity by 1.4 to 2.0 times depending on the industry and the extent of automation. Beyond increasing efficiency, automation frees up human workers to focus on higher-value tasks such as problem-solving, customer service, and innovation. This shift can foster a culture of continuous improvement and drive overall company growth.

Key Benefits:

- Faster production cycles and delivery times
- Reduced labor costs and human error
- Increased capacity to scale operations
- Ability to focus human resources on strategic and innovative activities

3. *Outsourcing and Offshoring*

Leveraging Global Resources for Cost Efficiency

Outsourcing and offshoring are strategies employed by many companies to take advantage of lower labor costs and specialized expertise available in different regions. By shifting non-core activities to third-party providers or moving production to countries with lower wage rates, companies can significantly reduce operating expenses and enhance their competitiveness in international markets.

Case Study: IKEA's Outsourcing Strategy

IKEA, a global leader in home furnishings, has successfully utilized outsourcing and offshoring to maintain cost efficiency while ensuring product quality. By outsourcing much of its manufacturing to countries like China, Poland, and Vietnam, IKEA benefits from reduced production costs, allowing the company to keep product prices competitive. Despite the cost savings, IKEA ensures that its suppliers adhere to strict quality control standards, preserving the integrity of its brand.

Global Sales and Impact

According to a Statista report, IKEA's global sales reached approximately €

39.6 billion in 2021, demonstrating the effectiveness of its outsourcing strategy in driving growth and maintaining profitability. By focusing on low-cost production and outsourcing non-essential operations, IKEA can allocate resources to areas that add greater value, such as product design, sustainability initiatives, and customer service.

Key Benefits:

- Significant cost savings from lower labor and production costs
- Ability to focus on core competencies and strategic initiatives
- Access to specialized expertise and resources in different regions
- Scalability and flexibility in global operations

The pursuit of operational excellence and cost efficiency is fundamental for companies aiming to remain competitive in the global marketplace. By adopting methodologies such as lean manufacturing, leveraging automation, and utilizing outsourcing and offshoring, companies can reduce costs, increase productivity, and enhance their competitive positioning. In turn, this leads to improved financial performance, stronger market presence, and the ability to adapt to rapidly changing market conditions. By consistently pursuing operational improvements, businesses can achieve sustainable growth, foster innovation, and remain resilient in the face of global challenges.

2.3 Case Studies of Successful Companies

Analyzing the strategies of successful global companies offers valuable insights into how firms can enhance their international competitiveness. Companies like Samsung, Alibaba, and BMW exemplify how innovation, strategic market expansion, and operational excellence can drive sustained growth and global dominance.

1. Samsung

Strategic Innovation and R&D Investment

Samsung's transformation from a small South Korean company into a global tech giant is a prime example of how strategic innovation fuels competitiveness. One

of the key factors behind its success is its heavy investment in research and development (R&D), which has been about 9.8% of its annual revenue in recent years. This significant allocation translates into billions of dollars, enabling breakthroughs in technology and setting industry standards. Notably, Samsung's OLED technology has redefined the display industry, giving it a competitive edge over rivals such as Apple.

Vertical Integration and Rapid Innovation

In addition to its R&D focus, Samsung has embraced a vertical integration strategy, controlling crucial components like semiconductors and display panels. This approach reduces dependency on third-party suppliers, ensures cost advantages, and guarantees tighter quality control. Moreover, it allows for faster innovation cycles since Samsung can develop, manufacture, and release products at a quicker pace compared to competitors. By continually introducing cutting-edge products and aggressively expanding into emerging markets, Samsung has firmly established itself as a dominant global player.

Key Factors:

- Heavy R&D investment driving technological advancements
- Vertical integration for cost efficiency and quality control
- Focus on rapid innovation and market diversification

2. Alibaba

Digital Transformation and Ecosystem Integration

Alibaba's rise as a global e-commerce leader is a testament to the power of digital platforms in reshaping industries. Through innovations like Alibaba Cloud and Alipay, the company has built a comprehensive ecosystem that seamlessly integrates e-commerce, logistics, cloud services, and digital payments. This integration has not only made online shopping more efficient but also created a powerful infrastructure to serve millions of businesses and consumers worldwide.

Expansion Beyond China

By leveraging its platform and services, Alibaba has significantly expanded its reach beyond China. In 2022, it reported a gross merchandise volume (GMV)

exceeding \$1 trillion, cementing its position as a leader in global e-commerce. Alibaba's ability to scale rapidly through its digital ecosystem has enabled it to compete with global giants like Amazon, offering everything from cloud computing to online payments in a unified service offering.

Key Factors:

- Innovation through integrated digital services (Alibaba Cloud, Alipay)
- Strategic focus on e-commerce and logistics infrastructure
- Successful expansion into global markets beyond China

3. BMW

Innovation in Product Development and Brand Positioning

BMW's strategy to maintain its global competitiveness lies in its commitment to premium product development and brand positioning. The company has long been synonymous with luxury, innovation, and performance. BMW's investment in electric mobility, such as the i Series, and autonomous driving technologies, positions it at the forefront of the automotive industry's transformation. The brand has become a leader not only in traditional luxury vehicles but also in eco-friendly alternatives.

Global Production and Flexibility

BMW's approach to production involves leveraging global manufacturing facilities, including plants in Europe, North America, and Asia. This geographical diversification reduces risks related to political instability, tariffs, and supply chain disruptions. The company's flexible production system allows it to adjust quickly to changes in consumer demand and regional preferences, maintaining a competitive edge in the global market.

Key Factors:

- Continued innovation in electric and autonomous vehicles
- Strong brand positioning in the luxury car segment
- Diversified global manufacturing for operational flexibility

Samsung, Alibaba, and BMW exemplify how strategic innovation, operational excellence, and market diversification are pivotal for companies looking to maintain global competitiveness. Their success lies in their ability to adapt to changing market

dynamics, embrace technological advancements, and create integrated ecosystems that drive both efficiency and growth. These companies not only lead in their respective sectors but also provide valuable lessons for others seeking to enhance their international presence and sustain long-term success.

SECTION 3.

IMPROVEMENTS OF THE STRATEGY OF INCREASING THE INTERNATIONAL COMPETITIVENESS OF THE ENTERPRISE.

3.1. Ways to increase the international competitiveness of the enterprise.

In the context of enhancing international competitiveness, it is essential for enterprises to adopt a comprehensive framework that aligns with the principles of innovation, strategic management, and collaboration. This framework can be elaborated upon through three key aspects: global market analysis and SWOT assessment, strategic selection and implementation, and strategic alliances and partnerships.

1. *Global Market Analysis and SWOT Assessment*

To effectively enhance competitiveness, enterprises must conduct a thorough analysis of the global market. The SWOT analysis serves as a vital tool in this process:

- **Strengths:** Identifying competitive advantages is crucial. For instance, Chinese companies like Huawei leverage their strong R&D capabilities and brand recognition to compete globally in telecommunications. According to a report by IDC, Huawei ranked third in global smartphone shipments in 2021, showcasing its robust market position.

- **Weaknesses:** Enterprises must recognize potential challenges, such as supply chain vulnerabilities. For example, during the COVID-19 pandemic, many companies faced disruptions due to reliance on single-source suppliers. A diversified supply chain strategy can mitigate these risks.

- **Opportunities:** The rise of emerging markets presents significant growth potential. The McKinsey Global Institute projects that by 2030, emerging markets will account for 60% of global GDP. Companies like Alibaba have capitalized on this by expanding their e-commerce platforms to cater to diverse consumer needs.

- **Threats:** Globalization introduces various risks, including geopolitical

tensions and economic fluctuations. For instance, the trade tensions between the U.S. and China have prompted companies to reassess their market strategies, emphasizing the need for adaptability.

2. *Strategic Selection and Implementation*

Once the SWOT analysis is complete, enterprises must choose appropriate strategies to enhance their international competitiveness:

- **Cost Leadership Strategy:** Companies can achieve cost advantages through operational efficiencies. For example, Walmart's global supply chain management allows it to offer lower prices, making it a leader in the retail sector.

- **Differentiation Strategy:** Providing unique value through product differentiation is vital. Apple exemplifies this by offering innovative products that resonate with consumers, resulting in a loyal customer base and significant market share.

- **Market Penetration and Expansion Strategy:** Leveraging existing resources to penetrate markets is essential. Alibaba's international expansion through platforms like Tmall Global demonstrates how companies can tap into new consumer bases effectively.

3. *Strategic Alliances and Partnerships*

In today's interconnected world, forming strategic alliances is crucial for multinational enterprises:

- Collaborations can enhance market entry and resource sharing. For instance, the partnership between Dell and Intel has fostered innovation in the PC industry, allowing both companies to leverage each other's strengths.

- Strategic alliances also enable companies to share risks associated with entering new markets. By collaborating with local firms, international companies can gain valuable insights and navigate regulatory landscapes more effectively.

In conclusion, increasing the international competitiveness requires a multifaceted approach that includes thorough market analysis, strategic selection, and the formation of alliances. By embracing these principles, enterprises can not only thrive in the global market but also contribute to the overall economic development

of their home country. This aligns with the broader goals of promoting innovation, collaboration, and sustainable growth, reflecting the values of socialism with Chinese characteristics.

3.2. Justification for using Integrated Digital Transformation in the enterprise's corporate strategy and improving cross-cultural management measures to increase the international competitiveness of the enterprise.

Digital transformation is indeed a crucial strategy for enhancing international competitiveness, especially in the context of rapid advancements in science and technology. As we embrace the principles of socialism with Chinese characteristics, it is essential for companies to align their digital strategies with national development goals, thereby contributing to the overall prosperity and stability of our nation.

1. Digital Marketing and Data-Driven Decision Making

In the era of the Internet and social media, digital marketing has emerged as a vital tool for companies seeking to gain a competitive edge. By leveraging big data analytics, businesses can identify target markets and potential customers with remarkable precision. For instance, a study by McKinsey & Company found that companies using data-driven marketing are six times more likely to be profitable.

A prime example is Netflix, which utilizes big data to analyze customer viewing habits, allowing it to recommend personalized content. This strategy has significantly enhanced user satisfaction and retention rates, demonstrating the power of data-driven decision-making. Companies in China can adopt similar strategies to optimize their advertising, pricing, and market positioning, ultimately improving their market responsiveness and competitiveness.

2. Artificial Intelligence and Automation Technology

The integration of artificial intelligence (AI) and automation technologies is transforming industries by enhancing innovation and productivity. According to a report by PwC, AI could contribute up to \$15.7 trillion to the global economy by 2030. Companies like Tesla exemplify this trend by utilizing AI to develop

autonomous vehicles, positioning themselves as leaders in the electric vehicle market.

Moreover, AI applications in customer service, such as intelligent chatbots, and supply chain optimization through predictive analytics, can significantly improve operational efficiency and reduce costs. In China, the government has prioritized AI development as part of its national strategy, encouraging businesses to innovate and adopt these technologies to remain competitive on the global stage.

3. Cloud Computing and Collaboration Tools

Cloud computing has revolutionized the way businesses operate, enabling them to transcend geographical limitations and respond flexibly to global demands. A report by Gartner indicates that the global public cloud services market is projected to grow to \$397.4 billion by 2022. Platforms like Salesforce and Amazon Web Services (AWS) have empowered companies worldwide to enhance operational efficiency and market responsiveness.

For multinational corporations, cloud computing facilitates seamless collaboration and resource sharing across borders. This flexibility is particularly beneficial for Chinese companies looking to expand their global footprint while adhering to national policies and regulations.

The digital transformation journey is not just a technological shift but a strategic imperative for companies aiming to thrive in the global market. By embracing digital marketing, AI, and cloud computing, businesses can enhance their competitiveness while contributing to the broader goals of national development. As we move forward, it is essential to align these strategies with the principles of socialism, ensuring that our progress benefits all of society and upholds the values of patriotism, integrity, and cooperation.

Among the measures to improve cross-cultural management to increase the international competitiveness of an enterprise, we highlight the next ones:

1. Cultural Adaptation and Localization Strategy

Understanding Local Consumer Behavior

When entering new markets, companies must conduct in-depth research to understand local consumer behavior. This includes preferences, purchasing patterns,

cultural norms, and societal values. Tools like ethnographic research, focus groups, and consumer surveys can provide valuable insights. For instance, Starbucks conducted extensive market research before entering China, leading to the introduction of tea-based beverages and localized store designs that reflect Chinese culture.

Product and Service Customization

Localization isn't just about translating marketing materials; it involves adapting products and services to meet local needs. For example, KFC's menu in China includes rice dishes and congee to cater to local tastes, while in Japan, the menu features items like teriyaki chicken burgers. According to a study by Common Sense Advisory, 72.4% of consumers are more likely to buy a product with information in their own language, underscoring the importance of localization.

Cultural Sensitivity in Marketing and Advertising

Companies must also be mindful of cultural sensitivities in their marketing campaigns. This includes understanding local customs, holidays, and values. A misstep in this area can lead to public relations disasters. For example, Pepsi's advertisement featuring Kendall Jenner was criticized for trivializing social justice movements, highlighting the need for cultural awareness in global marketing efforts.

Case Study: McDonald's Localization Strategy

McDonald's exemplifies successful cultural adaptation. In India, where a significant portion of the population is vegetarian, McDonald's introduced the McAloo Tikki burger, a potato-based patty. This innovation not only respected local dietary preferences but also resonated with Indian consumers, contributing to McDonald's success in the region. Similarly, in Japan, McDonald's launched the Teriyaki McBurger, blending familiar flavors with a local twist. These localized strategies have helped McDonald's maintain a strong global presence, demonstrating the efficacy of cultural adaptation.

2. Cross-Cultural Communication and Team Management

Developing Cross-Cultural Competence

Cross-cultural competence involves understanding and respecting cultural

differences, which is crucial for effective communication and collaboration. Companies can foster this competence through training programs that cover cultural awareness, communication styles, and conflict resolution. Harvard Business Review reports that companies with high cultural intelligence among their employees are more likely to achieve global success.

Language Training and Multilingual Teams

Language barriers can hinder communication and collaboration in global teams. Offering language training programs can help bridge these gaps. For example, multinational companies like Siemens and SAP provide language courses for their employees to enhance communication within their global teams. Additionally, hiring multilingual employees can facilitate smoother interactions and better customer service.

Leveraging Technology for Communication

Advancements in technology have made it easier to manage cross-cultural teams. Collaboration tools like Slack, Microsoft Teams, and Zoom enable real-time communication and project management, regardless of geographical location. IBM's global collaboration platform is an excellent example of how technology can enhance cross-cultural communication. This platform allows teams from different regions to collaborate seamlessly, share knowledge, and work towards common goals.

Building Inclusive Work Environments

Creating an inclusive work environment that values diversity is crucial for cross-cultural team management. This involves promoting policies that encourage diversity and inclusion, such as flexible work arrangements, cultural exchange programs, and diversity training. According to a study by McKinsey & Company, companies with diverse executive teams are 33% more likely to outperform their peers on profitability.

Case Study: IBM's Global Collaboration

IBM's approach to cross-cultural team management involves establishing a global collaboration platform that promotes communication and cooperation among teams in different countries. This platform includes tools for virtual meetings, project

management, and knowledge sharing. By fostering a culture of inclusivity and respect for diverse perspectives, IBM has enhanced its global competitiveness and innovation capabilities.

Managing cross-cultural challenges is vital for the success of enterprises in the global marketplace. By implementing effective cultural adaptation and localization strategies, as well as fostering strong cross-cultural communication and team management, companies can enhance their competitiveness and ensure sustainable growth. Embracing diversity and promoting cooperation aligns with the principles of peaceful development and mutual benefit, which are essential for fostering a harmonious global business environment.

In this context, it is crucial for businesses to uphold the values of respect, integrity, and collaboration, contributing positively to the global economy while also promoting the rich cultural heritage of their home countries.

3.3. Proposals and recommendations for improving the company's international competitiveness policy.

To enhance international competitiveness, enterprises must translate high-level strategic planning into actionable implementation strategies. Three specific implementation recommendations can be used to achieve this goal: strengthening innovation and R&D investment, optimizing supply chain management, and expanding access to international markets.

1. Strengthen Innovation and R&D Investment

Importance of R&D Investment

Investing in research and development (R&D) is crucial for maintaining a competitive edge in the global market. According to the Global Innovation Index 2020, companies that consistently invest in R&D tend to have higher innovation outputs and better market performance. For instance, as of 2021, Apple allocated approximately \$21.91 billion to R&D, representing about 6% of its revenue. This investment has resulted in groundbreaking products like the iPhone, which has

revolutionized the smartphone industry.

Technological Innovation

Continuous technological innovation allows companies to introduce new products and services, meeting evolving consumer demands. For example, Google's parent company, Alphabet, invests heavily in R&D through its "Other Bets" segment, which includes projects like Waymo (self-driving cars) and Verily (healthcare solutions). These innovations set the company apart from competitors and open new revenue streams.

Product Innovation

Product innovation is equally important. Companies need to develop products that cater to diverse global markets. A McKinsey report indicates that 84% of executives believe innovation is crucial for growth strategy. Companies like Tesla have achieved global recognition by continuously innovating their product lines, from electric vehicles to energy storage solutions.

Case Study: Samsung's R&D Investment

Samsung is another example of a company that excels in R&D investment. In 2020, Samsung's R&D expenditure was \$18.6 billion, accounting for around 9% of its revenue. This investment has led to innovations in semiconductor technology, smartphones, and home appliances, solidifying Samsung's position as a global leader in electronics.

2. Optimize Supply Chain Management

Importance of Supply Chain Optimization

Efficient supply chain management is critical in the globalized business environment. A Deloitte study found that companies with optimized supply chains have 15% lower supply chain costs and 50% lower inventory holdings. Optimizing the supply chain can help companies reduce costs, improve efficiency, and enhance market responsiveness.

Technological Integration

Integrating advanced technologies like the Internet of Things (IoT) and blockchain can significantly improve supply chain transparency and efficiency. For

instance, IoT devices can provide real-time data on inventory levels, while blockchain can ensure the authenticity and traceability of products. According to a PwC report, blockchain technology could add \$3.1 trillion to the global economy by 2030.

Risk Management

Effective supply chain management also involves risk management. Companies need to diversify their supplier base to mitigate risks associated with geopolitical tensions or natural disasters. According to a survey by the Business Continuity Institute, 73% of companies experienced at least one supply chain disruption in 2020, highlighting the need for robust risk management strategies.

Case Study: Walmart's Supply Chain Optimization

Walmart has set a benchmark in supply chain optimization. The company uses advanced data analytics and IoT technology to monitor inventory levels and demand patterns. This approach has reduced stockouts and improved customer satisfaction. Walmart's efficient supply chain management is a key reason behind its status as a retail giant.

3. *Expand International Market Channels*

Market Penetration Strategies

Expanding international market channels is essential for increasing market share. Companies can achieve this by partnering with local firms, establishing localized production bases, and leveraging e-commerce platforms. A report by eMarketer predicts that global e-commerce sales will reach \$4.2 trillion by 2021, emphasizing the importance of online channels.

Local Partnerships

Collaborating with local partners can provide valuable market insights and facilitate smoother market entry. For example, Starbucks partnered with Tata Group in India to navigate the local market and establish a strong presence. This partnership has enabled Starbucks to expand rapidly in one of the world's largest emerging markets.

E-commerce Expansion

Expanding e-commerce platforms allows companies to reach a broader audience. Alibaba's success with "AliExpress" and "Tmall International" exemplifies this strategy. By 2020, Alibaba's international retail business contributed \$11.8 billion to its total revenue. The company's strong e-commerce presence has significantly boosted its global influence.

Localized Production

Setting up localized production bases can reduce costs and improve supply chain efficiency. For instance, automotive companies like BMW and Toyota have established manufacturing plants in various countries to cater to local demand and reduce import tariffs. This localized approach not only reduces costs but also enhances market responsiveness.

Case Study: Alibaba's Global Expansion

Alibaba's global expansion strategy involves leveraging e-commerce platforms to enter new markets. The company's "AliExpress" platform targets international consumers, while "Tmall International" allows global brands to reach Chinese consumers. According to Alibaba's 2020 annual report, the company's international retail business saw a 35% year-over-year growth, demonstrating the effectiveness of its market expansion strategy.

In conclusion, enhancing international competitiveness requires a multifaceted approach that combines strategic planning with specific implementation strategies. By strengthening innovation and R&D investment, optimizing supply chain management, and expanding international market channels, enterprises can navigate the complexities of the global market and achieve sustainable growth. These strategies are not only crucial for business success but also align with the broader goals of promoting economic development and mutual benefit in the global arena.

As we embrace digital transformation and technological advancements, it is essential for businesses to uphold values of innovation, efficiency, and collaboration, contributing positively to the global economy while promoting the rich cultural heritage of their home countries.

CONCLUSIONS.

1. *Summary of Key Findings*

This study aimed to explore how businesses can enhance their international competitiveness in the context of the rapidly evolving global market. Several key findings emerged, which offer valuable insights into the strategies that companies can adopt to achieve sustainable growth and competitive advantage on a global scale.

First, global market analysis and SWOT assessment were identified as crucial tools for understanding the external and internal factors that shape a company's competitive position in the international market. Through a thorough examination of strengths, weaknesses, opportunities, and threats, companies can develop more informed and strategic decisions that allow them to capitalize on market opportunities while mitigating risks. For instance, companies that excel in leveraging their strengths, such as technological innovation or brand equity, tend to have a more robust international presence. Conversely, those that fail to address weaknesses, such as an inefficient supply chain or inadequate management, may struggle to remain competitive globally.

Second, strategic positioning emerged as a critical component for success in international markets. Whether pursuing a cost leadership strategy, differentiation strategy, or focus strategy, companies must align their offerings with the needs and preferences of international consumers. Cost leadership, for instance, allows companies to gain a competitive edge by offering lower prices through economies of scale, while differentiation enables firms to build a strong brand presence by offering unique and superior products. Additionally, focusing on specific niche markets can also prove to be highly effective for companies seeking to dominate in specialized sectors.

Third, technological innovation and R&D capabilities play an indispensable role in improving international competitiveness. Companies that are able to continually innovate and integrate cutting-edge technologies into their products and

services are better positioned to outperform competitors and attract global consumers. This study highlighted that companies such as Apple, Tesla, and Samsung have used innovation as a cornerstone of their global strategies, helping them build a strong reputation and maintain market leadership across various industries.

Fourth, management optimization and international operations are essential to scaling globally. Companies need to adapt their management practices to different cultural, legal, and operational environments in order to run their global operations smoothly. The ability to navigate cross-cultural differences and manage an efficient global supply chain is critical for ensuring that operations remain cost-effective, responsive, and capable of meeting local market demands.

Finally, global brand building and market promotion are integral to enhancing international competitiveness. Building a globally recognized brand requires consistency in brand messaging while also incorporating localized marketing strategies that resonate with regional consumers. Companies that invest in effective global marketing strategies and embrace digital transformation can build strong consumer loyalty and increase their international market share.

2. Reaffirming the Importance of International Competitiveness

The importance of international competitiveness cannot be overstated. In today's globalized world, where markets are interconnected and the pace of change is accelerating, businesses must enhance their competitiveness on a global scale in order to survive and thrive. International competitiveness provides companies with the ability to not only compete with local players but also to expand into new markets, diversify risk, and access global talent and resources.

A company's ability to compete internationally is directly linked to its long-term growth prospects. Firms that fail to enhance their global competitiveness are at risk of falling behind their rivals, who may have better access to emerging markets, advanced technologies, and more efficient global supply chains. On the other hand, companies that invest in strengthening their international competitiveness are more likely to achieve superior financial performance, improved brand equity, and stronger customer loyalty. By enhancing their global competitiveness, companies can access

new markets, diversify risk, attract global talent, optimize resources, achieve superior financial performance, and foster innovation. These benefits not only ensure long-term growth but also strengthen a company's position in the global marketplace.

As businesses strive to enhance their international competitiveness, they must adopt strategies that align with their overall goals and values. This includes investing in innovation and R&D, optimizing supply chain management, and expanding international market channels. By doing so, companies can navigate the complexities of the global economy and achieve sustainable success, contributing positively to the broader goals of economic development and mutual benefit.

Moreover, international competitiveness fosters innovation. As companies compete in diverse markets with different demands and challenges, they are forced to innovate in order to stay relevant. This not only leads to the creation of new products and services but also results in improvements in operational efficiency, which can provide a long-term competitive edge.

3. Potential Outcomes of Implementing Proposed Strategies

The strategies proposed in this study (such as improving market analysis, adopting suitable strategic positioning, enhancing technological innovation, optimizing management practices, and building a global brand) hold significant potential for improving a company's international competitiveness. However, their implementation will likely yield varying results depending on several factors, including the company's current position in the market, the competitive landscape, and the specific markets it targets.

Improved Market Analysis: By conducting thorough global market analyses and SWOT assessments, companies will gain deeper insights into the external environment. This can lead to more accurate forecasting, better identification of growth opportunities, and a clearer understanding of emerging risks. The result will likely be more informed decision-making, which can increase the probability of success in global markets.

Strategic Positioning: By selecting the right strategic position—whether focusing on cost leadership, differentiation, or niche markets—companies will be

better positioned to meet the needs of international consumers. For example, adopting a cost leadership strategy can help a company secure a larger share of price-sensitive markets, while differentiation can lead to higher margins by attracting premium customers. However, these strategies must be implemented with an understanding of local market conditions to avoid missteps.

Technological Innovation and R&D: Investing in technology and R&D is one of the most significant ways to enhance international competitiveness. By continually innovating and staying ahead of the technological curve, companies can introduce products and services that meet the evolving demands of global consumers. However, this requires substantial investment in research and the development of strong intellectual property protections to prevent technology leaks.

Management Optimization: Optimizing international operations and management practices will allow companies to scale more efficiently and manage risks more effectively. A company that can adapt its management approach to different markets is more likely to navigate the complexities of global expansion successfully. Yet, challenges such as cultural differences, legal complexities, and market volatility must be anticipated and addressed proactively.

Global Brand Building: Effective brand building and market promotion are crucial for gaining consumer trust and loyalty on a global scale. Companies that succeed in building strong global brands are able to command premium pricing and expand their market share. However, achieving global brand recognition requires consistent effort and resources, and the challenge lies in maintaining brand integrity while customizing marketing efforts for local markets.

4. Challenges and Opportunities in Enhancing Global Competitiveness ***Challenges***

Cultural Differences. Impact on Product Preferences and Marketing Strategies
Cultural differences can profoundly affect product preferences and consumer behavior. For instance, food and beverage companies often have to adapt their products to meet local tastes. McDonald's, for example, offers a diverse menu across different countries to cater to local preferences, such as the McAloo Tikki in India

and the Teriyaki Burger in Japan. Failure to adapt can result in products that do not resonate with local consumers, leading to poor sales performance.

Marketing Blunders. Cultural misunderstandings can result in marketing blunders that damage a brand's reputation. For instance, Pepsi's 2017 advertisement featuring Kendall Jenner was criticized for trivializing social justice movements, leading to a public backlash. Companies must invest in understanding local cultures and consumer sensitivities to avoid such pitfalls.

Political and Economic Risks. **Impact of Political Landscape.** The political landscape in different regions can significantly affect a company's ability to operate effectively. Changes in government policies, trade regulations, tariffs, and international relations can disrupt supply chains and affect market access. For instance, the U.S.-China trade war led to increased tariffs on various goods, impacting companies that rely on cross-border trade.

Regulatory Compliance. Navigating different regulatory environments can be challenging. Companies must ensure compliance with local laws and regulations, which can vary significantly from one country to another. Non-compliance can result in legal penalties, operational disruptions, and reputational damage.

Technological Disruptions. **Keeping Up with Technological Trends.** The rapid pace of technological change presents both a challenge and an opportunity. Companies that fail to stay ahead of technological trends risk falling behind their competitors. For example, Blockbuster's failure to adapt to digital streaming technology allowed Netflix to dominate the market.

Cybersecurity Risks. With increased digitalization, companies face heightened cybersecurity risks. Data breaches and cyberattacks can lead to significant financial losses and reputational damage. According to a report by Accenture, the average cost of a cyberattack for companies is \$13 million, emphasizing the need for robust cybersecurity measures.

Supply Chain Complexity. **Managing Global Supply Chains.** Managing a global supply chain can be complex and costly. Companies must coordinate activities across different regions, time zones, and regulatory environments. Disruptions such

as natural disasters, pandemics, or geopolitical tensions can further complicate supply chain management. For instance, the COVID-19 pandemic disrupted global supply chains, leading to delays and increased costs.

Developing Resilient Supply Chains. Companies need to develop flexible and resilient supply chain models to mitigate risks. This involves diversifying suppliers, investing in technology for real-time monitoring, and building contingency plans. A study by the World Economic Forum found that companies with resilient supply chains are better positioned to handle disruptions and recover more quickly.

Opportunities. Embracing Technological Advancements. Leveraging Digital Transformation. The digital transformation offers significant opportunities for companies to enhance their global competitiveness. Technologies such as artificial intelligence (AI), big data, and the Internet of Things (IoT) can improve operational efficiency, enhance customer experiences, and drive innovation. For example, AI-powered analytics can provide valuable insights into consumer behavior, enabling companies to tailor their offerings and marketing strategies.

Accessing Emerging Markets. Growth Potential in Emerging Markets. Emerging markets present significant growth opportunities for companies. According to the International Monetary Fund (IMF), emerging markets are expected to account for nearly 60% of global GDP by 2030. Companies that successfully enter these markets can tap into new customer bases and drive revenue growth.

Enhancing Customer Experience. Personalization and Customer Engagement. Technological advancements enable companies to enhance customer experiences through personalization and engagement. By leveraging data analytics and AI, companies can offer tailored recommendations, personalized marketing messages, and seamless customer service. This leads to improved customer satisfaction and loyalty.

Sustainable Business Practices. Embracing Sustainability. Sustainable business practices are increasingly important in enhancing global competitiveness. Consumers and stakeholders are demanding greater transparency and responsibility from companies regarding environmental and social impact. Companies that adopt sustainable practices can differentiate themselves, attract eco-conscious consumers, and build a positive brand reputation.

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