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WANG HANBING

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Faculty of Agricultural Management

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APPROVED BY
Dean of Agricultural
Management Faculty

ALLOWED TO DEFENCING BY
Head of Administrative Management and
International Activity Department

_____ **Anatolii OSTAPCHUK**
« ___ » _____ 2024

_____ **Olena KOVTUN**
« ___ » _____ 2024

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on topic

«Management of international activity of the enterprise»

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Orientation of educational
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educational and professional

Guarantor of educational
programme, PhD in Economics,
Associate Professor

_____ Larysa DIBROVA

Scientific advisor of master’s
qualification thesis, PhD in
Economics, Associate Professor

_____ Oleksandra RALKO

Performed by

_____ Wang HANBING

Kyiv – 2024

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
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APPROVED BY
Head of Administrative Management and
International Activity Department

_____ Olena KOVTUN
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Wang HANBING

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1. Theoretical and methodological aspects of managing the foreign economic activity of an enterprise
2. Analysis of foreign economic activity of enterprises at the global level
3. Directions for improvement and prospects for the development of foreign economic activity

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**Advisor of master's
qualification thesis**

_____ Oleksandra RALKO
(signature)

Wang HANBING

I accepted the task

(signature)

ABSTRACT

The work consists of an introduction, three chapters, conclusions and a list of references, which includes 18 titles, the work contains 3 figures. The volume of the paper is 49 pages.

The relevance of the study of the management of international activities of enterprises is determined by several important factors. In the globalization of the world economy, the success of companies increasingly depends on their ability to effectively enter international markets and adapt to various cultural, legal and economic realities. For domestic enterprises, going beyond the borders of the domestic market is critically important for increasing their competitiveness and integration into the global economic space.

Therefore, the study of the management of foreign economic activity allows to develop practical recommendations regarding the application of effective mechanisms, tools and strategies for the exit and functioning of companies on international markets. The study of leading experience and trends in this area is important for improving the effectiveness and competitiveness of domestic enterprises.

The purpose of the master's work is to study the theoretical and methodological aspects of the management of the international activities of the enterprise and the justification of effective approaches and tools for increasing the effectiveness of the company's exit and operation on international markets.

According to the goal, the following tasks are outlined:

- reveal the concepts and components of the enterprise's foreign economic activity;
- analyze marketing strategies in the foreign economic activity of the enterprise;
- analyze marketing and innovation strategies in the foreign economic activity of the enterprise;

- study the current trends in the foreign economic activity of enterprises at the global level;
- develop strategies to increase the efficiency of foreign economic activity of enterprises;
- identify key challenges and opportunities in managing international activities;
- outline the prospects for the development of foreign economic activity of enterprises in the conditions of globalization.

The object of the research is the process of managing the international activities of the enterprise, which includes strategic planning, organizational structure, operational processes and control systems.

The subject of the study is a set of mechanisms for the formation and functioning of the enterprise in the conditions of entering foreign markets.

Research methods: theoretical generalization and comparison, monographic, financial and economic analysis, external environment of the enterprise, grouping, systematization and graphic representation.

The information base of the study is composed of scientific sources, statistics, data from international organizations and international standards, financial and ESG reporting data of Huawei Technologies Co. Ltd., the results of its own research and Internet resources.

Scientific novelty of the results: The conclusions and recommendations of the work can help Huawei Technologies Co. Ltd. to successfully implement sustainable development goals in the company's activities through the expansion of foreign economic activity.

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

The main provisions and results of the study are reflected in the conference proceedings: HANBING W., RALKO O., MANAGEMENT OF INTERNATIONAL ACTIVITY OF THE ENTERPRISE. New challenges for the

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

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INTRODUCTION

Management of the international activities of the enterprise is becoming more and more important in the conditions of the modern globalized economy. In an ever-changing world, the success of companies increasingly depends on their ability to effectively enter international markets and adapt to diverse cultural, legal and economic realities.

The issue of managing the international activities of the enterprise covers a wide range of aspects, from the development of an effective strategy for entering foreign markets to the optimization of operational processes and personnel management in a multinational environment. These tasks require a comprehensive approach and a deep understanding of the specifics of the international business environment.

The topic of the master's thesis on the management of the international activities of the enterprise acquires special significance, as it helps to develop practical recommendations for companies seeking to achieve success at the global level. Such studies contribute to increasing the competitiveness of domestic enterprises and their integration into the global economic space.

The purpose of the master's work is to study the theoretical and methodological aspects of the management of the international activities of the enterprise and the justification of effective approaches and tools for increasing the effectiveness of the company's exit and operation on international markets.

According to the goal, the following tasks are outlined:

- reveal the concepts and components of the enterprise's foreign economic activity;
- analyze marketing strategies in the foreign economic activity of the enterprise;
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- identify key challenges and opportunities in managing international activities;
- outline the prospects for the development of foreign economic activity of enterprises in the conditions of globalization.

The object of the research is the process of managing the international activities of the enterprise, which includes strategic planning, organizational structure, operational processes and control systems.

The subject of the study is a set of mechanisms for the formation and functioning of the enterprise in the conditions of entering foreign markets.

At the theoretical level, an analysis of scientific literature, legal acts and statistical data was carried out for the study of concepts, components and modern trends of foreign economic activity of enterprises. In addition, the methods of generalization, systematization and classification of theoretical provisions regarding marketing and innovation strategies in foreign economic activity were used. At the empirical level of the study, methods of observation and comparative analysis were used to evaluate the global strategy of Huawei.

The complex application of theoretical and empirical methods made it possible to comprehensively investigate the management of foreign economic activity and determine effective approaches and prospects for its development in the conditions of globalization.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL ASPECTS OF MANAGING THE FOREIGN ECONOMIC ACTIVITY OF AN ENTERPRISE

1.1. Concepts and components of foreign economic activity

Globalization strategy theory provides a structured approach to understanding how companies extend their operations beyond national borders to tap into international markets. This theory is vital for enterprises seeking to expand their horizons and capitalize on global economic opportunities. The core elements of globalization strategy encompass market selection, product adaptation, entry mode choice, and organizational structure design. Each of these elements plays a crucial role in shaping the success of international expansion efforts.

Market selection is the first and most critical step in any globalization strategy. Companies must identify potential markets that align with their business objectives, strategic goals, and competitive advantages. This involves a thorough analysis of market characteristics such as size, growth potential, competition, regulatory environment, and cultural factors.

Market segmentation is a key aspect of market selection. By dividing the market into distinct segments based on customer needs, preferences, and behaviors, companies can tailor their strategies to better serve each segment. This helps in focusing resources on the most promising markets and ensures that products and services are well-suited to local demands.

When selecting markets, companies also need to consider the geopolitical landscape. Political stability, trade agreements, and tariff regulations can significantly impact the feasibility and profitability of international expansion. Understanding these factors is crucial for mitigating risks and making informed decisions.

Product adaptation refers to the process of modifying products or services to suit the unique needs and preferences of international markets. This may involve

changes in product design, functionality, packaging, branding, and even pricing strategies.

Cultural differences play a significant role in product adaptation. What may be considered desirable or functional in one market may not necessarily appeal to consumers in another. For instance, color preferences, symbols, and icons can have different meanings across cultures. Therefore, companies must conduct thorough market research to understand local preferences and adapt their products accordingly.

Product adaptation also extends to meeting regulatory requirements. Different countries have varying standards and regulations concerning product safety, quality, and labeling. Complying with these regulations is essential for gaining market access and avoiding legal disputes.

The choice of entry mode determines how a company will establish its presence in a foreign market. There are several options available, each with its own set of advantages and disadvantages.

Direct Exporting: This involves selling products directly to customers in foreign markets through agents, distributors, or sales representatives. Direct exporting is relatively low-risk and requires minimal initial investment. However, it limits control over distribution and may not provide the same level of market insight as other entry modes.

Licensing and Franchising: These involve granting a foreign partner the right to use the company's brand, technology, or business model in a specific market. This can be a cost-effective way to expand into new markets without taking on the full risks and responsibilities of direct investment. However, it can also lead to a loss of control over the brand and product quality.

Strategic Alliances and Joint Ventures: These involve forming partnerships with local companies to share resources, expertise, and risks. Strategic alliances and joint ventures can provide access to local markets, distribution networks, and regulatory know-how. However, they require careful management to ensure that both parties' interests are aligned.

Wholly Owned Subsidiaries: This involves establishing a separate legal entity in the foreign market, fully owned and controlled by the parent company. Wholly owned subsidiaries offer the highest level of control over operations, branding, and strategy. However, they also require significant initial investment and ongoing management resources.

The organizational structure of a company plays a critical role in supporting its globalization strategy. The structure must be flexible enough to adapt to changing market conditions and complex regulatory environments while maintaining efficiency and coherence across different markets.

Decentralized structures, where decision-making power is delegated to regional or country-specific units, can be effective in capturing local market insights and responding quickly to changes. However, they can also lead to fragmentation and a lack of coherence in the company's overall strategy.

Centralized structures, on the other hand, ensure consistency and coherence in decision-making and strategy implementation. However, they may be less agile in responding to local market conditions and may not fully capitalize on local expertise and insights.

Many companies opt for a hybrid approach, combining centralized and decentralized elements to balance control and agility. This may involve establishing global headquarters that oversee strategic direction and key decision-making while allowing regional units to manage day-to-day operations and respond to local market needs.

Huawei is a leading global provider of information and communications technology (ICT) solutions, with a strong presence in more than 170 countries and regions. The company's globalization strategy has been instrumental in its rapid expansion and success in international markets. Huawei's approach to globalization is multifaceted, combining organic growth through research and development (R&D) investments, strategic partnerships, and acquisitions.

Huawei has invested heavily in R&D to develop cutting-edge technologies that meet the diverse needs of its global customers. The company's R&D efforts are

focused on five key areas: wireless communications, cloud computing, big data, artificial intelligence (AI), and smart devices.

Huawei's R&D strategy emphasizes collaboration and innovation. The company has established research centers and laboratories around the world, bringing together top talent from diverse backgrounds to drive innovation. This global R&D network allows Huawei to tap into local expertise and insights while maintaining a cohesive and integrated research effort.

Huawei's investments in R&D have yielded significant results. The company has developed a range of advanced technologies, including 5G wireless networks, cloud computing platforms, and AI-powered solutions. These technologies have enabled Huawei to provide end-to-end solutions that address the complex needs of enterprises, carriers, and consumers worldwide.

Huawei has forged strategic partnerships with leading companies in various industries to enhance its product offerings and expand its global reach. These partnerships allow Huawei to leverage the strengths and resources of its partners while maintaining control over its core competencies.

For instance, Huawei has partnered with leading technology companies to develop innovative solutions in areas such as cybersecurity, cloud computing, and AI. These partnerships have helped Huawei to stay ahead of the curve in rapidly evolving technological landscapes.

Huawei has also formed strategic alliances with carriers and enterprises to provide integrated solutions that address their specific needs. These partnerships have enabled Huawei to gain deeper insights into customer requirements and develop tailored solutions that deliver value and competitive advantage.

Acquisitions have played a key role in Huawei's globalization strategy. By acquiring companies with complementary technologies, expertise, and market presence, Huawei has been able to accelerate its growth and expand its product portfolio.

For example, Huawei has acquired several companies in the cybersecurity and software development fields to enhance its capabilities in these areas. These

acquisitions have allowed Huawei to integrate leading-edge technologies and expertise into its existing product offerings, providing customers with more comprehensive and robust solutions.

Acquisitions have also been instrumental in expanding Huawei's global reach. By acquiring companies with established presences in new markets, Huawei has been able to quickly establish a footprint in these regions and tap into local expertise and resources.

Huawei's globalization strategy is characterized by its focus on customer-centricity and continuous improvement. The company places a strong emphasis on understanding customer needs and preferences, and developing solutions that deliver value and satisfaction.

Huawei's customer-centric approach is reflected in its product development process. The company conducts extensive market research and customer feedback analysis to ensure that its products and services meet the needs and expectations of its global customers. This focus on customer insights has helped Huawei to develop innovative solutions that resonate with consumers and drive market growth.

Continuous improvement is another key aspect of Huawei's globalization strategy. The company is committed to optimizing its processes, enhancing its technologies, and improving its customer service to stay ahead of the competition. Huawei's dedication to continuous improvement is reflected in its ongoing investments in R&D, training, and process optimization.

Globalization strategies present enterprises with a range of challenges and opportunities. On the one hand, global expansion provides access to new markets, resources, and technologies. On the other hand, it exposes enterprises to increased competition, cultural differences, and regulatory complexities. Huawei has faced numerous challenges in its globalization journey, including trade restrictions, geopolitical tensions, and cybersecurity concerns. Despite these obstacles, Huawei has continued to pursue its globalization strategy, leveraging its strengths in technology, innovation, and customer focus to overcome these challenges.

Trade restrictions and geopolitical tensions have posed significant challenges for Huawei's globalization efforts. The company has faced sanctions and export bans from several countries, including the United States, which have impacted its ability to access certain technologies and markets.

These trade restrictions have forced Huawei to find alternative suppliers and develop its own technologies to mitigate the impact on its business. Huawei has invested heavily in R&D to develop substitute technologies and solutions that can replace those that are no

1.2. Marketing strategies in foreign economic activity of the enterprise

International marketing theory emphasizes the importance of understanding local markets for enterprises engaging in international activities. This understanding is foundational for developing effective marketing strategies that resonate with customers in different regions. Effective market entry and sustained growth in international markets require an in-depth analysis of local market conditions, consumer preferences, and competitive dynamics.

Market research involves the systematic collection, analysis, and interpretation of information about a specific market. It helps enterprises identify market trends, consumer needs, and potential opportunities. Techniques used in market research include surveys, interviews, focus groups, and secondary data analysis.

Surveys and interviews provide direct insights into consumer preferences, purchasing behaviors, and satisfaction levels. Focus groups allow for in-depth discussions with a selected group of consumers, providing a richer understanding of their attitudes and motivations. Secondary data analysis involves examining existing research, reports, and industry trends to gain a broader perspective on the market.

For Huawei, understanding local markets is particularly crucial given its diverse global presence. Huawei conducts extensive market research in each region it operates in, using a combination of these techniques. This helps it tailor its

product offerings, marketing messages, and distribution channels to meet the specific needs and preferences of its customers.

Consumer preferences vary significantly across different markets. Understanding these preferences is essential for developing products and services that appeal to local consumers. Market segmentation involves dividing the market into smaller, more manageable segments based on shared characteristics such as demographics, psychographics, behavior, and geography.

By segmenting the market, enterprises can tailor their marketing strategies to better meet the needs of each segment. For example, in some markets, consumers may prefer high-end, feature-rich smartphones, while in others, cost-effectiveness and affordability may be more important. Huawei's approach to market segmentation involves analyzing consumer preferences in each region and developing products and services that cater to these preferences.

Competitive analysis is another critical aspect of understanding local markets. It involves assessing the strengths, weaknesses, opportunities, and threats (SWOT) of both the enterprise and its competitors in the target market. This helps identify potential areas for improvement and opportunities for differentiation.

Huawei regularly conducts competitive analysis in each region it operates in. This includes analyzing the product offerings, pricing strategies, marketing tactics, and distribution channels of its competitors. By doing so, Huawei can identify gaps in the market and develop strategies to capitalize on these opportunities.

Differentiated marketing strategies are essential for enterprises operating in diverse international markets. These strategies involve tailoring products, services, and marketing messages to meet the unique characteristics of each market. By doing so, enterprises can maintain a competitive edge and better meet the needs of their customers.

Product adaptation involves modifying existing products or developing new ones to meet the specific needs and preferences of customers in different markets. This can include changes to the product's design, features, functionality, and packaging.

Huawei has a well-established approach to product adaptation. For example, in China, Huawei offers smartphones with features tailored to the local market, such as facial recognition and AI-powered cameras. In Europe, Huawei focuses on high-end smartphones with advanced photography capabilities, reflecting the region's preference for cutting-edge technology.

Product adaptation also extends to services. Huawei offers after-sales support and customer service tailored to the needs of each region. This includes multilingual customer service teams, localized warranty policies, and repair services that cater to the specific requirements of each market.

Marketing message adaptation involves tailoring marketing communications to resonate with customers in different markets. This includes adapting advertising campaigns, promotional materials, and social media content to reflect local cultural norms, values, and languages.

Huawei's marketing messages are carefully adapted to each region it operates in. For example, in China, Huawei's advertising campaigns often emphasize innovation and technological advancement. In Europe, Huawei focuses on the premium quality and design of its products.

Social media content is also adapted to each market. Huawei's social media accounts in China feature content that aligns with local cultural values and trends, while its European accounts focus on highlighting the premium features and benefits of its products.

Distribution channel adaptation involves tailoring the way products are distributed and sold in different markets. This can include changes to the retail network, online presence, and logistics processes.

Huawei's distribution channels are adapted to each region it operates in. In China, Huawei has a strong presence in both online and offline retail channels, including its own stores and partnerships with major retailers. In Europe, Huawei focuses on online sales through its official website and partnerships with e-commerce platforms such as Amazon.

Logistics processes are also adapted to each market. Huawei ensures that its products are delivered in a timely and cost-effective manner, taking into account local customs, regulations, and transportation infrastructure.

Adapting to cultural differences is another critical aspect of international marketing. Cultural nuances can significantly impact consumer behavior, product preferences, and marketing effectiveness. Enterprises must be sensitive to these differences and adapt their marketing strategies accordingly.

Cultural sensitivity involves recognizing and respecting the cultural norms, values, and beliefs of each market. This includes understanding local customs, traditions, and social structures.

Huawei places a strong emphasis on cultural sensitivity in its international marketing efforts. Its marketing teams undergo extensive training on the cultural nuances of each region they operate in. This helps them avoid cultural misunderstandings that could damage the brand's reputation.

For example, in China, Huawei's advertising campaigns often feature traditional elements such as dragons and red colors, which are symbolic of good luck and prosperity. In the Middle East, Huawei ensures that its products and packaging comply with local religious and cultural norms, such as avoiding the use of certain images and symbols.

Localization involves adapting products, services, and marketing communications to align with local cultural norms and preferences. This can include changes to language, imagery, and cultural references.

Huawei's localization efforts extend to all aspects of its international marketing strategy. Its products are often translated into local languages, and marketing materials are adapted to reflect local cultural values and trends. For example, Huawei's advertising campaigns in China often feature local celebrities and cultural icons, while its campaigns in Europe focus on international stars and fashion trends.

Localization also extends to customer service and after-sales support. Huawei ensures that its customer service teams are fluent in the local language and

understand the cultural nuances of each market. This helps build trust and loyalty among customers.

Cultural misunderstandings can have significant negative impacts on an enterprise's international marketing efforts. They can lead to negative perceptions of the brand, damage reputation, and harm relationships with customers and partners.

Huawei takes steps to avoid cultural misunderstandings in its international marketing efforts. This includes conducting cultural sensitivity training for its marketing teams, collaborating with local experts, and regularly reviewing its marketing materials to ensure they comply with local cultural norms.

For example, Huawei was careful to avoid cultural misunderstandings when entering the Indian market. India has a strong emphasis on tradition and family values, so Huawei ensured that its marketing materials aligned with these values. It also collaborated with local celebrities and influencers to create advertising campaigns that resonated with Indian consumers.

Digital marketing has become increasingly important in the global market. It provides enterprises with new opportunities to reach and engage with customers, build brand loyalty, and drive sales. For Huawei, digital marketing is a critical component of its international marketing strategy.

1.3 Innovative strategies in foreign economic activity

Digital platforms such as social media, email marketing, and search engine optimization (SEO) provide enterprises with new ways to connect with customers. These platforms enable enterprises to reach a wider audience, personalize their marketing messages, and measure the effectiveness of their campaigns.

Huawei leverages digital platforms to reach and engage with customers in different markets. Its social media accounts on platforms such as Facebook, Instagram, and Twitter are tailored to each region it operates in. Huawei uses these platforms to share news, updates, and promotions, as well as engage with customers through comments, messages, and polls.

Email marketing is another important digital marketing channel for Huawei. It uses email campaigns to keep customers informed about new products, updates, and promotions. Huawei's email marketing efforts are personalized to each market, with content and offers tailored to the specific needs and preferences of customers in that region.

SEO is crucial for Huawei to ensure that its website and online content are visible to potential customers in different markets. Huawei's SEO strategy involves optimizing its website for local search engines, creating localized content, and building relationships with local influencers and websites to improve its online visibility.

Personalization is a key aspect of digital marketing. It involves tailoring marketing communications to individual customers based on their preferences, behaviors, and interactions with the brand. This helps create a more engaging and relevant customer experience.

Huawei uses personalization in its digital marketing efforts to create a more personalized and interactive customer experience. Its marketing teams analyze customer data to identify trends and preferences, which they use to tailor marketing messages and offers. For example, Huawei uses data from its online store to identify popular products and create targeted promotions for these products.

Personalization also extends to customer service and after-sales support. Huawei uses customer data to provide personalized recommendations, troubleshooting tips, and after-sales support. This helps build trust and loyalty among customers, encouraging them to continue engaging with the brand.

CHAPTER 2. ANALYSIS OF FOREIGN ECONOMIC ACTIVITY OF ENTERPRISES AT THE GLOBAL LEVEL

2.1. Current trends in foreign economic activity of enterprises.

Cross-cultural management theory is foundational for enterprises operating in diverse cultural environments. The success of these enterprises hinges on their ability to navigate and leverage cultural differences effectively. Understanding cultural differences is the first and crucial step in developing effective cross-cultural management strategies.

Cultural dimensions play a significant role in shaping organizational behavior and management practices. Hofstede's cultural dimensions' framework is a widely used tool to analyze and understand cultural variations. The five key dimensions include:

Power Distance: This dimension measures the extent to which a society accepts and expects unequal power distribution. In high-power-distance cultures, such as many Asian and Latin American countries, there is a greater acceptance of authority and hierarchical structures. Conversely, in low-power-distance cultures like those in Scandinavia and parts of North America, there is a stronger emphasis on equality and participation.

Individualism vs. Collectivism: Individualistic cultures, like those in the United States and some Western European countries, emphasize personal goals, achievements, and individual rights. Collectivist cultures, prevalent in Asia and Latin America, prioritize group harmony, collective goals, and loyalty to in-groups.

Masculinity vs. Femininity: This dimension reflects the preference for achievement, heroism, assertiveness, and material rewards (masculinity) versus nurturing, modesty, and quality of life (femininity). Masculine cultures tend to value competition and success, while feminine cultures emphasize cooperation and quality of life.

Uncertainty Avoidance: Cultures with high uncertainty avoidance are risk-averse and prefer structured, predictable environments. These cultures often have

strict laws, rules, and regulations. In contrast, cultures with low uncertainty avoidance are more tolerant of ambiguity and change, valuing innovation and flexibility.

Long-Term vs. Short-Term Orientation: This dimension reflects a society's preference for nurturing future rewards over immediate gains. Cultures with a long-term orientation, such as those in East Asia, emphasize thrift, perseverance, and respect for tradition. Short-term oriented cultures, like those in some Western countries, focus more on current needs and desires.

Huawei, as a global enterprise, operates in a multitude of cultural contexts. Understanding these cultural dimensions has been crucial for Huawei in developing strategies that resonate with local markets and employees. For instance, in high-power-distance cultures, Huawei has adopted a more hierarchical management style, respecting traditional authority structures. In contrast, in low-power-distance markets, Huawei emphasizes flat organizational structures and participative decision-making.

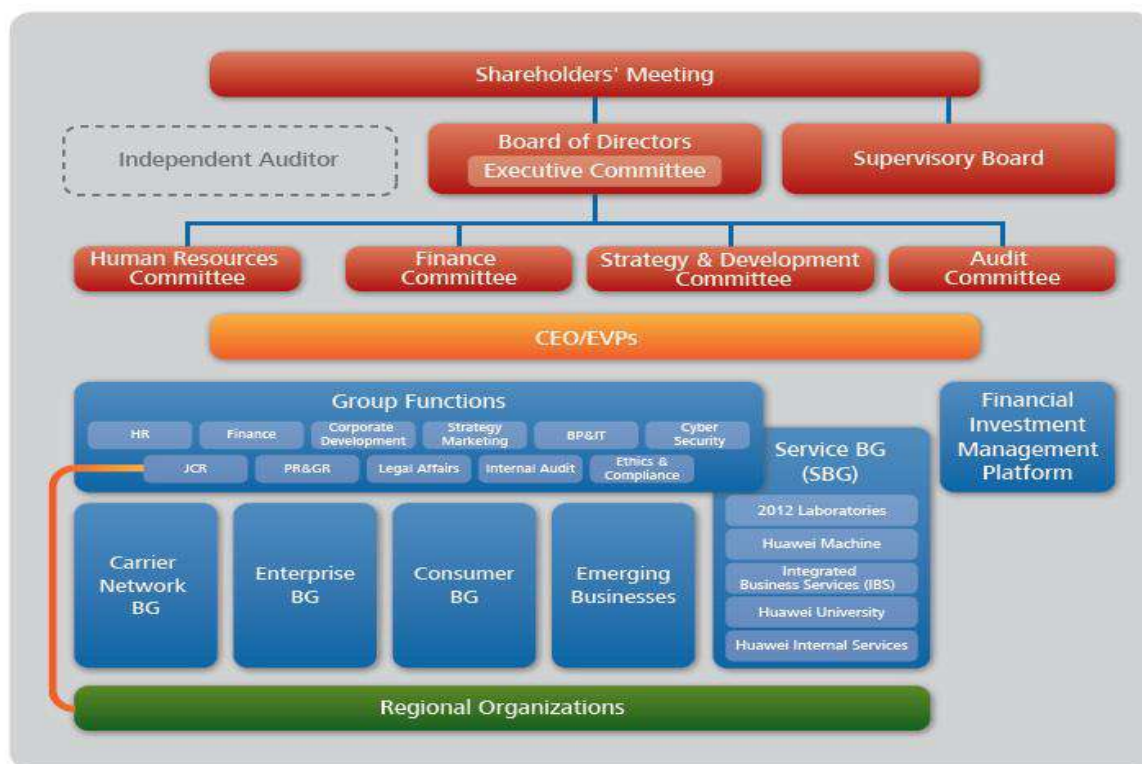


Figure 2.1. Huawei's corporate governance structure

Establishing common values and goals is crucial for fostering a cohesive and collaborative work environment across cultural boundaries. When employees from diverse backgrounds share a common vision and set of values, they are more likely to work together effectively, overcoming cultural barriers and promoting organizational success.

Huawei has recognized the importance of establishing a shared culture that transcends cultural differences. The company has taken deliberate steps to cultivate a culture of inclusivity and diversity, encouraging employees to embrace and respect differences. Huawei's culture emphasizes integrity, customer focus, teamwork, innovation, and continuous improvement. These values are universal and resonate with employees worldwide, transcending cultural boundaries.

Huawei's leadership has played a pivotal role in establishing and promoting these common values. By modeling these values in their behavior and decision-making, leaders set the tone for the entire organization. Additionally, Huawei has implemented various programs and initiatives to reinforce these values among employees. These include training programs, performance evaluations, and recognition and reward systems that emphasize adherence to Huawei's core values.

Moreover, Huawei has established global guidelines and policies that promote a consistent approach to business ethics and corporate social responsibility across all its operations. These guidelines ensure that employees worldwide understand and adhere to Huawei's ethical standards and principles, fostering a sense of unity and shared purpose.

Promoting inclusivity and diversity is not just a moral imperative; it is also a strategic advantage. A diverse workforce brings a wide range of perspectives, ideas, and skills to the organization, enhancing its creativity, innovation, and adaptability. Huawei recognizes the value of diversity and actively seeks to recruit and retain talent from diverse backgrounds.

Huawei's commitment to diversity is evident in its recruitment practices. The company has implemented strategies to attract and hire candidates from various ethnic, cultural, and educational backgrounds. This includes participating in

multicultural job fairs, partnering with diversity organizations, and utilizing diversity-focused job boards.

Once hired, Huawei provides employees with opportunities for professional development and career advancement, regardless of their background. The company offers training programs and mentoring initiatives designed to help employees develop their skills and reach their career goals. These programs are accessible to all employees, ensuring that everyone has the chance to grow and succeed within the organization.

In addition to promoting diversity in its workforce, Huawei also fosters an inclusive work environment. The company encourages open communication and collaboration among employees, promoting a culture of respect and understanding. Huawei's leadership actively promotes diversity and inclusion by setting examples, participating in diversity events, and recognizing employees who contribute to creating an inclusive workplace.

Huawei's commitment to diversity and inclusion has had a positive impact on its business. By harnessing the diverse perspectives and skills of its employees, Huawei has been able to develop innovative products and solutions that resonate with customers worldwide. This has helped Huawei maintain its competitive edge in the global market.

Implementing cross-cultural communication strategies is another key aspect of cross-cultural management. Effective communication is essential for collaboration, decision-making, and conflict resolution across cultural boundaries. Huawei has developed cross-cultural communication training programs to help its employees develop the skills and competencies needed to communicate effectively in diverse cultural contexts.

These training programs focus on various aspects of cross-cultural communication, including language skills, cultural awareness, and conflict resolution. Language training is crucial for employees working in non-native language environments. Huawei provides language courses and resources to help

employees improve their language proficiency, enabling them to communicate more effectively with colleagues and customers.

Cultural awareness training helps employees understand and appreciate the cultural nuances of their colleagues and customers. This training includes sessions on cultural differences, stereotypes, and biases, as well as strategies for adapting to different cultural contexts. By increasing cultural awareness, employees are better equipped to avoid misunderstandings and conflicts, fostering a more harmonious work environment.

Conflict resolution training is also an important component of Huawei's cross-cultural communication strategy. The company provides training on effective conflict resolution techniques, including negotiation, mediation, and arbitration. These skills are essential for managing conflicts that may arise due to cultural differences, ensuring that they are resolved in a constructive and respectful manner.

In addition to training programs, Huawei has implemented various communication tools and technologies to facilitate cross-cultural communication. These include video conferencing, instant messaging, and translation software, which help employees communicate more effectively across different time zones and languages.

Moreover, Huawei encourages employees to participate in cross-cultural exchange programs and international assignments. These opportunities allow employees to gain hands-on experience working in different cultural contexts, enhancing their cross-cultural communication skills and fostering a deeper understanding of cultural differences.

In summary, Huawei's success in managing its international activities is largely attributed to its effective cross-cultural management strategies. By understanding cultural differences, establishing common values and goals, promoting inclusivity and diversity, and implementing cross-cultural communication strategies, Huawei has been able to create a cohesive and collaborative work environment that transcends cultural boundaries. These

strategies have enabled Huawei to harness the diverse perspectives and skills of its employees, fostering innovation and competitiveness in the global market.

2.2 Evaluation of Huawei's global strategy

The globalization strategy of Huawei Technologies Co., Ltd., a leading global information and communications technology (ICT) solutions provider, is a comprehensive and multifaceted approach designed to expand its presence and influence across international markets. This section delves into the specific strategies and practices Huawei has employed to successfully implement its globalization efforts.

Huawei's commitment to research and development (R&D) is one of the cornerstones of its globalization strategy. The company has invested heavily in R&D to develop cutting-edge technologies and solutions that cater to the diverse needs of international markets. By focusing on innovation, Huawei has been able to differentiate itself from competitors and establish a strong position in the global ICT landscape.

Huawei's R&D strategy is characterized by its decentralized nature, with research centers located in various regions around the world. This approach allows Huawei to tap into the local knowledge and expertise of its researchers, enabling it to develop products and solutions that are tailored to specific market needs. For instance, Huawei's research center in Sweden focuses on 5G technology and network innovation, while its center in China focuses on artificial intelligence (AI) and cloud computing.

In addition to decentralized research centers, Huawei has also established several joint R&D ventures with universities and research institutions globally. These collaborations provide Huawei with access to cutting-edge research and development capabilities, enabling it to stay ahead of the curve in terms of technological advancements.

Huawei has formed numerous strategic partnerships with other companies, governments, and organizations to enhance its globalization efforts. These

partnerships have been instrumental in expanding Huawei's reach into new markets, accessing critical resources, and developing innovative solutions.

One of Huawei's most significant partnerships is with global carriers and telecommunications providers. By collaborating with these companies, Huawei has been able to gain access to their extensive networks and customer bases, enabling it to sell its products and solutions on a larger scale. Additionally, Huawei has formed partnerships with technology giants such as Google, Intel, and Microsoft to develop integrated solutions that cater to the needs of enterprise customers.

Huawei has also formed strategic alliances with governments and regulatory bodies in various countries. These partnerships have helped Huawei navigate complex regulatory environments, gain approval for its products and solutions, and establish itself as a trusted partner in the global ICT industry.

Huawei has utilized acquisitions as a strategy to expand its product portfolio, gain access to new markets, and acquire critical technologies. Over the years, Huawei has acquired several companies in various fields, including software, cloud computing, and cybersecurity.

One of Huawei's most notable acquisitions was its purchase of Symantec's enterprise division in 2018. This acquisition provided Huawei with access to Symantec's advanced cybersecurity solutions, enabling it to enhance its own cybersecurity offerings and better protect its customers from cyber threats.

In addition to cybersecurity, Huawei has also acquired companies in the fields of cloud computing and AI. These acquisitions have helped Huawei expand its product portfolio, enabling it to offer a more comprehensive range of solutions to its customers.

Huawei's international marketing strategies are characterized by differentiated marketing approaches tailored to meet the unique needs of different markets. This section examines the specific strategies and tactics Huawei has employed to effectively market its products and solutions globally.

Huawei has adopted a market segmentation strategy that categorizes its customers based on various factors such as geography, industry, and product usage.

By segmenting its market, Huawei has been able to tailor its marketing efforts to meet the specific needs and preferences of different customer groups.

For instance, Huawei has developed tailored marketing strategies for its enterprise customers, which focus on showcasing the benefits of its advanced ICT solutions in terms of improved efficiency, reduced costs, and enhanced competitiveness. In contrast, Huawei's marketing efforts for its consumer customers focus on showcasing the features and benefits of its smartphones, tablets, and other consumer electronics products.

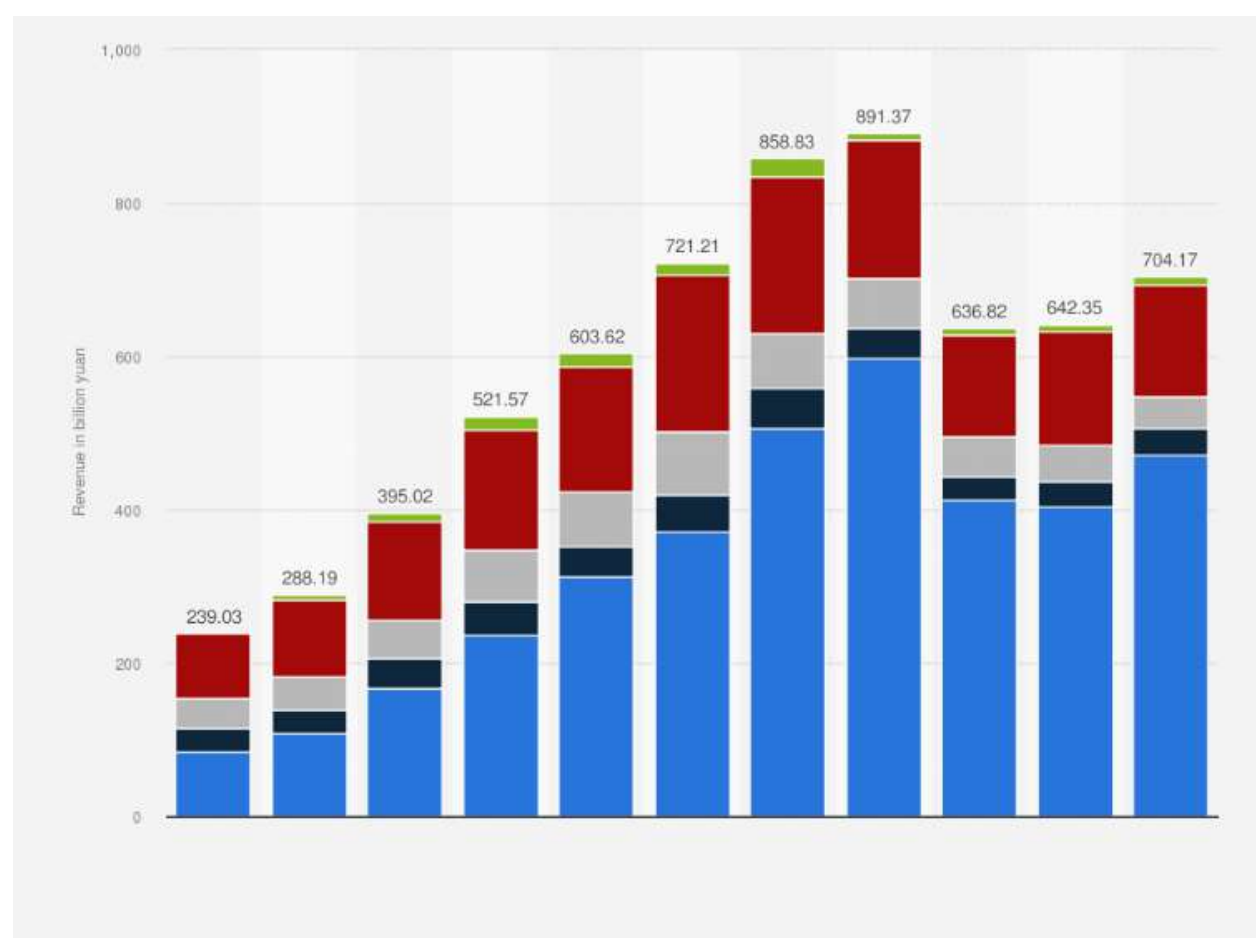


Figure 2.2. Huawei's revenue from 2013 to 2023, by geographical region (in billion yuan)

Huawei's brand positioning strategy has been instrumental in establishing its reputation as a leading global ICT solutions provider. Huawei has positioned itself as an innovator and leader in the field of ICT, emphasizing its commitment to

research and development, technological advancements, and customer-centric solutions.

To strengthen its brand positioning, Huawei has invested heavily in marketing and advertising campaigns that showcase its advanced products and solutions. These campaigns have been designed to create awareness, build brand loyalty, and differentiate Huawei from its competitors.

Huawei has embraced digital marketing as a key strategy to reach and engage with its global customers. The company has developed a comprehensive digital marketing strategy that includes social media marketing, content marketing, search engine optimization (SEO), and email marketing.

Huawei's social media presence is strong, with active accounts on platforms such as Facebook, Twitter, LinkedIn, and Instagram. The company uses these platforms to share news, updates, and insights about its products, solutions, and industry trends. Additionally, Huawei has developed a content marketing strategy that includes creating blog posts, whitepapers, case studies, and infographics that provide valuable information to its target audience.

To enhance its online visibility, Huawei has invested in SEO strategies such as keyword optimization, link building, and content creation. These strategies have helped Huawei improve its search engine rankings, enabling it to attract more organic traffic to its website.

Huawei has implemented a robust CRM system to manage its customer relationships and enhance its marketing efforts. The company's CRM system includes tools for customer segmentation, lead management, sales forecasting, and customer service.

By using CRM, Huawei has been able to gain insights into its customers' preferences, behaviors, and needs. This information has been instrumental in helping Huawei tailor its marketing efforts to meet the specific needs of different customer groups. Additionally, Huawei's CRM system has enabled the company to improve its sales forecasting accuracy, enabling it to make more informed decisions about its product development and marketing strategies.

Cross-cultural management is a critical aspect of Huawei's globalization strategy. The company has developed a range of practices and strategies to manage cultural differences and foster a culture of inclusivity and diversity among its global workforce.

Huawei has implemented cultural awareness and training programs for its employees to help them understand and appreciate the diverse cultures and customs of the countries in which they operate. These programs include workshops, seminars, and online courses that cover topics such as cultural differences, business etiquette, and cross-cultural communication.

By providing cultural awareness training, Huawei has been able to help its employees adapt to different cultural environments, enabling them to work more effectively with colleagues, customers, and partners from different cultural backgrounds.

Huawei has implemented diversity and inclusion policies to promote a culture of inclusivity and diversity among its employees. The company's diversity and inclusion policies emphasize the importance of respecting and valuing the unique perspectives and contributions of all employees, regardless of their race, gender, age, religion, or other cultural factors.

To support its diversity and inclusion policies, Huawei has established employee resource groups (ERGs) that provide a forum for employees to share their experiences, network, and advocate for issues related to diversity and inclusion. Additionally, Huawei has implemented policies to promote workplace equality, such as equal pay for equal work and anti-discrimination policies.

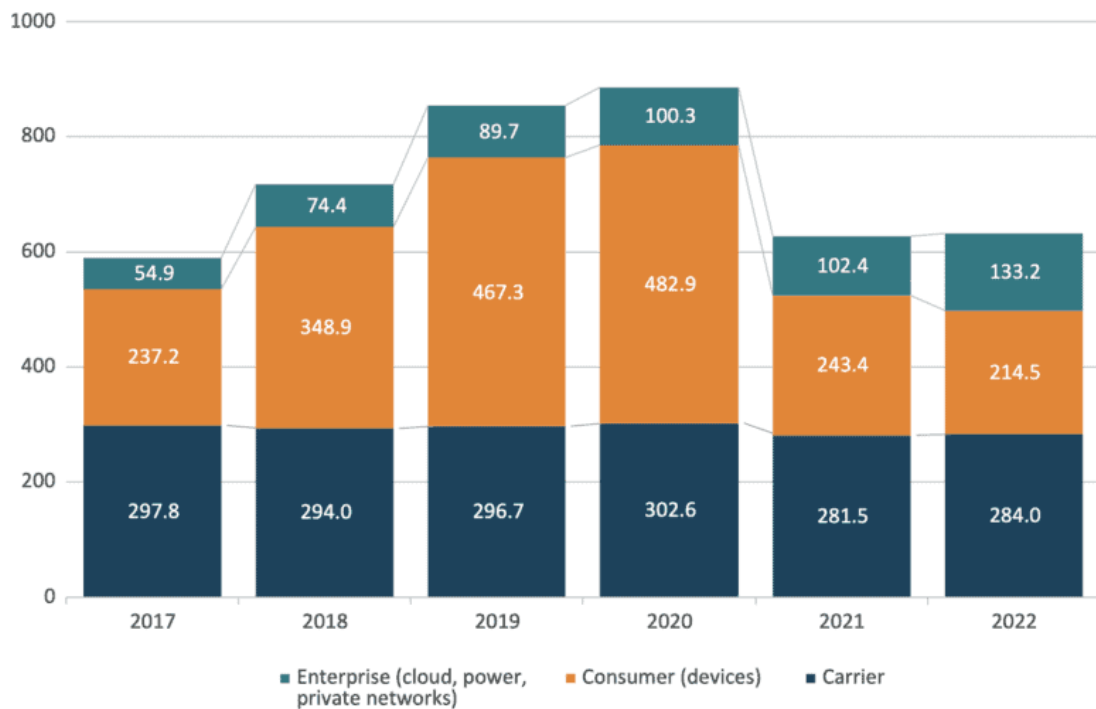


Figure 2.3. Huawei annual revenue by business group (CNY billion)

Huawei has developed cross-cultural communication strategies to help its employees communicate more effectively with colleagues, customers, and partners from different cultural backgrounds. These strategies include using clear and concise language, avoiding cultural stereotypes and assumptions, and adapting communication styles to suit different cultural contexts.

To support its cross-cultural communication strategies, Huawei has provided its employees with training and resources on effective communication techniques, such as active listening, empathy, and nonverbal communication. Additionally, Huawei has established communication guidelines and protocols to help its employees navigate cultural differences and avoid misunderstandings.

Huawei has implemented localization strategies to adapt its products, services, and marketing efforts to different cultural contexts. These strategies include translating its products and services into local languages, adapting its marketing messages to suit local cultural norms, and hiring local talent to represent the company in different countries.

By implementing localization strategies, Huawei has been able to better understand and meet the needs of its customers in different cultural contexts. Additionally, localization has helped Huawei build stronger relationships with its customers, partners, and suppliers, enabling it to operate more effectively in diverse markets.

Huawei's international project management practices are characterized by a robust project management framework that supports its globalization efforts. This section examines the specific strategies and practices Huawei has employed to ensure the success of its international projects.

Huawei has developed standardized project management processes that ensure consistency and quality across all international projects. These processes include project initiation, planning, execution, monitoring, and closing.

The fifth-generation (5G) mobile network technology has emerged as a pivotal force in transforming the digital landscape globally. Among the leading players in this domain, Huawei stands out prominently for its significant contributions and international reach. This section delves into Huawei's international activities in the 5G domain, focusing on its research and development (R&D) efforts, market promotion strategies, partnership building, and cross-cultural management practices.

Huawei's commitment to 5G technology is evident in its substantial investments in R&D. Recognizing the transformative potential of 5G, Huawei has dedicated considerable resources to developing cutting-edge 5G solutions. This section explores Huawei's R&D initiatives, collaborations, and the technological advancements it has achieved in the 5G domain.

Huawei has invested billions of dollars in R&D annually, with a significant portion dedicated to 5G technology. The company has established dedicated R&D centers worldwide, including in China, Europe, and the United States, to leverage global talent and expertise. These centers focus on different aspects of 5G technology, such as network architecture, radio access technologies, core networks, and applications.

Huawei's R&D strategy emphasizes innovation and continuous improvement. The company's research teams work tirelessly to develop new algorithms, protocols, and hardware components that enhance the performance and reliability of 5G networks. Huawei's investment in R&D has paid off, as the company has been able to achieve several breakthroughs in 5G technology, including higher data speeds, lower latency, and increased network capacity.

2.3. Analysis of the influence of cooperation and partnership in R&D on the development of foreign economic activity

Huawei's R&D efforts are not limited to its internal teams. The company has forged strategic collaborations with leading universities, research institutions, and industry partners to accelerate the development of 5G technology. These collaborations enable Huawei to access cutting-edge research, expertise, and technologies from around the world.

For example, Huawei has partnered with top universities such as Stanford University, the Massachusetts Institute of Technology (MIT), and the University of Cambridge to conduct joint research on 5G technologies. These partnerships have led to significant advancements in areas such as wireless communication algorithms, network slicing, and edge computing.

In addition to academic collaborations, Huawei has also forged partnerships with other industry players, including telecommunications operators, equipment vendors, and solution providers. These partnerships enable Huawei to integrate its 5G solutions with existing infrastructure and systems, creating a seamless and comprehensive 5G ecosystem.

Huawei's R&D efforts have resulted in several technological advancements in the 5G domain. One of the most significant achievements is the development of the Huawei 5G end-to-end solution, which includes radio access network (RAN), core network, and transport solutions. This solution enables operators to deploy 5G networks quickly and efficiently, providing high-speed connectivity and ultra-low latency.

Huawei has also made significant progress in developing 5G-enabled applications and services. The company's R&D teams are working on various use cases, such as smart cities, autonomous vehicles, and remote healthcare, to demonstrate the potential of 5G technology. Huawei's 5G-enabled solutions are designed to be scalable and adaptable, enabling enterprises to innovate and transform their businesses in new and exciting ways.

Market promotion is a crucial aspect of Huawei's international activities in the 5G domain. The company has implemented a comprehensive market promotion strategy to showcase its 5G capabilities and solutions to potential customers and partners worldwide. This section explores Huawei's market promotion strategies, including industry events, demonstrations, and public relations activities.

Huawei actively participates in industry events and exhibitions to showcase its 5G technology and solutions. These events provide Huawei with an opportunity to demonstrate its 5G capabilities to potential customers, partners, and industry experts. Huawei's presence at these events helps to raise awareness about its 5G solutions and foster collaboration with other industry players.

For example, Huawei regularly participates in the Mobile World Congress (MWC), a leading mobile industry event held annually in Barcelona. At MWC, Huawei showcases its latest 5G products and solutions, conducts live demonstrations, and engages in panel discussions with industry leaders. These activities help to position Huawei as a thought leader in the 5G domain and strengthen its relationships with industry stakeholders.

In addition to MWC, Huawei also participates in other industry events and exhibitions, such as the Global Mobile Broadband Forum (MBBF) and the GSMA Mobile 360 Series. These events provide Huawei with additional platforms to showcase its 5G technology and solutions, as well as to engage with industry experts and potential customers.

Huawei's market promotion strategy also includes public relations activities, such as press releases, media interviews, and social media campaigns. These

activities help to raise awareness about Huawei's 5G technology and solutions among the broader public, including consumers, businesses, and policymakers.

Huawei regularly issues press releases to announce new 5G products, solutions, and partnerships. These press releases provide detailed information about Huawei's 5G offerings and highlight its achievements in the 5G domain. Huawei also conducts media interviews with industry experts, analysts, and journalists to share its insights on 5G technology and its potential impact on various industries.

In addition to traditional public relations activities, Huawei also leverages social media platforms to promote its 5G technology and solutions. The company has active social media accounts on platforms such as Twitter, LinkedIn, and Facebook, where it shares news, updates, and insights about its 5G activities. Huawei's social media campaigns help to engage with its audience and foster a sense of community around its 5G offerings.

Partnership building is a critical aspect of Huawei's international activities in the 5G domain. The company has forged strategic partnerships with leading telecommunications operators, equipment vendors, and solution providers to create a comprehensive 5G ecosystem. This section explores Huawei's partnership building strategy, including its collaborations with operators, equipment vendors, and solution providers.

Huawei has established strategic partnerships with leading telecommunications operators worldwide to deploy 5G networks and solutions. These partnerships enable Huawei to provide end-to-end 5G solutions that meet the diverse needs of operators, including network planning, deployment, optimization, and maintenance.

Huawei's collaborations with operators include joint research and development, trials, and commercial deployments of 5G networks. For example, Huawei has partnered with Vodafone, Deutsche Telekom, and BT Group to deploy 5G networks in Europe. These partnerships have enabled Huawei to gain insights into the operational needs of operators and refine its 5G solutions accordingly.

Huawei's collaborations with operators also extend to co-innovation initiatives, where the company works with operators to develop new 5G-enabled applications and services. These initiatives help to demonstrate the potential of 5G technology and foster collaboration between Huawei and its operator partners.

Huawei has also forged partnerships with other equipment vendors to create a comprehensive 5G ecosystem. These partnerships enable Huawei to integrate its 5G solutions with those of other vendors, creating a seamless and interoperable network environment.

Huawei's collaborations with equipment vendors include joint research and development, trials, and commercial deployments of 5G network equipment. For example, Huawei has partnered with Ericsson and Nokia to develop 5G radio access network (RAN) solutions. These partnerships have enabled Huawei to leverage the expertise and technologies of other vendors, creating more robust and reliable 5G networks.

Huawei's collaborations with equipment vendors also include co-marketing initiatives, where the company works with its partners to promote their joint solutions to potential customers. These initiatives help to increase awareness about Huawei's 5G solutions and foster collaboration between Huawei and its equipment vendor partners.

Huawei has also established partnerships with solution providers to offer end-to-end 5G solutions that meet the needs of specific industries and applications. These partnerships enable Huawei to integrate its 5G technology with other solutions, such as cloud computing, artificial intelligence, and the Internet of Things (IoT), to create comprehensive and customized solutions for enterprises.

Huawei's collaborations with solution providers include joint research and development, trials, and commercial deployments of 5G-enabled solutions. For example, Huawei has partnered with IBM and Microsoft to develop 5G-enabled cloud computing solutions. These partnerships have enabled Huawei to offer enterprises a seamless and integrated 5G-cloud experience, enabling them to innovate and transform their businesses.

Huawei's collaborations with solution providers also extend to co-selling initiatives, where the company works with its partners to promote their joint solutions to potential customers. These initiatives help to increase awareness about Huawei's 5G-enabled solutions and foster collaboration between Huawei and its solution provider partners.

CHAPTER 3. DIRECTIONS FOR IMPROVEMENT AND PROSPECTS FOR THE DEVELOPMENT OF FOREIGN ECONOMIC ACTIVITY

3.1. Strategies for Enhancing Foreign Economic Activity of Enterprises

Huawei's journey in international expansion has been nothing short of remarkable. From its humble beginnings in China, the company has grown into a global technology giant with a significant presence in various markets worldwide. Huawei's success in international markets can be attributed to its strategic approach, robust infrastructure, and innovative products.

Huawei's globalization strategy has been centered around a few core elements: market penetration, product differentiation, and cultural adaptation. The company has consistently invested in research and development (R&D) to stay ahead of the competition, ensuring that its products meet the evolving needs of international markets. Furthermore, Huawei has adopted a localized marketing approach, tailoring its strategies to suit the unique cultural and economic characteristics of each market it enters.

Huawei's market penetration strategies have been multifaceted, involving a combination of organic growth and strategic partnerships. The company has established a strong presence in emerging markets such as Africa and Latin America, where it has leveraged its technological expertise to provide cost-effective solutions. In developed markets, Huawei has focused on building brand loyalty and differentiating its products through innovation.

Huawei's market penetration strategies have also involved significant investments in infrastructure, including the establishment of research and development centers and manufacturing facilities in various countries. These investments have not only helped Huawei to reduce costs and improve efficiency but have also allowed it to tap into local talent and resources.

Huawei has consistently differentiated its products through innovation and customization. The company has invested heavily in R&D, resulting in the development of cutting-edge technologies such as 5G and artificial intelligence

(AI). Huawei's products are known for their high quality, reliability, and advanced features, which have helped the company to establish a strong reputation in international markets.

In addition to technological innovation, Huawei has also focused on customization to meet the unique needs of different markets. For example, the company has developed specialized products for the telecommunications industry, including base stations and network equipment that are tailored to specific regional requirements. This approach has allowed Huawei to gain a competitive edge in international markets by offering solutions that are tailored to local needs.

Cultural adaptation has been a critical success factor for Huawei in its international expansion. The company has recognized the importance of understanding and respecting local cultures, and has taken steps to ensure that its operations and marketing strategies align with local values and norms.

Huawei has established cross-cultural management teams that include local experts who provide insights into the cultural nuances of each market. These teams work closely with Huawei's headquarters to ensure that the company's strategies are culturally appropriate and effective. Additionally, Huawei has invested in training its employees to develop cross-cultural communication skills, which has helped to foster stronger relationships with local partners and customers.

3.2 Challenges and opportunities in international activity management

Despite its success, Huawei faces several challenges in managing its international activities. These challenges can be broadly categorized into political, economic, and cultural dimensions.

Trade Restrictions and Sanctions: Huawei has faced significant trade restrictions and sanctions from various countries, including the United States. These restrictions have limited Huawei's access to certain technologies and markets, posing a threat to its global supply chain and business operations.

Geopolitical Tensions: Geopolitical tensions between China and other countries have also impacted Huawei's international activities. These tensions have led to increased scrutiny of Huawei's operations and have raised concerns about the company's potential involvement in espionage or other security threats.

Currency Fluctuations: Currency fluctuations can significantly impact Huawei's profitability in international markets. Changes in exchange rates can affect the cost of raw materials, labor, and other inputs, making it difficult for Huawei to maintain consistent pricing and margins.

Competitive Pressures: Huawei faces intense competition from other global technology companies, such as Ericsson, Nokia, and Samsung. These competitors have significant resources and expertise, making it challenging for Huawei to maintain its market share and grow its business.

Cultural Differences: Cultural differences can pose significant challenges for Huawei in international markets. Differences in language, customs, and business practices can lead to misunderstandings and conflicts, making it difficult for Huawei to establish strong relationships with local partners and customers.

Local Regulations and Standards: Each country has its own set of regulations and standards that must be adhered to. Navigating these complex regulatory environments can be challenging for Huawei, particularly in markets where the company has limited experience or expertise.

Despite these challenges, Huawei faces several opportunities for growth and expansion in international markets.

Huawei has a strong reputation for technological innovation, particularly in the fields of 5G, AI, and cloud computing. These technologies offer significant growth opportunities for Huawei, as they are expected to drive demand for advanced telecommunications infrastructure and services in the coming years.

Emerging markets such as Africa and Latin America offer significant growth potential for Huawei. These markets are characterized by rapid economic growth, increasing demand for technology, and a young, tech-savvy population. Huawei

can leverage its technological expertise and localized marketing strategies to tap into these markets and establish a strong presence.

Huawei has the opportunity to form strategic partnerships with other global companies to expand its reach and capabilities. These partnerships can help Huawei to access new markets, technologies, and resources, while also allowing it to share risks and costs with other players in the industry.

Huawei can diversify its product offerings to cater to different market segments and customer needs. For example, the company can expand its portfolio of consumer electronics products, such as smartphones and tablets, to target younger and more tech-savvy consumers. Additionally, Huawei can develop specialized solutions for vertical industries, such as healthcare, education, and transportation, to tap into new growth opportunities.

3.3. Prospects for the Development of Foreign Economic Activity of Enterprises in the Context of Globalization

Based on the comprehensive analysis presented above, the following strategic recommendations are proposed for Huawei to manage its international activities effectively:

To mitigate the risks associated with trade restrictions and sanctions, Huawei should strengthen its political relationships with key countries and international organizations. This can be achieved by engaging in dialogue and cooperation with governments, industry associations, and other stakeholders to address concerns about security and trade issues.

Additionally, Huawei should enhance its compliance efforts to ensure that its operations and marketing strategies align with local laws and regulations. This includes establishing robust internal controls and monitoring mechanisms to detect and prevent any potential violations of trade restrictions or sanctions.

To reduce the impact of currency fluctuations and other economic risks, Huawei should diversify its supply chain and implement effective risk management strategies. This includes sourcing raw materials and components from multiple

suppliers in different countries, establishing alternative manufacturing facilities, and using financial hedging instruments to mitigate currency risks.

Furthermore, Huawei should develop contingency plans to address potential disruptions in its supply chain, such as natural disasters or geopolitical events. These plans should include alternative sources of supply, inventory management strategies, and crisis communication protocols to ensure business continuity.

To overcome cultural challenges, Huawei should enhance its cultural competence and localization efforts. This includes investing in training and development programs for its employees to improve their cross-cultural communication skills and understanding of local customs and business practices.

Additionally, Huawei should establish localized marketing strategies that resonate with local consumers and partners. This includes adapting its product offerings, pricing strategies, and promotional activities to suit the unique needs and preferences of each market.

To maintain its competitive edge, Huawei should continue to invest in research and development. This includes funding cutting-edge technologies such as 5G, AI, and cloud computing, as well as exploring new areas of innovation, such as the Internet of Things (IoT) and blockchain.

Furthermore, Huawei should establish partnerships with academic institutions, research organizations, and startups to tap into new ideas and technologies. These partnerships can help Huawei to stay ahead of the competition and develop innovative solutions that meet the evolving needs of international markets.

To diversify its revenue streams and tap into new growth opportunities, Huawei should expand its product offerings and develop specialized solutions for vertical industries. This includes expanding its portfolio of consumer electronics products, such as smartphones and tablets, and developing solutions for healthcare, education, transportation, and other verticals.

Additionally, Huawei should explore opportunities to collaborate with other companies in the technology ecosystem, such as software developers, hardware

manufacturers, and cloud service providers. These collaborations can help Huawei to create integrated solutions that offer greater value to customers and partners.

To build and maintain brand loyalty, Huawei should focus on delivering exceptional customer service and support. This includes establishing dedicated customer service teams in each market, providing timely and effective responses to customer inquiries and complaints, and offering after-sales support and maintenance services.

Additionally, Huawei should invest in marketing and branding efforts to raise

CONCLUSIONS

In conclusion, the management of international activities for enterprises such as Huawei presents a multifaceted and intricate challenge that necessitates a profound comprehension of globalization strategies, international marketing theories, cross-cultural management principles, and their practical implementations. Huawei's journey serves as a paradigm of how enterprises can effectively navigate the complexities and harness the opportunities of globalization.

The comprehensive analysis conducted in this research paper reveals that Huawei's success in the global ICT market is attributed to its multifaceted approach, which combines organic growth, strategic partnerships, and acquisitions. Huawei's globalization strategy is underpinned by a strong commitment to research and development (R&D), which has enabled the company to stay ahead of the competition and offer cutting-edge solutions to its customers worldwide.

In terms of international marketing, Huawei has demonstrated a keen understanding of local markets, adopting differentiated marketing strategies and effectively adapting to cultural differences. The company's leverage of digital marketing has also been pivotal in building brand loyalty and expanding its customer base. Huawei's focus on understanding consumer preferences and behaviors has allowed it to tailor its products and services to meet the unique needs of different markets.

Cross-cultural management is another critical aspect of Huawei's international activity management. The company has established a robust framework for understanding cultural differences, establishing common values and goals, promoting inclusivity and diversity, and implementing cross-cultural communication strategies. These efforts have facilitated seamless integration and collaboration across different cultural backgrounds, enhancing Huawei's operational efficiency and employee satisfaction.

The case study on Huawei's international activities in the 5G domain further underscores the company's prowess in managing complex international projects. Huawei's investment in 5G technology R&D, aggressive market promotion,

strategic partnership building, and cross-cultural management practices have positioned it as a leading player in the global 5G market. The company's ability to navigate regulatory hurdles and geopolitical tensions has also demonstrated its resilience and adaptability in the face of adversity.

The challenges and opportunities faced by Huawei in managing its international activities are representative of those encountered by other enterprises engaging in globalization. The rapidly evolving global market landscape, increasing competition, and changing consumer preferences pose significant challenges. However, these challenges also present opportunities for enterprises to innovate, differentiate themselves, and capture new markets.

Based on the insights gained from the empirical study and case study presented in this research paper, the following strategic recommendations are proposed for Huawei:

Continue Investing in R&D: Huawei should maintain its commitment to R&D to stay ahead of the competition and offer innovative solutions to customers. This includes investing in emerging technologies such as artificial intelligence, Internet of Things (IoT), and blockchain.

Enhance Digital Marketing Capabilities: Huawei should further develop its digital marketing capabilities to reach a broader audience and build stronger brand loyalty. This includes leveraging social media platforms, search engine optimization (SEO), and content marketing strategies.

Strengthen Cross-Cultural Management Practices: Huawei should continue to refine its cross-cultural management practices to foster a more inclusive and diverse workplace. This includes providing cultural sensitivity training, promoting intercultural communication, and establishing common values and goals across different cultural backgrounds.

Expand Strategic Partnerships: Huawei should seek to establish strategic partnerships with other leading companies in the ICT industry to enhance its product offerings and expand its market reach. This includes collaborating on R&D projects, co-marketing initiatives, and joint ventures.

Navigate Regulatory Hurdles: Huawei should continue to monitor and adapt to regulatory changes in different markets to minimize risks and maximize opportunities. This includes engaging with policymakers, complying with local regulations, and building strong relationships with government and industry stakeholders.

In summary, the management of international activities for enterprises requires a holistic approach that integrates globalization strategies, international marketing theories, cross-cultural management principles, and practical implementations. Huawei's case serves as a valuable example of how enterprises can successfully navigate the challenges and opportunities of globalization. By embracing these principles and adopting a multifaceted approach, enterprises can enhance their competitiveness and resilience in the global market. As an aspiring researcher in the field of international business management, I am excited to continue exploring the evolving strategies and practices employed by enterprises to manage their international activities effectively. Through rigorous research and analysis, I believe we can gain a deeper understanding of the challenges and opportunities faced by enterprises in the global market and develop innovative solutions to address these challenges.

Acknowledgements as I conclude this thesis on the Management of International Activity of the Enterprise, with Huawei as the focal point of analysis, I am filled with gratitude towards all those who have generously contributed to my research journey.

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