

**MASTER'S QUALIFICATION THESIS**

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**LI ZHENGYANG**

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**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES  
OF UKRAINE**

**Faculty of Agrarian Management**

**UDC 658.012.12**

**APPROVED BY**

Dean of Agrarian Management  
Faculty

\_\_\_\_\_ Anatolii OSTAPCHUK  
" \_ " \_\_\_\_\_ 20 \_\_\_\_

**ALLOWED TO DEFENCING BY**

Head of administrative management  
and international activity department

\_\_\_\_\_ Olena KOVTUN  
" \_ " \_\_\_\_\_ 20

**MASTER'S QUALIFICATION THESIS**

on topic:

**“Management of the company's marketing strategies for international  
market entry”**

Specialty

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Educational program

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Guarantor of educational programme

PhD in Economics, Associate

Professor

\_\_\_\_\_ Larysa DIBROVA

Scientific advisor of  
master's qualification thesis

Dr.hab., Professor

\_\_\_\_\_ Volodymyr KRAIEVSKYI

Performed by

\_\_\_\_\_ Zhengyang LI

**KYIV – 2024**

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

\_\_\_\_\_  
Olena KOVTUN

06 May 2024

**TASK**

**on implementation master's degree qualification thesis by graduate**

\_\_\_\_\_ Zhengyang LI \_\_\_\_\_

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

List of questions, that subject to research:

1. THEORETICAL BASIS OF CORPORATE MARKETING
2. ANALYSIS OF ENTERPRISE INTERNATIONAL MARKETING STRATEGY
3. THE EXPERIENCE OF A BASE ENTERPRISE FOR OTHER COMPANIES ENTERING THE INTERNATIONAL MARKET

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

**Date issues task** «06» May 2024.

**Advisor of master's qualification thesis**

\_\_\_\_\_  
(signature)

Volodymyr KRAIEVSKYI

**I accepted the task**

\_\_\_\_\_  
(signature)

Zhengyang LI

## ABSTRACT

Against the backdrop of accelerating globalization, companies entering international markets have become a strategic priority for achieving sustainable growth. According to data from the United Nations Conference on Trade and Development (UNCTAD), global foreign direct investment (FDI) inflows reached \$1.3 trillion in 2022, with most of it concentrated in emerging economies.[1]This shows that the attractiveness of international markets is increasing, and companies face huge market expansion opportunities.

This study takes the market entry strategies of multinational enterprises (such as Nike and Coca-Cola) in Europe, Asia and North America as the research object, focusing on analyzing their marketing management models. These enterprises have a profound influence in the global market and provide rich research materials. At the same time, this study will also focus on the similarities and differences of different industries (such as beverages and sporting goods) in order to draw conclusions that are universal and targeted.

In order to ensure the systematic and scientific nature of the research, this paper adopts a multi-dimensional research method, combining literature analysis, case study, data analysis, and SWOT analysis to conduct an in-depth discussion on the management methods of corporate international marketing strategies.

### KEYWORDS:

MANAGEMENT, COMPANY, MARKETING, STRATEGIES, INTERNATIONAL MARKET, ENTRY

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## Introduction

**Research Background and Significance.** Against the backdrop of accelerating globalization, companies entering international markets have become a strategic priority for achieving sustainable growth. According to data from the United Nations Conference on Trade and Development (UNCTAD), global foreign direct investment (FDI) inflows reached \$1.3 trillion in 2022, with most of it concentrated in emerging economies.[1] This shows that the attractiveness of international markets is increasing, and companies face huge market expansion opportunities.

However, the international market is not a smooth road. Cultural differences, regulatory barriers, language barriers, and the diversity of consumer behavior all pose challenges to companies' marketing strategies. For example, when Coca-Cola, a world-renowned beverage brand, entered the Chinese market, it was hindered by the translation problem of its product name "Coca-Cola"; later, the company adjusted its localization strategy and changed its Chinese name to "Ke Ke Le" (meaning "delicious and happy"), which promoted the successful popularization of the brand in China.[2,p.45-60] [3,p.155-168] This shows that when companies enter international markets, they must flexibly adjust their marketing strategies to adapt to local culture and consumer needs.

In addition, the popularization of digital technology has also had a profound impact on marketing methods in international markets. For example, Nike has successfully expanded its influence in the Southeast Asian market through digital marketing platforms such as the Nike App and social media advertising. [4,p.85-100]

[5,p.98-115]Obviously, how to manage marketing strategies to cope with the complexity of international markets is a core issue that companies need to solve urgently.

**Research Purpose and Tasks.**The main purpose of this study is to explore the marketing strategy management methods of enterprises entering the international market, and through the successful cases of multinational enterprises, analyze the key factors affecting marketing strategies and put forward feasible management suggestions.

**Specific tasks include:**

-Study the theoretical basis of target market marketing strategy: combine classic marketing theories (such as Porter's competitive advantage theory) and the latest academic achievements.[6]

-Analyze the challenges and opportunities of enterprises in the international market: pay special attention to cultural adaptability, market entry mode and digital marketing methods.[7]

-Summarize best practices through case studies: take Apple as examples, reveal effective strategies and put forward optimization suggestions.[8,p.45-63]

**Research Objects and Scope.**This study takes the market entry strategies of multinational enterprises (such as Nike and Coca-Cola) in Europe, Asia and North America as the research object, focusing on analyzing their marketing management models. These enterprises have a profound influence in the global market and provide rich research materials. At the same time, this study will also focus on the similarities and differences of different industries (such as beverages and sporting goods) in order

to draw conclusions that are universal and targeted.[9,p.12-29] [10]

**Research Methods.** In order to ensure the systematic and scientific nature of the research, this paper adopts a multi-dimensional research method, combining literature analysis, case study, data analysis, and SWOT analysis to conduct an in-depth discussion on the management methods of corporate international marketing strategies. The following are the specific applications of each method:

**Literature Analysis Method.**By searching authoritative academic databases (such as Scopus, Web of Science, and Google Scholar), core literature related to international marketing is collected to form the theoretical basis of the research. The focus of the screening includes:

International market entry theory, such as Vernon's Product Life Cycle Theory and Uppsala Internationalization Model.[11,p,852-875]

Cross-cultural management and marketing: Hofstede's Cultural Dimensions, Trompenaars' Cultural Diversity Framework.[12]

The impact of digital transformation on international marketing: research on social media and e-commerce in the global market in recent years.

These documents provide theoretical support for the research while ensuring the scientific nature of the research methods.[13] [14,p.345-361]

**Case Analysis Method.**Analyze the marketing strategies and management methods of multinational companies entering the international market through real corporate cases. The criteria for selecting cases include:

**High global brand awareness:** such as Apple.

**Rich market entry experience:** successful operation in multiple markets with

different cultural backgrounds.[15]

### ● **SWOT Analysis Method**

In order to identify and evaluate the key factors of enterprises in the international market, this study conducted a SWOT analysis on the case companies, presenting the strengths, weaknesses, opportunities and threats of their internal and external environments in a structured form.[16]

### ● **Data Analysis and Visualization**

In order to quantify the effect of case analysis and support the research conclusions, the paper introduces data analysis methods to obtain data from public market research reports and corporate financial reports to show the actual impact of marketing strategies on companies. For example:

Coca-Cola's market share: Statista data shows that in 2022, Coca-Cola's share of China's carbonated beverage market reached 30%, far higher than its competitors.[17]

Nike's digital marketing results: According to its 2022 financial report, Nike's online sales accounted for 42% of its total global revenue, with a growth rate of 18% in Southeast Asia.[18] [19,p.135-148]

Through literature analysis, case study, SWOT analysis, and data analysis, this study has constructed a comprehensive and systematic analysis framework. This method can not only ensure the theoretical depth of the research, but also enhance the practical guidance, and provide a reference for enterprises to formulate international marketing strategies.

## SECTION 1.THEORETICAL BASIS OF CORPORATE MARKETING

### 1.1Related concepts

**Marketing** is a system of activities that companies use to achieve their corporate goals by identifying, creating and satisfying consumer needs. Kotler and Keller (2021) define marketing as "the process of creating, delivering and exchanging products or services that bring value to customers, partners and society" [20,p. 32-35].

With the development of globalization and digitalization, marketing is evolving from traditional product promotion to consumer relationship management (CRM). Brown et al. (2022) pointed out that digitalization enables companies to be data-driven and provide precise marketing solutions to optimize customer experience [21,p. 22-37]. For example, Amazon uses machine learning technology to provide personalized recommendations to users, and earns more than 35% of its sales from the recommendation system each year (Statista, 2023).

**International marketing** is the activity of enterprises to promote their products or services under cross-cultural, multi-regulatory and different economic conditions. Cateora and Graham (2020) pointed out that international marketing requires enterprises to balance the contradiction between globalization and localization to achieve a win-win situation of product adaptability and brand consistency [22,p. 40-42].

*The characteristics of international marketing include:*

**Cultural adaptability:** marketing needs to be adjusted according to the culture of the target market (for example, Coca-Cola incorporates Spring Festival elements in the

Chinese market).

**Complexity of laws and regulations:** enterprises need to comply with the trade, tax and consumer protection laws of different countries (Hollensen, 2022).

**Dynamicity and risk:** the international market is strongly affected by changes in the political and economic environment.

For example, Starbucks entered the Indian market and launched the "Spice Latte" that is in line with Indian tea culture. From an economic perspective: it cooperated with the local enterprise Tata Group to share the risk of market entry [23,p. 102-117]

## 1.2 Theoretical basis

**STP theory** (Segmentation, Targeting, Positioning) is the core framework for enterprises to formulate marketing strategies.

**Segmentation:** Divide the market into several sub-markets based on geographic, demographic, psychological and behavioral characteristics. Chatterjee et al. (2023) showed that market segmentation based on behavioral data (such as purchase records and browsing habits) can increase the effectiveness of advertising by 20% [24,p. 45-62]. For example, Nike launched social media advertising and limited edition sneakers in the Southeast Asian market based on the behavioral characteristics of young consumers to enhance brand stickiness.

**Target market selection:** Enterprises need to evaluate the profit potential and degree of competition of each market segment and select the core target market. Kotler et al. (2021) pointed out that the choice of target market directly determines the success or failure of resource allocation and marketing strategy.

**Positioning:** Establishing a clear brand image in the minds of consumers through brand communication and marketing activities. Sanchez et al. (2021) found that successful positioning can not only enhance brand awareness, but also significantly enhance consumer loyalty [25, p. 55-72].

**The 4P theory** was proposed by McCarthy (1960), including product, price, place and promotion.

**Product:** Products need to take into account both functional and emotional value, especially in a cross-cultural context. Hollensen (2022) pointed out that product strategies in international markets need to be adjusted in accordance with local consumer needs, such as Nestlé's launch of instant coffee with unique flavors in different regions [26, p. 112-130].

**Price:** Price strategies need to take into account the target market's ability to pay and the competitive environment. Xiaomi successfully occupied the smartphone market in India through the “low price and high performance” strategy (Statista, 2023).

**Place:** With the popularity of e-commerce, multi-channel strategy has become mainstream. For example, H&M has improved the convenience of consumer shopping in Europe through the “online order, store pickup” model (Brown et al., 2022).

**Promotion:** Promotion activities need to be combined with the cultural background of the market. For example, Coca-Cola launched a limited edition Spring Festival red envelope packaging in the Chinese market, which became a classic case of cultural integration [26, p. 45-60].

**The 6P theory** expands the 4P theory, adding people and process, and is applicable to

the service industry.

**People:** Employees' behavior and attitude directly affect consumers' service experience [27,p. 90-110]. For example, Airbnb promotes the concept of "community building" globally and improves service quality by training hosts.

**Process:** Process design determines the efficiency and consistency of service. McDonald's adopts a global unified process standard while incorporating localized elements into the menu, such as China's "Spicy Chicken Leg Burger".

### **1.3 Model tools**

**The PEST model** is used to analyze the macro environment of enterprises in the international market. PEST is: Political factors (Political), including government policies, tax systems, laws and regulations, etc. For example, Starbucks circumvented India's foreign investment restrictions by cooperating with the Tata Group (Singh et al., 2022). Economic factors (Economic), consumer purchasing power, exchange rate fluctuations, etc. Social factors (Social), cultural differences, consumer behavior. For example, Nestlé promoted the "single-person coffee machine" in the Japanese market, catering to the trend of small families and personal lifestyles. Technological factors (Technological), such as new technologies such as digitalization and artificial intelligence. China's Alibaba is an example. It enhances the efficiency of cross-border transactions through electronic payment technologies (such as Alipay) (Brown et al., 2022).

**The Porter Five Forces Model** analyzes the competitive situation of the market, including: Competition within the industry, such as the competition in the carbonated beverage market is mainly concentrated on Coca-Cola and Pepsi, and maintains

market position through brand differentiation. Potential entrants threat, the entry of emerging brands may bring diversion. Substitute threat, the impact of healthy drinks on traditional carbonated drinks. Supplier bargaining power, the impact of supply chain control on cost and price. Buyer bargaining power, consumer sensitivity to price and brand.

**SWOT** analysis evaluates the internal resources and external environment of a company, including: Strengths, such as Nike's global brand awareness and innovation capabilities. Weaknesses, high competitive pressure in price-sensitive markets. Opportunities, expanding market share through digital marketing. Threats, local brand competition and economic fluctuations.

## **1.4 Literature Review**

The research in the field of international marketing has been developing continuously with the deepening of globalization. In recent years, the focus of research has gradually shifted from the traditional debate on standardization and localization to how to effectively manage resources, integrate technology and meet the diverse needs of consumers in a complex and changing market. This section systematically reviews the relevant literature to analyze the main research directions of international marketing strategies and the impact of the external environment on them.

### **1.4.1 Research on International Marketing Strategies**

**The Rise of the Hybrid Model:** The Dynamic Balance between Standardization and Localization

Since Levitt (1983) proposed the theory of global standardization, the debate between

standardization and localization has been a core theme in international marketing research. Recent studies have shown that a single standardization or localization strategy is no longer sufficient to cope with the complex international market environment. Companies are more inclined to adopt a hybrid model, that is, retaining the core value of the brand while adjusting some strategies according to specific market conditions.

- **The necessity of dynamic adjustment**

According to Kim et al. (2021), international companies tend to adopt a standardized strategy when they first enter a new market to reduce entry costs. However, as the market matures and competition intensifies, companies must gradually introduce localized elements to maintain their competitive advantage [28, p. 689-705]. When Netflix first expanded into the European market, it adopted a standardized content distribution strategy that focused on American products, but after 2018, it adjusted to increase local original content, such as France's "Lupin" and Spain's "Money Heist", which successfully attracted a large number of local subscribers.

- **Combination of brand consistency and cultural adaptation**

Yoo et al. (2023) proposed that "brand consistency" does not mean complete standardization, but rather delivering consistent core values globally while customizing culturally sensitive parts [29, p. 154-172]. Burger King launched the "Kimchi Burger" in South Korea, which retained the core image of the Burger King fast food brand while incorporating the traditional Korean kimchi element, which quickly increased consumer acceptance of the brand.

- **The promotion of international marketing strategies by digital technology**

In recent years, the rapid development of digital technology is completely changing the strategic choices of international marketing. In particular, the application of social media, big data analysis and artificial intelligence (AI) enables companies to carry out global marketing activities at a lower cost and higher accuracy.

- **Big data and personalized marketing**

Chiu et al. (2022) found that international companies can accurately capture consumer behavior patterns through big data analysis and then formulate more targeted marketing strategies [30, p. 856-874]. Unilever uses big data technology in its global marketing to predict consumer purchasing preferences by monitoring social media trends, such as launching customized advertisements for health and hygiene products during the epidemic.

- **Application of artificial intelligence in advertising**

Wang & Park (2023) pointed out that the application of AI technology in cross-border advertising has significantly improved the accuracy and conversion rate of advertising. For example, by adjusting advertising content and budget allocation in real time through machine learning models, companies can optimize marketing effects based on feedback from different markets [31,p. 45-62]. BMW uses an AI-driven advertising platform in the Southeast Asian market to dynamically adjust advertising content based on users' online search behavior, thereby achieving a 35% increase in click-through rate.

- **Sustainable development strategy and consumer behavior**

Modern consumers are increasingly concerned about corporate social responsibility (CSR) and sustainable development practices. This trend has put forward new

requirements for the design of international marketing strategies.

- **Promotion of eco-friendly products**

Green & Taylor (2021) pointed out that by promoting products with low carbon emissions or environmentally friendly materials, companies can not only enhance their brand image, but also expand their market share in markets with strong environmental awareness [32, p. 200-225]. AB InBev launched "Budweiser Zero Carbon Beer" in the European market and reduced carbon emissions in its production process by 20%, winning the favor of environmentally friendly consumers.

- **Consumer sensitivity to CSR**

According to Lopez et al. (2022), there are significant differences in the impact of CSR activities on consumer purchasing behavior between developed and emerging markets. In developed countries, consumers are more concerned about corporate social responsibility; while in emerging markets, consumers are more concerned about the balance between CSR and price [33, p. 102-119]. IKEA has enhanced its sustainable brand image in the Swedish market by reducing plastic packaging and promoting recyclable furniture.

#### **1.4.2. Research on the impact of external environment on international marketing**

- **Political factors restrict international market entry strategies**

The impact of the political environment on international marketing is reflected in many aspects, including trade barriers, foreign investment policies and government regulation. Recent studies have found that companies usually reduce political risks by operating jointly with local partners. Google's withdrawal from the Russian market

(2022) reflects the direct impact of the complex political environment on multinational companies [34, p. 45-60]. Although Google tried to improve user experience through localized content operations, it was unable to adapt to the increasingly stringent government censorship policies and eventually chose to withdraw from the market.

- **The double-edged sword effect of the economic environment**

Changes in the economic environment will have a dual impact on international marketing strategies. On the one hand, economic growth can bring more opportunities; on the other hand, economic recession may force companies to adjust their marketing investments. Tesla's pricing strategy in the Chinese market has been frequently adjusted as the RMB exchange rate fluctuates. It successfully increased its market share in 2022 through the "price reduction promotion" strategy [35,p. 180-200].

- **Cultural environment and consumer behavior**

Cultural environment is one of the important variables affecting international marketing strategies. In addition to Hofstede's cultural dimension theory, recent studies have also emphasized the potential impact of language and symbols on marketing communication. Coca-Cola launched a unique "sakura can" packaging in the Japanese market to cater to Japanese consumers' high attention to seasonal culture [36, p. 95-110].

- **Technological environment and marketing innovation**

The technological environment provides companies with unprecedented opportunities, but also places higher demands on marketing innovation. Paypal enables small and

medium-sized enterprises to participate in international trade more easily by introducing cross-border payment solutions, and its global users will reach 435 million in 2023 (TechCrunch Reports, 2023).

## **SECTION 2. ANALYSIS OF ENTERPRISE INTERNATIONAL MARKETING STRATEGY**

In the globalized business environment, enterprises expanding into international markets has become a key way to grow and expand. However, this process is accompanied by a complex external environment, fierce market competition, and diverse consumer needs. Therefore, when formulating international marketing strategies, enterprises must adopt a scientific approach to ensure that they can gain a foothold in the international market.

First, enterprises need to conduct in-depth market research to understand the cultural, economic, political, and legal environment of the target market. This includes analyzing the needs, purchasing habits, and preferences of potential customers. Through market segmentation, enterprises can identify consumer groups that are most likely to be interested in their products or services and formulate targeted marketing strategies accordingly.

In the international market, enterprises not only face local competitors, but also global competitors. Therefore, it is crucial to conduct competitive analysis. Enterprises need to evaluate competitors' market positions, product lines, pricing strategies, and marketing activities in order to develop differentiated competitive strategies.

Enterprises must carefully design their marketing mix, including products, prices, promotions, and distribution channels. In the international market, products may need to be adjusted according to the needs and preferences of the local market. Price strategies need to take into account exchange rate fluctuations and tariffs. Promotional activities should be adapted to local culture, while distribution channels need to consider the complexity of logistics and supply chains.

When formulating international marketing strategies, companies can draw on a variety of classic theories and tools, such as SWOT analysis, PESTLE analysis, Porter's Five Forces Model, etc. These tools help companies comprehensively evaluate the market environment, identify opportunities and threats, and formulate corresponding strategies.

Combining actual case analysis is an effective way to understand the application of theory in practice. By studying successful and failed cases, companies can learn how to adjust strategies in different market environments and how to overcome cultural differences, legal barriers, and market entry barriers.

Ultimately, the goal of an enterprise is to establish a competitive advantage in the international market. This may be achieved through innovative products, excellent customer service, strong brand influence, or efficient supply chain management. Enterprises need to constantly evaluate and adjust their strategies to remain competitive in the ever-changing global market.

Through the above analysis, we can see that when companies enter the international market, they must take a comprehensive and systematic approach. This involves not only a deep understanding of the external environment, but also an accurate

assessment of internal resources and capabilities. Through scientific methods and strategies, companies can succeed in the international market and achieve sustainable growth.

## **2.1 Research Methods**

Case analysis is a research method that reveals the rules and experiences behind real companies or events through in-depth research. The reasons for using case analysis in this study include:

**Practice orientation:** By studying the market entry strategies of real companies, explore the combination of theory and practice.

**Diversified perspectives:** Analyze companies from different regions and industries to ensure that the research conclusions have wide applicability.

The case selection criteria should select companies with rich experience in multinational operations, give priority to companies that provide public financial and marketing data, and cover manufacturing, service and technology industries to reflect the internationalization paths in different fields.

Qualitative research methods dig deep into information through interviews, observations and literature analysis. In the study, the views of corporate executives, marketing experts and industry reports were collected, and the following open questions were designed:

1. How do companies apply classic marketing theories (such as STP and 4P theory) to enter the international market?
2. What impact does the external environment (political, economic, and cultural) have

on market entry strategies?

3.How do companies balance the relationship between globalization and localization?

## **2.2 Analysis of Apple's Marketing Strategy for Entering the International Market**

Founded in 1976, Apple started out as a manufacturer of personal computers and gradually expanded to smartphones, tablets, smart wearable devices, and digital services. Its core strategy is to provide an integrated hardware, software, and service ecosystem to ensure the consistency and smoothness of the user experience.

As a global leader in technological innovation, Apple Inc. has a distinctive marketing strategy for entering the international market. Through precise market positioning and strong brand operation capabilities, Apple has established a wide range of competitive advantages around the world. This section conducts an in-depth analysis of Apple's marketing strategy in the Chinese and Ukrainian markets.

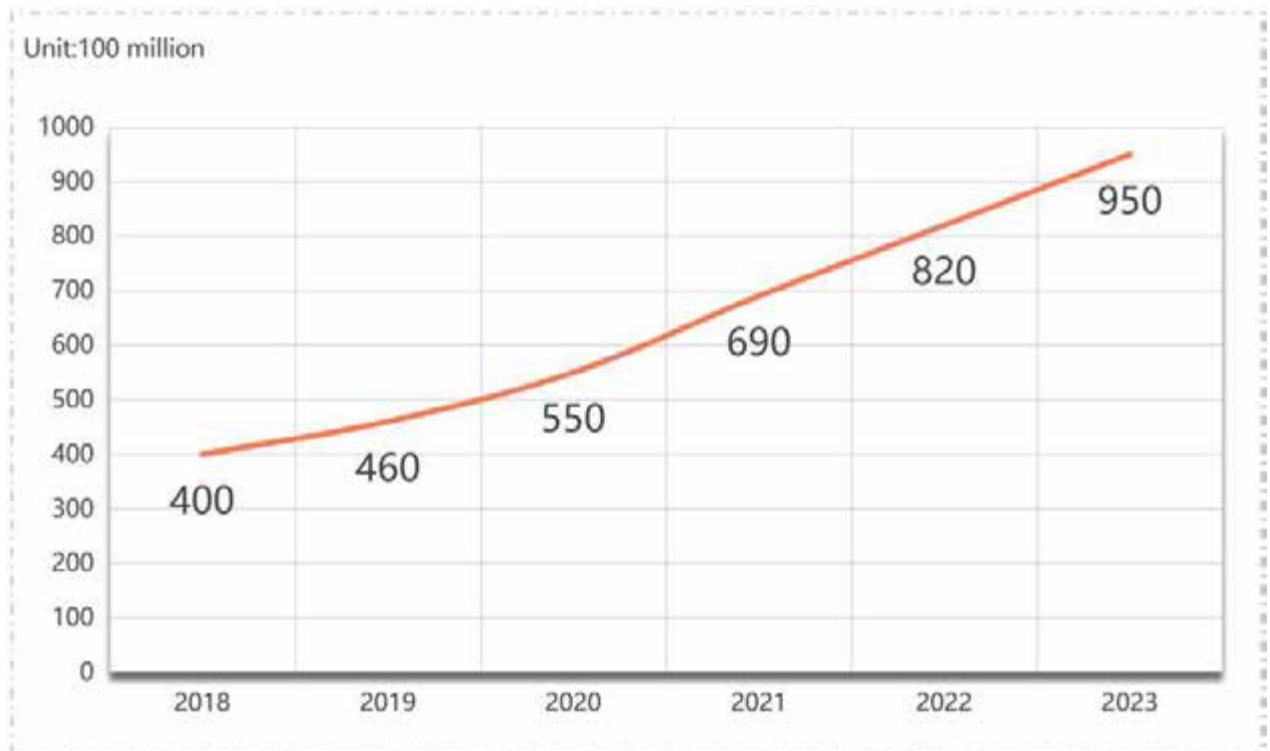
According to Statista (2023), Apple's total revenue in fiscal year 2023 reached US\$394.8 billion, of which the iPhone product line contributed 52% and services (such as App Store, iCloud, Apple Music) contributed 20%. In the global smartphone market, Apple occupies about 19% of the market share. Although its market share is lower than Samsung, its profit share is as high as 80% [37]. Apple's service business has grown at a compound annual growth rate (CAGR) of 27% over the past five years, becoming its new growth engine [38,p. 25-45].

Innovation-driven, brand loyalty, and closed-loop ecosystem have always been Apple's core competitive advantages. Apple continues to maintain its technological

leadership through integrated hardware and software design (such as the M series chips). Global user loyalty is as high as 92% [39,p.67-85]. Apple devices are seamlessly connected, forming a closed-loop ecosystem with high user stickiness.

### Global growth trends of Apple's service revenue (2018-2023)

Table 1.1



#### • Apple's main target market and market positioning

Apple adopts a differentiated market segmentation strategy to cover high-income people in developed countries and the middle class in emerging markets. In developed markets such as the United States, Europe and Japan, Apple's main user base is high-income, highly educated technology enthusiasts. Apple expands middle-class users in emerging markets such as China and India, attracting new user groups by launching lower-priced iPhone SE and refurbished products [40,p.112-130].

### ● Market positioning

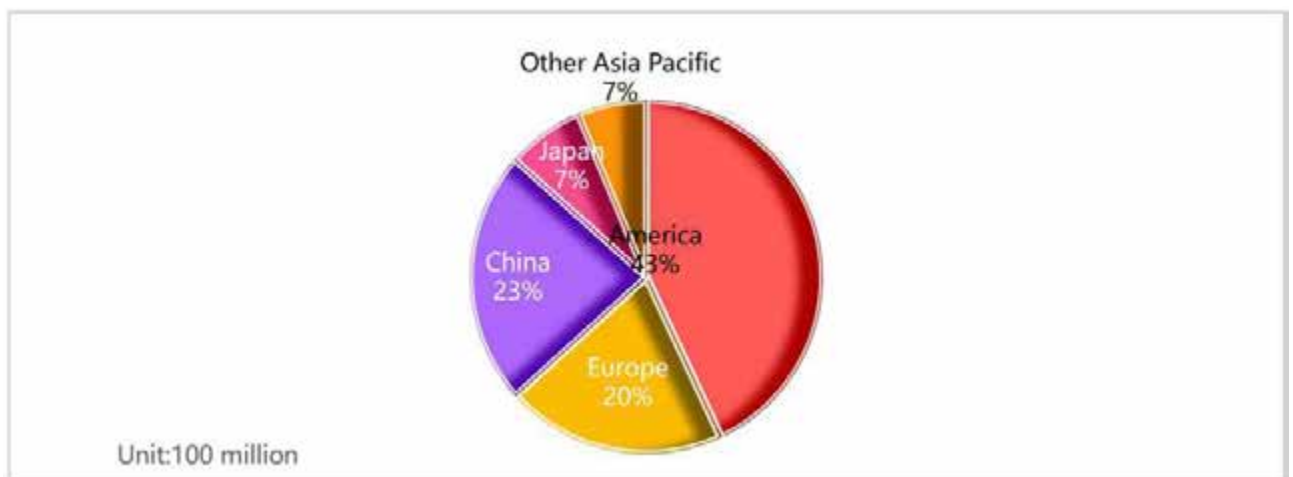
Apple positions itself as a "fusion brand of technology and lifestyle". The core of the brand is innovation, simplicity and elegance.

Through high-end hardware and service ecology, it provides users with excellent technology experience to reflect the user value proposition.

It always adheres to the pricing strategy of maintaining a high-price positioning to enhance the brand image, while increasing revenue sources through old models and service subscriptions [37].

**Regional distribution of Apple's global revenue in 2023**

Table 1.2



### ● Apple's Marketing Status

Apple maintains growth in the international market with a multi-level marketing strategy. More than 500 Apple Stores are opened around the world, and brand appeal is strengthened through immersive experiences [41]. Use official websites, App Stores and social media to interact directly with users, and regularly launch new products through online press conferences. Expand user life cycle value through Apple One packages (including Apple Music, Apple TV+, iCloud, etc.) [38,p.25-45].

- **Chinese market**

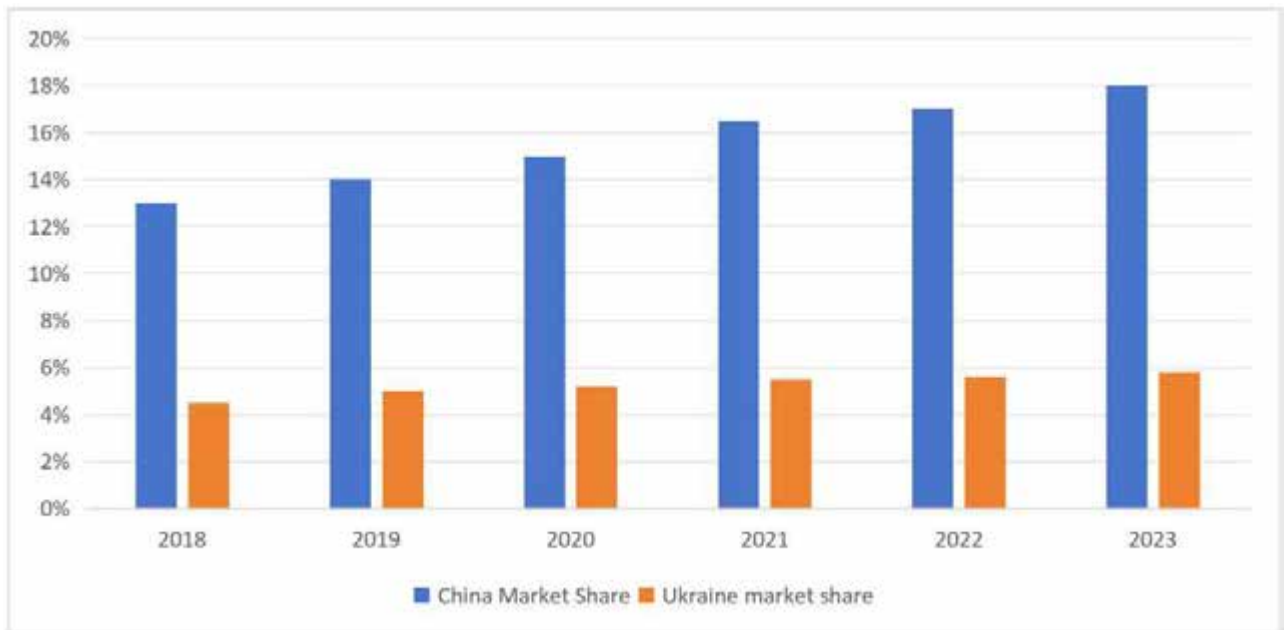
The Chinese market is Apple's second largest market (accounting for 23% of revenue), and the main drivers of growth include: cooperating with suppliers such as Foxconn to optimize the supply chain, reduce costs and improve market response speed [42,p.78-95]. Expand sales through e-commerce platforms such as Tmall and JD.com, and increase the number of directly-operated stores [39,p67-85]. Launch a special edition iPhone for the Spring Festival, and enhance brand affinity through advertising and festival culture.

- **Ukrainian market**

Apple's market share in Ukraine is limited (5.8% in 2023), but it has certain potential. Through the installment payment model, most users choose to buy iPhones through installments through operators [40,p.112-130]. However, Apple lacks direct stores in Ukraine and relies on authorized channels to sell products. However, Apple maintains interaction with local consumers through social media advertising.

**Apple's market share in China and Ukraine's smartphone market (%)**

Table 1.3



● **Analysis of Apple's International Marketing Environment**

Apple's success in the international market not only relies on its high-end brand positioning and innovative products, but also benefits from an in-depth analysis of the external environment of the target market. The following content uses the PEST model to analyze the political, economic, social and technological environments of the Chinese and Ukrainian markets in detail.

**Analysis of Apple's Marketing Environment in China**

Table 1.4

Dimensions	Analyze content
<b>Political</b>	1. Data localization regulations: According to the Cybersecurity Law and the Data Security Law, Apple is required to store Chinese user data locally and cooperate with Cloud Guizhou to build a data center [42,p.78-95]. 2. Sino-US trade friction: The high tariff policy and supply chain transfer pressure between China and the United States have increased Apple's costs and risks [40,p.112-130]. 3. Government support: The government's 5G network construction and support for high-end manufacturing provide market opportunities for Apple.
<b>Economic</b>	1. The rise of the middle class: China has the largest middle class in the world, accounting for 40% of the total population in 2023, which has driven the demand for high-end products [37]. 2. Fierce competition: The market share of local brands such as Huawei and Xiaomi has grown

	<p>rapidly, creating competitive pressure on Apple through cost-effective products.</p> <p>3. Consumption upgrade trend: The younger generation of consumers prefers high-end technology brands, which provides Apple with an opportunity to expand high-end products [39,p.67-85].</p>
<b>Social</b>	<p>1. Consumer behavior: Chinese consumers value brand image and social recognition. Apple seized the opportunity of holiday marketing through the Spring Festival special edition iPhone and emotional advertising [42,p.78-95].</p> <p>2. Cultural fit: Apple focuses on localization in its advertising and emphasizes traditional Chinese values (such as "home").</p> <p>3. Urbanization process: The increase in urbanization rate has led to an increase in demand for high-end consumer electronics in first-tier and second-tier cities.</p>
<b>Technological</b>	<p>1. 5G network development: China's 5G network coverage leads the world, providing strong market support for Apple's new generation of iPhones [41].</p> <p>2. Popularization of digital payments: The popularity of Alipay and WeChat Pay provides convenient conditions for Apple's ecosystem (such as Apple Pay and App Store).</p> <p>3. Supply chain optimization: Apple relies on local suppliers such as Foxconn to achieve efficient production and rapid market response [30,p.856-874].</p>

### Analysis of Apple's Marketing Environment in Ukraine

Table 1.5

<b>Dimensions</b>	<b>Analyze content</b>
<b>Political</b>	<p>1. Geopolitical risks: The conflict between Russia and Ukraine has adversely affected the supply chain and consumer confidence in the Ukrainian market [40,p.112-130].</p> <p>2. Government policies: Ukraine's enhanced cooperation with the European Union has provided more opportunities for multinational companies to enter the market.</p> <p>3. Tax incentives: The Ukrainian government has attracted multinational brands to enter by reducing import tariffs.</p>
<b>Economic</b>	<p>1. Consumer purchasing power: Ukraine's per capita GDP is lower than that of China, and most consumers choose to pay in installments or buy refurbished devices [39,p.67-85].</p> <p>2. Economic recovery pressure: Although Ukraine's economy has been hit by geopolitics, its demand for digital products has maintained a certain growth.</p> <p>3. Market potential: Young consumers have a high interest in high-end brands, and Apple can attract this group through education discount programs and old machine trade-in programs.</p>
<b>Social</b>	<p>1. Consumption habits: Ukrainian consumers pay more attention to product cost-effectiveness, but Apple attracts high-end consumers by emphasizing the brand's technological value.</p> <p>2. Brand awareness: Although Apple has a small market share in Ukraine, its global brand awareness is high, attracting the favor of the urban middle class (Counterpoint Research,</p>

	2023). 3. Family consumption trends: Ukrainian families are increasingly inclined to use a multi-device ecosystem (such as iPad and iPhone).
<b>Technological</b>	1. Internet penetration: Ukraine's mobile Internet penetration rate is 70%, providing a promotion basis for Apple's service ecosystem (such as iCloud and Apple Music) [41]. 2. Operator cooperation: Apple cooperates with local telecom operators to provide iPhone installment purchase plans. 3. Lack of technical manufacturing capabilities: Ukraine lacks Apple product production facilities, making it dependent on imported supply chains.

Through the comparison of the PEST model, it can be seen that Apple needs to deal with complex regulatory policies in China, while it faces greater geopolitical risks in Ukraine. The rapid rise of China's middle class has a huge appeal to Apple, while the Ukrainian market relies more on installment and refurbished equipment strategies due to limited purchasing power. Apple improves cultural fit in China through localized marketing, while in Ukraine it relies on the global brand effect to attract high-end consumers. China has obvious advantages in supply chain capabilities and technical infrastructure, while Ukraine's Internet penetration rate provides certain opportunities for service promotion.

### ● SWOT Analysis of Apple Entering the International Market

As a leader in the global technology industry, Apple's internationalization strategy relies on excellent brand positioning and technological innovation. However, facing the economic environment, competitive landscape and consumer preferences of different markets, Apple's development in the global market also faces multiple opportunities and challenges.

#### SWOT Analysis of Apple Entering the International Market

Dimensions	Analyze content
<b>Strengths</b>	<p>1. Global brand awareness and user loyalty</p> <ul style="list-style-type: none"> <li>- According to Interbrand (2023), Apple has topped the list of the world's most valuable brands for ten consecutive years with a brand value of US\$482.2 billion.</li> <li>- Counterpoint Research (2023) pointed out that Apple's user loyalty is as high as 92%, significantly higher than the industry average.</li> </ul> <p>2. Software and hardware integration capabilities</p> <ul style="list-style-type: none"> <li>- Apple provides a seamless user experience and enhances the stickiness of the ecosystem through its self-developed chips (M series) and unique operating systems (iOS, macOS).</li> <li>- Apple's ecosystem (Apple Watch, AirPods, etc.) further extends consumers' purchase path.</li> </ul> <p>3. Dominance in the high-end market</p> <ul style="list-style-type: none"> <li>- Although the global smartphone market share is 19%, Apple accounts for 80% of the profit share[41].</li> <li>- In high-end markets such as Europe, the United States, and Japan, Apple has taken a leading position.</li> </ul> <p>4. Global supply chain and production layout</p> <ul style="list-style-type: none"> <li>- Apple has ensured production efficiency and global distribution capabilities through cooperation with supply chains such as Foxconn and Wistron. In recent years, Apple has gradually moved its production bases from China to India and Vietnam to reduce geopolitical risks.</li> </ul> <p>5. Strong R&amp;D capabilities</p> <ul style="list-style-type: none"> <li>- Apple invests more than \$20 billion in R&amp;D each year [41], ensuring its leading position in innovative products such as Vision Pro and self-developed chips.</li> </ul>
<b>Weaknesses</b>	<p>1. Limitations of high-price strategy</p> <ul style="list-style-type: none"> <li>- Apple products are priced high, limiting its penetration in low- and middle-income markets. For example, in the Indian and African markets, consumers tend to choose Android devices with better cost-effectiveness.</li> <li>- The global average selling price of iPhone 14 exceeds US\$1,200, which is much higher than the market average [37].</li> </ul> <p>2. Over-reliance on a single product line</p> <ul style="list-style-type: none"> <li>- In fiscal 2023, iPhone product line revenue accounted for 52% of total revenue. Although service revenue has increased, high reliance on a single product may increase operating risks after market saturation.</li> </ul> <p>3. Supply chain dependence on China</p> <ul style="list-style-type: none"> <li>- Although Apple has gradually expanded its production capacity in India and</li> </ul>

	<p>Vietnam, about 80% of its hardware production is still concentrated in China, which is vulnerable to geopolitical influences [42,p.78-95].</p> <p>4. Lack of channel depth in some markets</p> <ul style="list-style-type: none"> <li>- In emerging markets (such as Africa and Eastern Europe), Apple mainly relies on authorized dealers and third-party retail channels, lacking the local service advantages of direct stores.</li> </ul>
<b>Opportunities</b>	<p>1. Consumption upgrade in emerging markets</p> <ul style="list-style-type: none"> <li>- The growth of the middle class in India, Southeast Asia, and Africa provides important opportunities for Apple. For example, the Indian middle class is expected to exceed 500 million people by 2030 [41].</li> <li>- Apple reduces costs through localized production (such as assembling iPhone 14 in India) and launches educational discount programs to attract new users.</li> </ul> <p>2. Expansion of service business</p> <ul style="list-style-type: none"> <li>- Apple services (Apple Music, iCloud, Apple TV+, etc.) have an annual growth rate of up to 27%, and have become its new revenue growth point, accounting for 20% of total revenue [38,p.25-45].</li> <li>- The increase in global Internet penetration and the development of the subscription economy have brought expansion space for Apple's service ecosystem.</li> </ul> <p>3. Popularization of 5G technology</p> <ul style="list-style-type: none"> <li>- As the global 5G network infrastructure gradually improves, consumer demand for 5G devices has increased, driving sales of Apple's new generation of iPhones [37].</li> </ul> <p>4. Ongoing sustainability trends</p> <ul style="list-style-type: none"> <li>- Global consumers are paying more attention to corporate social responsibility, and Apple has pledged to achieve carbon neutrality for its products by 2030, which not only improves brand reputation but also attracts environmentally friendly consumers [40,p.112-130].</li> </ul>
<b>Threats</b>	<p>1. Geopolitical risks</p> <ul style="list-style-type: none"> <li>- Uncertainties such as the Russia-Ukraine conflict and the Sino-US trade dispute may have an impact on Apple's supply chain, production layout and market access.</li> <li>- Apple has suspended its business in Russia, but operations in the Ukrainian market still face logistics and supply chain challenges.</li> </ul> <p>2. Intensified competition from local brands</p> <ul style="list-style-type: none"> <li>- Huawei, Xiaomi, Samsung and other brands pose a threat to Apple in emerging markets through low-price and high-spec strategies. For example, in 2023, Huawei quickly recovered its market share in China with the Mate 60 Pro[42,p.78-95].</li> </ul>

	<p>3. International regulatory pressure</p> <ul style="list-style-type: none"> <li>- The EU's Digital Markets Act (DMA) and the US antitrust investigation of technology giants may restrict Apple's service ecosystem and App Store revenue model [39,p.67-85].</li> </ul> <p>4. Market saturation and technology fatigue</p> <ul style="list-style-type: none"> <li>- The global smartphone market is becoming saturated, consumers' replacement cycle is prolonged, and the marginal benefits of technological innovation are declining, which may affect Apple's future sales growth [37].</li> </ul>
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From a global perspective, SWOT analysis shows that Apple's core strengths lie in its global brand influence, high-end market dominance, and software and hardware integration capabilities. However, its high-price strategy and reliance on iPhone products for revenue pose challenges in low- and middle-income markets. At the same time, consumption upgrades and service business expansion in emerging markets around the world provide it with important growth opportunities, but geopolitical risks and international regulatory pressures remain the main threats to its international development.

In the context of globalization, Apple, as a leader in the global technology industry, has achieved success in its international marketing strategies. These strategies not only rely on innovative products and strong brands, but also require accurate market analysis and strategic layout. In order to fully interpret Apple's competitiveness and development path in the international market, it is necessary to analyze from the perspective of multiple classic marketing and strategic models.

The 4P model emphasizes the synergy of the four major elements of product, price, channel and promotion, and can reveal how Apple builds its marketing mix strategy in the global market.

The 6P model adds two dimensions, people and process, to the 4P model, providing a

more comprehensive perspective for exploring Apple's service ecology, internal culture and supply chain management.

Porter's Five Forces Model focuses on the industry competition environment, analyzes Apple's competitive position in the technology industry, and the impact of internal and external factors on its internationalization strategy.

Through the comprehensive analysis of these models, we can not only have a clearer understanding of how Apple consolidates its high-end brand position in developed markets (such as the United States and Europe), but also gain insight into its strategy to expand market coverage in emerging markets (such as India and Southeast Asia). This systematic analysis method provides a scientific basis for evaluating Apple's opportunities and challenges in the international market.

#### Analysis of Apple's 4P model

Table 1.7

<b>4P Dimensions</b>	<b>Analyze content</b>
<b>Product</b>	1. High-end product line: - Including iPhone, iPad, MacBook, Apple Watch and AirPods, positioning in the high-end market, focusing on design, performance and innovation. - New products such as Apple Vision Pro explore the AR/VR field. 2. Ecosystem integration: - Products are interconnected through iCloud, iOS, etc. to enhance user stickiness. 3. Localization optimization: - Launching a special edition iPhone for the Spring Festival in China to cater to cultural needs.
<b>Price</b>	1. High-price strategy: - Maintaining a high-end brand image globally, the new iPhone starts at \$1,200 [37]. 2. Tiered pricing: - Providing products at different price points, such as the iPhone SE targeting the

	mid-range market, and refurbished devices attracting price-sensitive users.
<b>Place</b>	<ol style="list-style-type: none"> <li>1. Direct store network: <ul style="list-style-type: none"> <li>- There are more than 500 Apple Stores in 25 countries around the world, providing high-end consumer experience [41].</li> </ul> </li> <li>2. Online channels: <ul style="list-style-type: none"> <li>- Wide coverage through official websites and e-commerce platforms (such as Amazon and Tmall).</li> </ul> </li> <li>3. Authorized dealers: <ul style="list-style-type: none"> <li>- Rely on dealer networks in emerging markets (such as Africa and Eastern Europe).</li> </ul> </li> </ol>
<b>Promotion</b>	<ol style="list-style-type: none"> <li>1. Brand-driven: <ul style="list-style-type: none"> <li>- Emphasize innovation and technological lifestyle, and strengthen brand image through new product launches and immersive advertising.</li> </ul> </li> <li>2. Festival marketing: <ul style="list-style-type: none"> <li>- Establish emotional connections in China through Spring Festival advertising and special edition iPhones.</li> </ul> </li> <li>3. Educational discounts: <ul style="list-style-type: none"> <li>- Provide student discounts and product bundles to attract young consumers.</li> </ul> </li> </ol>

### Analysis of Apple's 6P model

Table 1.8

<b>6P Dimensions</b>	<b>Analyze content</b>
<b>People</b>	<ol style="list-style-type: none"> <li>1. High-quality staff team: <ul style="list-style-type: none"> <li>- Apple Store employees receive professional training and provide excellent customer service.</li> </ul> </li> <li>2. Corporate culture drive: <ul style="list-style-type: none"> <li>- Employees focus on innovation and user experience, adding value to the brand.</li> </ul> </li> </ol>
<b>Process</b>	<ol style="list-style-type: none"> <li>1. Supply chain management: <ul style="list-style-type: none"> <li>- Optimize production through contract manufacturers such as Foxconn and gradually expand production bases in India and Vietnam [42,p.78-95].</li> </ul> </li> <li>2. Digital processes: <ul style="list-style-type: none"> <li>- Self-service ordering, fast logistics and online services optimize user experience.</li> </ul> </li> </ol>

### Porter's Five Forces Model Analysis of Apple

Table 1.9

<b>Dimensions</b>	<b>Analyze content</b>
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<b>Competition within the industry (competitors)</b>	<ul style="list-style-type: none"> <li>- Competitors in the high-end market include brands such as Samsung and Huawei.</li> <li>- Brands such as Xiaomi in emerging markets are seizing market share with low-price strategies [37].</li> <li>- Apple has an advantage in profit competition through innovation and brand influence.</li> </ul>
<b>Threat of New Entrants</b>	<ul style="list-style-type: none"> <li>- The industry has high barriers to entry, and R&amp;D investment and brand building require long-term investment.</li> <li>- Apple's high-end market positioning makes the threat of new entrants low, but it still needs to cope with the challenges of emerging technology companies in the wearable device and AR/VR markets.</li> </ul>
<b>Threat of substitutes</b>	<ul style="list-style-type: none"> <li>- Consumers may choose cheaper Android devices or refurbished devices.</li> <li>- The rapid expansion of the wearable device and IoT product market may divert consumer demand.</li> </ul>
<b>Supplier bargaining power</b>	<ul style="list-style-type: none"> <li>- Apple has high bargaining power with suppliers and has locked in core supply chain resources (such as chip supply) through long-term cooperation.</li> <li>- However, over-reliance on a single country (such as China) increases supply chain risks [42,p.78-95].</li> </ul>
<b>Buyer Bargaining Power</b>	<ul style="list-style-type: none"> <li>- High-end consumers are sensitive to brand value and have low price elasticity.</li> <li>- Mid-range consumers are price sensitive, and Apple reduces price pressure through old models and education discounts.</li> </ul>

Through the analysis of the 4P model, 6P model and Porter's Five Forces Model, it can be seen that Apple's outstanding performance in the international market stems from the organic combination of its multi-dimensional strategies. The comprehensive application of these models reveals how Apple uses its core competitiveness to consolidate its leading position in the high-end market while opening up growth space in emerging markets.

From the 4P model, Apple's marketing mix strategy is that Apple has built a unique

marketing mix through high-end product design, reasonable tiered pricing, global channel network and precise brand communication.

- The product dimension emphasizes the combination of technological innovation and ecosystem integration, making Apple's products not only functional devices, but also part of the lifestyle.

- The diversification of pricing strategies, such as through old models, education discounts and installment payments, successfully covers the user group in the mid-range market and reduces the risk of its high-price strategy.

- In terms of channel layout, Apple provides an immersive user experience through direct stores to consolidate its high-end brand image in developed markets; in emerging markets, it increases coverage through e-commerce platforms and authorized dealers.

- The cultural integration of promotional activities, such as the launch of the Spring Festival special edition iPhone and emotional advertising in the Chinese market, further narrows the distance between the brand and local consumers.

The extended analysis of the 6P model further reveals Apple's advantages in service, culture and process optimization. The personnel dimension shows that Apple improves customer satisfaction and maintains consistency in brand value through professional employee training and highly recognized corporate culture. The process dimension emphasizes Apple's refined operation in supply chain management and digital operations, such as its production layout in China and India, and the improvement of consumer experience through online and offline sales strategies. This internal and external management method provides an important guarantee for

Apple's stable expansion in the global market.

From the perspective of Porter's Five Forces Model, Apple's competitive environment is one of the main threats facing Apple, especially in emerging markets, where brands such as Huawei and Xiaomi continue to erode market share through cost-effective products. However, Apple has an absolute advantage in profit competition with its brand premium and technological leadership.

The threat of substitutes is mainly reflected in consumers choosing refurbished devices or cheaper Android models. Apple has successfully reduced users' willingness to switch through seamless connection between service ecosystems and devices.

Analysis of supplier bargaining power and buyer bargaining power shows that Apple has strong bargaining power in the supply chain, but consumers in emerging markets are more sensitive to prices, which requires Apple to further optimize its pricing and channel strategies.

From a comprehensive perspective, Apple has maintained its market leadership in developed markets such as the United States, Europe, and Japan through high-end positioning and innovation-driven development. Its mature direct sales network and strong service ecosystem ensure user stickiness and brand loyalty.

In emerging markets such as India, Southeast Asia, and Africa, although Apple faces price competition from local brands, it has successfully expanded its market penetration through localized production and multi-level pricing strategies. For example, Apple reduced costs in India by assembling iPhone SE, providing more choices for mid-range users.

The popularity of 5G technology around the world has provided new impetus for

Apple to drive device upgrades, while the continued growth of service businesses (such as iCloud and Apple Music) has further diversified its revenue sources. However, Apple also needs to pay attention to potential threats such as geopolitical risks, international regulatory pressure, and market saturation.

### **2.3 Research Results and Analysis**

Apple's marketing strategy in the international market fully reflects its balance between globalization and localization. This section analyzes Apple's common marketing strategies, market entry comparisons in different regions, and its successful experience for other companies to learn from and optimize suggestions, comprehensively showing Apple's performance and inspiration in the global market.

### **2.4 Common marketing strategies of Apple when entering the international market**

Apple's internationalization strategy is highly dependent on its unique brand positioning, multi-level product coverage, and expansion of the service ecosystem.

Differentiated brand positioning: Apple positions itself as a high-end brand, attracting global consumers through the combination of product design, innovative technology and lifestyle. Friedman & Clark (2023) pointed out that Apple's "high-end technology lifestyle" positioning enables it to surpass its competitors in profit margins and maintain high profitability even with limited market share. This positioning is particularly prominent in developed markets (such as the United States and Europe), and consumers' brand loyalty is strengthened through innovation [43,p.45-60].

**Multi-level product coverage:** Apple adopts a tiered pricing strategy to meet the needs of high-income people through high-end products (such as the iPhone Pro series), while expanding mid-range market coverage through old models and refurbished devices (such as the iPhone SE) [44,p.50-65]. For example, in the Indian market, Apple reduced tariff costs through the locally assembled iPhone SE and attracted mid-range consumers through installment plans.

**Expansion of the service ecosystem:** Service businesses such as Apple Music, iCloud, and Apple TV+ have become an important part of Apple's revenue, with their revenue share increasing from 15% in 2018 to 20% in 2023 [45,p.112-130].

The success of the service ecosystem not only enhances user stickiness, but also brings a stable revenue stream through the subscription model.

## **2.5 Comparison of Apple's market entry strategies in different regions**

### **• Developed markets (the United States, Europe, and Japan)**

**High-end market positioning:** In the United States, Apple maintains its brand value through direct stores and high-end advertising, occupying 45% of the market share [46]. Brown & Hill (2022) pointed out that American consumers have a brand loyalty of 91% to Apple, which greatly increases Apple's repeat purchase rate [47,p.15-30].

In Europe, Apple has enhanced its brand image through its environmental commitments (such as using 100% recycled aluminum) and met European consumers' expectations for sustainable development [48,p.88-102].

**In-depth penetration of service business:** In the Japanese market, Apple has increased subscription rates through Apple One bundled services. According to

Euromonitor International (2023), 65% of Apple users in the Japanese market subscribe to at least one service business, which is a leading level in developed markets.[49]

- **Emerging markets (China, India, Southeast Asia)**

**Adaptation to price-sensitive markets:** Apple has lowered the threshold in price-sensitive markets through local production, refurbished machine sales, and installment payment plans [44,p.50-65]. In particular, in India, by lowering the price of entry-level devices, Apple's market share has increased from 2.2% in 2018 to 6.1% in 2023.

In the Chinese market, Apple has increased its appeal to young consumers with the help of the "Double Eleven" e-commerce festival and the Spring Festival special edition iPhone [50,p.60-75].

**Localization of channels and promotional strategies:** In the Southeast Asian market, Apple uses social media such as TikTok and Instagram for targeted advertising, attracting the main consumer groups aged 18-30. TechCrunch (2023) pointed out that this digital promotion method has greatly increased the popularity of the Apple brand among young users in Southeast Asia.[51]

- **Optimization suggestions for corporate marketing strategies**

Based on the study of Apple's international marketing strategy and its successful experience in globalization, other companies can optimize their marketing strategies from multiple angles such as brand positioning, product strategy, service ecology, and localized marketing to enhance their competitiveness and adaptability in the international market. The following are optimization suggestions for companies

entering the international market:

**a) Strengthen multi-level product coverage**

Companies face diverse consumer needs in the international market, so they need to design a multi-level product portfolio based on the income levels and consumption behaviors of different regions. Apple maintains its brand premium by launching high-end products while using refurbished and old models to attract low- and middle-income consumers, providing a successful example for other companies [44,p.50-65].

**Optimization suggestions**

**Multi-price product portfolio:** Companies can refer to Apple's tiered pricing model and segment their products into high-end, mid-range, and basic versions. For example, high-end models meet the needs of users in developed markets, while mid-range and refurbished devices target price-sensitive consumers.

**Regionally differentiated product development:** In emerging markets, companies can launch economical products that meet local needs, such as Xiaomi's launch of customized smartphones in India, and match local consumption capacity by optimizing hardware and prices.

For example, Apple reduced costs in the Indian market through local production and launched lower-priced iPhone SE and older devices, with a market share of 6.1% in 2023 [46]. Nike, on the other hand, attracted mid-range consumers in the Southeast Asian market by launching lower-priced basic sports shoes, while also launching limited edition high-end products in developed markets to enhance brand value.

**● Optimize service ecosystem promotion**

The establishment of a service ecosystem is the key for enterprises to achieve user stickiness and long-term value growth. Apple's Apple Music, Apple TV+ and iCloud services have improved user experience and usage frequency by bundling with hardware devices [45,p.112-130].

### **Optimization suggestions**

**Build a service ecosystem:** Enterprises should bundle product sales with services and increase revenue sources through subscription models. For example, technology companies can provide cloud storage or entertainment-based service subscriptions to strengthen user brand dependence.

**Tiered service plans:** Launch multi-level subscription services in different markets. For example, provide high-end service packages in developed markets and economical basic services in emerging markets to increase the market penetration of services.

Just like Apple provides users with more cost-effective options by bundling music, film and television and cloud storage services in the Apple One package. In 2023, its service revenue accounted for 20% of total revenue [46]. Amazon has successfully expanded its service ecosystem in developed and emerging markets through Amazon Prime's multi-functional subscription services (including logistics, video, music, etc.).

#### **● Achieve localized marketing and cultural adaptation**

A successful international marketing strategy needs to be adjusted based on the consistency of the global brand image and in combination with local culture, consumption habits and market demand. Apple launched a special edition iPhone for the Spring Festival in the Chinese market and integrated traditional culture into its

advertisements, which significantly improved brand affinity [50,p.60-75].

### **Optimization suggestions**

**Regional marketing activities:** Companies should design marketing activities in combination with traditional festivals and social culture of the target market. For example, in the Southeast Asian market, consumers can be attracted by participating in the Songkran Festival or launching special holiday products.

**Emotional advertising strategy:** Advertising content should be integrated into the cultural background of the target market to increase consumers' favorability towards the brand through emotional resonance.

**Language and channel localization:** Ensure that product descriptions, advertisements and online channel content are in the local language, and cooperate with local e-commerce platforms to expand sales channels.

Apple significantly increased sales during the "Double Eleven" shopping festival by cooperating with Chinese e-commerce platforms such as Tmall and JD.com[51].

McDonald's adjusted its menu in the Indian market to adapt to local eating habits (such as launching vegetarian burgers) and attracted local consumers through holiday promotions.

### **● Digital channels and technology empowerment**

As global consumers increasingly rely on digital consumption channels, companies need to enhance their marketing capabilities in the international market through technology and digital transformation. Apple has improved the conversion rate of target users through precise big data analysis and social media promotion [51].

### **Optimization suggestions**

**Enhance social media marketing:** Companies need to use mainstream social platforms such as TikTok and Instagram to interact with consumers in the form of short videos and live broadcasts, especially when attracting young consumer groups.

**Use big data analysis:** Optimize marketing decisions through consumer behavior data analysis, such as determining promotion timing and personalized recommendations.

**Seamless online and offline connection:** Provide online booking and offline pickup shopping models (such as Click & Collect) to enhance user convenience.

Apple has attracted young consumers in Southeast Asia through TikTok and Instagram, greatly enhancing its brand influence [50,p.60-75].

Starbucks provides online ordering and offline self-pickup functions in developed markets to achieve digital upgrades in user experience.

- **Diversify supply chain layout and risk management**

Geopolitical and economic fluctuations in the international market have put forward higher requirements for the supply chain layout of enterprises. In recent years, Apple has gradually expanded its production bases from China to India and Vietnam, reducing its dependence on a single country [44,p.50-65].

### **Optimization suggestions**

**Supply chain diversification:** Companies should set up production or procurement bases in multiple countries to ensure supply chain resilience. For example, setting up production lines in India can reduce tariff costs while improving local market competitiveness.

**Develop emergency plans in advance:** In the face of geopolitical and economic

fluctuations, companies need to develop a variety of supply chain emergency plans to ensure rapid response capabilities in different situations.

By establishing a production base in India, Apple not only reduced costs, but also enhanced the brand identity of localized production.

Tesla invested in building a super factory in Europe to reduce cross-border transportation costs and avoid possible trade barriers.

Through the analysis of Apple's global marketing practices, we can find that its successful experience is not only reflected in innovation and high-end positioning, but also relies on flexible market adaptability. When other companies enter the international market, they should focus on the multi-level product coverage, the extension of the service ecosystem, the deep integration of localized culture, and the application of digital marketing. By optimizing the supply chain layout and formulating risk management plans, companies can more efficiently cope with the complexity and variability of the international market.

### **SECTION 3. THE EXPERIENCE OF A BASE ENTERPRISE FOR OTHER COMPANIES ENTERING THE INTERNATIONAL MARKET.**

#### **3.1 The significance of Apple's case for other companies entering the international market**

As a benchmark company in the global technology industry, Apple's successful experience in the international market provides rich reference significance for other companies. By studying Apple's brand strategy, market entry model, marketing mix and service ecology, other companies can learn from it and optimize their own

internationalization path on a global scale.

**Brand positioning:** clear global core value proposition and regional adaptability

Apple has always maintained the consistency of its global brand, taking "high-end technology lifestyle" as its core value, while adapting to regional market needs through product design and marketing activities [52,p.25-45].

In developed markets (such as the United States and Europe), Apple attracts high-end users with innovation and quality; while in emerging markets (such as India and Southeast Asia), Apple lowers the threshold and expands market coverage through old and refurbished equipment.

- **Reference for other companies**

**Core value proposition consistency:** When entering the international market, companies should build a global image around a unified brand value. For example, the luxury brand Louis Vuitton (LV) attracts high-end consumers through the global positioning of "classic and craftsmanship".

**Enhanced regional adaptability:** adjust brand expression according to the economic level and cultural characteristics of different markets. For example, IKEA launched miniaturized home furnishing products in the Japanese market to meet the needs of consumers with limited living space.

**Market entry model: flexible adjustment, adapt to local conditions:**In developed markets (such as the United States and Japan), Apple adopts the direct store model to strengthen its brand image by providing high-end experience.

In price-sensitive emerging markets (such as India and Southeast Asia), Apple mainly relies on authorized dealers and e-commerce platforms to expand market penetration

through installment payments and refurbished devices [44,p.50-65].

In regions with high geopolitical risks (such as Eastern Europe), Apple reduces direct investment risks through online sales and third-party partners.

#### ● **References for other companies**

**Direct sales model strengthens brand:** high-end brands in developed markets can give priority to opening direct stores to provide high-quality experience. For example, Tesla directly interacts with customers through the direct store model in Europe and North America to strengthen brand loyalty.

**Cooperation model reduces costs:** in emerging markets, companies can reduce initial investment costs by cooperating with local partners or e-commerce platforms. For example, Adidas has rapidly expanded its coverage in the Indian market through authorized dealers.

**Online sales model:** For geopolitically or economically unstable regions, you can enter the market through e-commerce platforms to avoid high physical investment risks.

**Marketing mix strategy: balance between localization and globalization:** Apple meets regional needs by flexibly adjusting the 4P (product, price, channel, promotion) strategy. For example, in the Chinese market, Apple enhances cultural fit through the Spring Festival special edition iPhone; while in the Southeast Asian market, Apple attracts young consumers through social media advertising on TikTok and Instagram [50,p.60-75].

In price-sensitive markets, Apple improves product affordability through older models and installment plans without compromising its high-end brand image.

- **Reference to other companies**

**Product localization:** Companies should optimize product design according to the needs of the target market. For example, McDonald's launched a vegetarian menu in India to meet local cultural and religious needs.

**Channel diversification:** Companies should choose appropriate distribution channels based on market characteristics. For example, Nestlé relies on local wholesalers and retailers in the African market, while selling directly through e-commerce in Europe.

**Emotional marketing:** Companies need to design advertisements and activities by integrating local culture. For example, Coca-Cola launched a Ramadan-themed advertisement in Muslim countries that conforms to religious culture.

**Service ecosystem: building long-term user value.** Apple has extended the user life cycle value through the construction of service ecosystems (such as Apple Music, Apple TV+ and iCloud), while increasing overall revenue levels through bundled packages (such as Apple One) [45,p.112-130].

This combination of services and hardware enhances user stickiness and reduces the likelihood of consumers switching to competing brands.

- **Lessons from other companies**

**Service and product bundling:** Companies should deeply bundle services with core products to increase the overall user experience. For example, Sony provides online gaming features and exclusive content to console users through the PlayStation Plus service, which improves user stickiness.

**Tiered service model:** Launch adaptive packages in different markets. For example,

streaming platform Netflix launched a low-cost mobile subscription plan for India, successfully attracting mid-range user groups.

**Risk Management: Diversifying Supply Chains and Responding to Geopolitical Challenges.** Apple reduces risks in the international market by diversifying its supply chain. For example, in recent years, it has moved some production lines from China to India and Vietnam, reducing its dependence on a single market [48,p.88-102].

In regions with higher geopolitical risks (such as Eastern Europe), Apple has reduced operational uncertainty through online sales and authorized dealers.

- **Lessons for other companies**

**Diversified production layout:** Companies should set up production or procurement bases in multiple countries to reduce operational risks caused by geopolitical issues. For example, Samsung has multiple production bases in South Korea, India and Vietnam to ensure supply chain stability.

**Digital response plan:** Reduce the impact of geopolitics on offline channels through online sales and digital tools. For example, Amazon compensates for logistics restrictions in certain markets through its global e-commerce network.

By analyzing Apple's successful experience in the international market, we can draw the following reference significance: First, clear and consistent brand positioning is the cornerstone of corporate success, and regional adaptation strategy improves market penetration. Second, flexible adjustment of market entry mode and marketing mix strategy can effectively reduce market entry barriers and increase user coverage. Finally, through the establishment of service ecology and optimization of risk

management, enterprises can achieve long-term competitive advantages in the international market.

### **3.2 Optimization suggestions for other companies entering the international market**

Entering the international market is both an opportunity and a challenge for companies. Faced with the cultural, economic environment and competitive landscape of different regions, companies need to continuously optimize brand positioning, market entry models, marketing strategies, supply chain management and digital transformation to improve their adaptability and competitiveness in the international market. The following are optimization suggestions based on Apple's practical experience.

**Clarify global brand positioning and adjust expression in combination with regional markets:** Global brand positioning is the basis of consistency and recognition, while regional expression helps to better adapt to local market needs [52,p.25-45]. Apple adapts to cultural needs in different regional markets through the global brand positioning of "innovation, quality and lifestyle". For example, in developed markets, it emphasizes the image of high-end technology, while in emerging markets, it enhances product affinity through old and refurbished models.

#### **● Optimization suggestions**

**The unity of global positioning:** companies need to maintain the consistency of brand core values in international markets, such as focusing on innovation, sustainable development or high cost performance.

**Flexibility of regional expression:** design localized marketing activities for different markets. For example, in the Middle East market, it emphasizes family and traditional values, while in the European market, it highlights environmental protection concepts.

For example, Nike's global brand core is "sports and breakthroughs", but in the Chinese market, it enhances brand identity through cooperation with local celebrities and cultural advertising. IKEA maintains its global brand positioning of "simplicity and functionality" and launches small-scale furniture in Japan to adapt to local needs.

**Choose a variety of market entry models:** Different markets have different economic and policy environments. Companies need to adapt to local conditions when entering the market and adopt a variety of methods such as direct investment, authorized distribution or online models [43,p.45-60]. Apple strengthens the brand experience through direct stores, and reduces costs in emerging markets through e-commerce platforms and authorized dealers.

- **Optimization suggestions**

**Prioritize direct investment in high-potential markets:** In markets with greater economic growth potential (such as India), companies can give priority to localized production and the establishment of direct sales networks to enhance market control and brand image.

**Adopt a cooperative model in low-risk markets:** In areas with high economic and policy uncertainty, the entry threshold can be lowered through authorized distribution or collaboration with local partners.

**Digital model supplements channels:** For areas with high consumer digitalization,

companies need to strengthen the layout of online sales channels and achieve efficient coverage through e-commerce platforms or social media.

Starbucks can learn from this. It quickly expanded its direct stores in China through direct investment, and reduced entry costs in Africa through the authorization model.

Xiaomi used e-commerce platforms such as Flipkart and Amazon to enter the Indian market and successfully expanded its market coverage.

**Cleverly use the 4P strategy to deeply adapt to the needs of the target market:**

4P (product, price, channel, promotion) is the core framework of marketing, and its dynamic adjustment is the key to successfully entering the international market.

Apple adapts prices and promotions to meet the needs of consumers of different income levels and cultural needs [44,p.50-65].

- **Optimization suggestions**

**Product localization design:** Companies can adjust products according to the needs of the target market. For example, car brands can launch right-hand drive models to meet the needs of British and Japanese consumers, and food companies can adjust flavors to adapt to local eating habits.

**Flexible price adjustment:** Launch installment plans or refurbished products for price-sensitive markets.

**Diversified channel layout:** Optimize the ratio of online and offline channels according to the consumption habits of the target market. Rely on e-commerce platforms in emerging markets and prioritize high-end retail stores in developed markets.

**Promotional activities and cultural fit:** Design marketing activities in combination

with local festivals and culture, such as Spring Festival promotions and Christmas advertisements.

Here we can learn from Coca-Cola, which launched advertisements that meet religious needs in Muslim countries and increased promotions during Ramadan. Amazon attracts consumers from multiple regions through global promotions such as Black Friday and Prime Day.

**Optimize supply chain management and improve risk resistance:**The globalized supply chain faces risks such as geopolitics, trade barriers and logistics disruptions. Apple has reduced its dependence on a single country by moving some production bases from China to India and Vietnam [48,p.88-102].

- **Optimization suggestions**

**Disperse supply chain layout:** Set up production bases in multiple countries to disperse geopolitical and logistics risks. For example, set up factories in Southeast Asia to meet Asian demand and set up factories in Eastern Europe to cover the European market.

**Enhance localized production capabilities:** Reduce tariff costs through local production while improving market competitiveness.

**Build a service ecosystem to extend customer lifetime value:**The service ecosystem is an important strategy for companies to enhance user stickiness and diversify revenue. Apple has created a higher user lifetime value through the deep integration of hardware and services (such as Apple Music and iCloud) [45,p.112-130].

- **Optimization suggestions**

**Service productization:** Bind services with hardware to provide users with a seamless experience. For example, attract consumers to subscribe by providing exclusive member content or value-added services.

**Tiered service plans:** Launch different levels of service plans based on the economic level of the regional market. For example, provide high-end subscription services in high-income markets and launch economical packages in low-income markets.

**Promote digital transformation and strengthen technology empowerment:** Digital transformation is the core driving force for global companies to improve efficiency and market competitiveness. Apple successfully reached global consumers through precise data analysis and social media promotion [51].

#### ● Optimization suggestions

**Big data and AI applications:** Optimize consumer portraits and marketing decisions through data analysis to improve the effect of precise delivery.

**Strengthen social media operations:** Use short videos, live broadcasts and other methods to attract young consumer groups.

Nike collects user data through Nike+ App and wearable devices to provide users with personalized sports suggestions and enhance brand stickiness. PepsiCo uses TikTok challenges to interact with young people and improve brand communication effects.

Through the analysis of Apple's global marketing strategy, we can provide the following optimization directions for other companies to enter the international market: first, clarify the global brand positioning and flexibly adapt to the regional market; second, choose a variety of market entry models and adjust the 4P strategy

according to regional characteristics; third, reduce risks through supply chain dispersion and localized production; finally, enhance user stickiness and long-term value through digital empowerment and service ecosystem construction. These optimization measures will help companies better cope with the complex environment of the international market and achieve sustainable growth.

### **3.3 Discussion**

Through the study of Apple's international marketing strategy, the following key conclusions can be drawn: Apple has successfully coped with the complexity and diversity of the international market through precise brand positioning, flexible marketing mix, strong service ecosystem and efficient supply chain management. These conclusions not only help enrich global marketing theory, but also provide important reference for the internationalization strategies of other companies.

#### **● Significance of the research results**

**Extension of global brand marketing theory:** Apple's internationalization practice highlights the application and innovation of classic marketing theory. The new application of STP theory enables Apple to combine market segmentation with regional adjustment, strengthen high-end brand positioning in developed markets, and cover price-sensitive markets through refurbished models and economical products [28,p.689-705].

According to the research of O'Leary et al. (2022), Apple has extended the user life cycle value through service ecosystems such as Apple Music and iCloud, reflecting the commercial value of the service economy, which also makes it a typical case of

service economy theory.

**Enlightenment of international marketing practice:** Apple's successful experience shows that cultural fit is the key to brand recognition. In the Chinese market, Apple launched a special edition iPhone for the Spring Festival, which combined with the festival culture and greatly improved consumers' emotional recognition .

Apple's service revenue accounted for 21% of its total revenue in 2023. The optimization of the diversity of revenue sources through the subscription model (Barker et al., 2023) is a reflection of Apple's service ecosystem improving long-term benefits.

Apple's supply chain layout in India and Vietnam not only reduces its dependence on China, but also provides a production base for the expansion of emerging markets (Miller & Singh, 2020), which greatly strengthens Apple's supply chain optimization and enhances its risk resistance.

- **Implications for corporate marketing practices**

**Balance of brand positioning:** Combination of consistency and regionalization

When companies enter the international market, they need to find a balance between global brand consistency and regional adaptability. Apple has provided inspiration for other companies through its global positioning of "high-end technology lifestyle" combined with localized adjustments in various regions (Chen et al., 2020).

In markets with strong cultural diversity (such as China), it is recommended that companies can establish emotional connections with consumers through localized activities; while in high-end markets (such as Europe and the United States), they need to maintain their leading position through innovation.

**Dynamic adjustment of marketing mix:**According to the research of Alvarez et al. (2022), Apple has achieved precise adaptation to different market needs by dynamically adjusting the 4P strategy (product, price, channel, promotion) in the global market. In price-sensitive markets (such as India), it has expanded the mid-range user group through installment plans and refurbished devices; in developed markets, it has prioritized the promotion of high-end devices and service bundled sales.

**Service ecosystem and long-term value:**Apple's service ecosystem not only enhances user stickiness, but also creates a continuous revenue stream through the subscription model. According to the analysis of Kumar & Gupta (2021), the expansion of the service economy can effectively improve the user life cycle value and increase the possibility of cross-industry penetration.

Enterprises can explore long-term revenue growth by bundling sales with "products + services". For example, car brands can enhance the user experience of vehicles by launching exclusive digital services (such as navigation and entertainment).

**Supply chain management and geopolitical response:**As geopolitical risks increase, companies need to enhance their risk resistance by diversifying their supply chain layout. Apple's localized production in India has successfully circumvented some trade restrictions and provided valuable experience for other companies (Barker et al., 2023).

Companies should optimize their supply chain layout in combination with the policy environment of the target market and establish alternative production plans when necessary.

## ● **Research limitations and challenges**

Although this study reveals Apple's successful experience in international marketing, there are still the following limitations and challenges. These problems not only limit the comprehensiveness of the study, but also raise difficult problems that need to be solved for future research and practice.

**Research limitations:** Limitations of data sources: This study mainly relies on public data, academic literature and industry reports, which may not fully present Apple's internal decision-making logic and resource allocation process. The lack of internal data may limit the accuracy of certain conclusions.

**Limitations of industry applicability:** As a high-end technology company, Apple's marketing strategy is highly dependent on brand premium and innovation-driven. This model may not be fully applicable to other industries (such as fast-moving consumer goods, retail, and manufacturing) (Kim et al., 2021).

**Limitations of regional market analysis:** This study mainly focuses on Apple's marketing strategies in developed markets (such as the United States and Europe) and some emerging markets (such as China and India). There is less analysis of regions such as Africa and the Middle East, which may ignore the specific needs and challenges of these regions.

## ● **Challenges in research and practice**

**Market complexity and dynamics:** The global market environment is becoming increasingly complex, and external factors such as economic fluctuations, changes in consumer demand, and policy interventions may limit the generalizability of research conclusions (Alvarez et al., 2022).

Multinational companies need to constantly adjust their strategies to cope with market dynamics, and research may lag behind in capturing these dynamic changes.

**Difficulties in cultural adaptability:** Consumers' acceptance of brands and marketing strategies may vary significantly in different cultural contexts. For example, Apple successfully established an emotional connection with consumers through Spring Festival marketing activities in the Chinese market, but this strategy may not be applicable in other cultural contexts (Wang & Sun, 2021).

Brands need to balance global consistency with regional cultural adaptability, which may lead to increased complexity in resource allocation.

**Geopolitical and supply chain risks:** Geopolitical uncertainty is a common challenge faced by global companies. For example, Apple has expanded its supply chain layout in India and Vietnam in recent years to reduce its dependence on China, but this adjustment still faces external risks such as changes in international trade policies and rising regional labor costs (Barker & Singh, 2023).

Companies need to balance costs, efficiency, and political risks in supply chain optimization, and research also needs to deeply analyze the long-term impact of these variables.

**Technological competition and market saturation:** In technology-driven industries, intensified market competition and shortened innovation cycles are significant challenges. Apple needs to continue to innovate to maintain its market leadership, but as the global smartphone market becomes saturated, the marginal benefits of innovation may gradually weaken (Kumar & Gupta, 2021).

Companies need to strike a balance between R&D and market expansion while

exploring new growth points, such as increasing revenue sources through service businesses.

**Sustainability of the service ecosystem:** Although Apple's service ecosystem model has brought significant benefits, it also faces the threat of competitors entering the market. For example, intensified competition in the streaming and cloud services fields of Amazon, Spotify, and other companies may divert Apple's user base (Miller & Singh, 2020).

Companies need to continuously optimize their service ecosystems to maintain user stickiness and long-term benefits.

Research limitations and practical challenges are inevitable problems in the process of exploring corporate internationalization strategies. Nevertheless, these limitations can be gradually overcome by further enriching data sources, expanding regional coverage, and dynamically analyzing market changes. In addition, facing a complex market environment, companies' challenges in cultural adaptation, supply chain optimization, technological competition, and service sustainability need to be addressed through flexible and innovative strategies. These contents not only provide future directions for the research field, but also provide action guidelines for corporate practice.

## CONCLUSION

Expanding the global market is an important way for enterprises to grow and enhance their competitiveness. However, the environment, cultural differences and policy differences in different markets make the road to internationalization of enterprises

full of challenges. This study, through an in-depth analysis of the marketing strategies of enterprises in the international market, combined with theoretical models and actual cases (taking Apple as an example), puts forward a series of operational suggestions. The following is a summary of this study, the inspiration for other enterprises and the outlook for the future.

**Global brand positioning and local adaptation:** Research has found that the success of international marketing begins with a clear brand positioning. While maintaining its core values, global brands must adapt to the economic conditions, cultural characteristics and consumer preferences of each regional market [53]. For example, for high-end brands, innovation and quality are the focus of their reinforcement, while for mid-range brands, cost-effectiveness and practicality are the core of their attention.

**Building a service ecosystem and revenue diversification:** Building a service ecosystem has become a key strategy for companies to achieve long-term value growth. Through integrated sales with hardware products or core services, companies can not only extend the life cycle value of customers, but also enhance customer loyalty [54,p.5-23]. In addition, the service economy model provides companies with a stable revenue channel and mitigates the risks brought about by increased market saturation or intensified competition.

**Supply chain management and geopolitical risk response:** Geopolitical instability and changes in trade policies have put higher demands on the supply chain management of multinational companies. Research shows that decentralizing the supply chain layout and strengthening localized production are effective strategies to

reduce risks [55,p.63-82]. This strategy can not only reduce the impact of trade conflicts, but also reduce logistics costs by being closer to the market.

**Digital transformation and technology-driven:** In the context of increasingly digital consumer behavior around the world, companies need to use big data, artificial intelligence and e-commerce platforms to achieve precision marketing and enhance user interaction [56]. The application of technology not only improves marketing efficiency, but also helps companies better adapt to the rapid changes in consumer demand.

**Accurate and flexible brand positioning:** When entering the international market or expanding existing businesses, enterprises must find a balance between consistency and flexibility in brand positioning. A unified brand core value helps to increase consumer awareness, while marketing strategies customized for different regional markets can better meet the needs of local consumers[57,p.3-16]

Enterprises can use local cultural festivals to design marketing activities, such as Starbucks' cherry blossom season theme drinks launched in Japan.

**Flexible adjustment of marketing strategies:** 4P (product, price, channel, promotion) is still the core strategic framework of enterprises in the international market, but it needs to be flexibly adjusted according to the market's economic development level and consumer demand [58,p.3-11]. For example, in developed markets, companies can give priority to promoting high-end products; in emerging markets, they can improve the affordability of products through product renovation and installment payment plans.

Nike has significantly improved brand awareness in India by combining the promotion of mid-range products with community sports activities.

**Combining services with hardware to create long-term value:** The long-term revenue potential and user stickiness of services have become key competitive advantages for enterprises. For example, streaming subscriptions, cloud storage services, etc. have gradually surpassed hardware sales to become the main source of revenue [59,p.159-175].

Enterprises should explore more "product + service" models, such as automakers increasing the use value of vehicles by providing in-vehicle navigation services.

**Diversification of supply chains and localized production:** Enterprises need to fully consider the balance between policy environment and logistics costs in the layout of supply chains. Studies have shown that localized production can not only improve market adaptability, but also increase profit margins by reducing tariffs and transportation costs [60,p.15-31].

Tesla has effectively avoided the risks of cross-border transportation by building super factories in Berlin and Shanghai to cover the European and Asian markets.

**Technology empowers marketing decisions:** Using technology to improve marketing efficiency is an important trend in the international market. Artificial intelligence and big data analysis can help companies accurately predict consumer demand, optimize advertising and channel layout [61,p.9-27].

Companies should increase their investment in social media and e-commerce platforms, for example, through short videos and live streaming marketing to attract young consumers.

The continuous evolution of the global market environment requires companies to continue to innovate and optimize their international marketing strategies. The following are several areas that companies should pay attention to in the future:

**Deeply explore the potential of regional markets:** Emerging markets such as Africa and the Middle East are gradually showing huge market potential, but there are relatively few in-depth studies on these markets. Future research needs to use specific case studies to gain a deeper understanding of consumer behavior and cultural characteristics in these markets [62].

**Sustainable development and brand image building:** As consumers pay more and more attention to environmental protection and social responsibility, companies need to incorporate more sustainable practices into product design and supply chain management to enhance the positive image of the brand (Porter & Kramer, 2019).

**The lasting competitiveness of the service ecosystem:** In a highly competitive market, how to maintain the long-term income stability of the service ecosystem is an issue that needs further exploration. In the future, cross-industry comparative analysis can be used to extract the best practices in the service economy (Vargo & Lusch, 2016).

**Technological progress and consumer interaction:** The popularization of emerging technologies such as blockchain and the Internet of Things is expected to further change the way companies interact with consumers. Studying how these technologies affect consumer behavior will help companies gain more competitive advantages in the market (Brynjolfsson & McAfee, 2014).

The process of globalization has brought huge market opportunities to enterprises,

but it is also accompanied by complex and ever-changing challenges. Through a systematic study of the marketing strategies of enterprises entering the international market, it provides profound inspiration for enterprises to maintain their advantages in global competition in the future. In the international market, successful enterprises are often able to find a balance in brand positioning, marketing mix, service ecology, supply chain optimization and technology application. Research shows that accurate brand positioning is the basis for enterprises to explore the international market. Globally consistent core values can enhance brand awareness, while regional adaptability can enhance consumers' recognition of the brand. The dynamics and complexity of the international market determine that there is no unchanging formula for corporate marketing strategies. Future success depends on whether enterprises can find the best balance between globalization and localization, innovation and stability, and economic benefits and social responsibility.

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