THE INFLUENCING FACTORS OF THE CORPORATE

MANAGEMENT STRATEGY-A CASE STUDY OF ANTA GROUP

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ABSTRACT

Anta Group, a Chinese sports brand, is implementing a strategy for high-quality development, leveraging internationalization, quick market response, and diversified business models to achieve optimal results in the international sporting goods industry. This paper aimed to study the influencing factors of Anta Group's corporate management strategy.

The objectives of the study were: 1) To explore whether the brand internationalization strategy affects Anta Group's corporate management strategy; 2) To explore whether the diversification strategy affects Anta Group 's corporate management strategy; 3) To explore whether the marketing mix strategy affects Anta Group's corporate management strategy.

This study adopted the quantitative research method. In this study, a total of 400 questionnaires were distributed, with 379 valid questionnaires and the validity rate was 94.75%. The population was the employees of Anta Group's sporting goods companies in China. Based on the brand internationalization theory, diversification performance theory, and marketing theory, this paper found that: 1) The brand internationalization strategy has a significant positive effect on Anta Group's corporate management strategy; 2) The diversification strategy has a significant positive effect on Anta Group's corporate management strategy; 3) The marketing mix strategy has a significant positive effect on Anta Group's corporate management strategy. For recommendations, Anta Group's corporate management strategy should focus on the following aspects: 1) Implementing comprehensive brand internationalization strategy; 2) Implementing effective

diversification strategies; 3) Optimizing marketing mix strategies.

Keywords:　influencing factors, corporate management strategy, Anta Group

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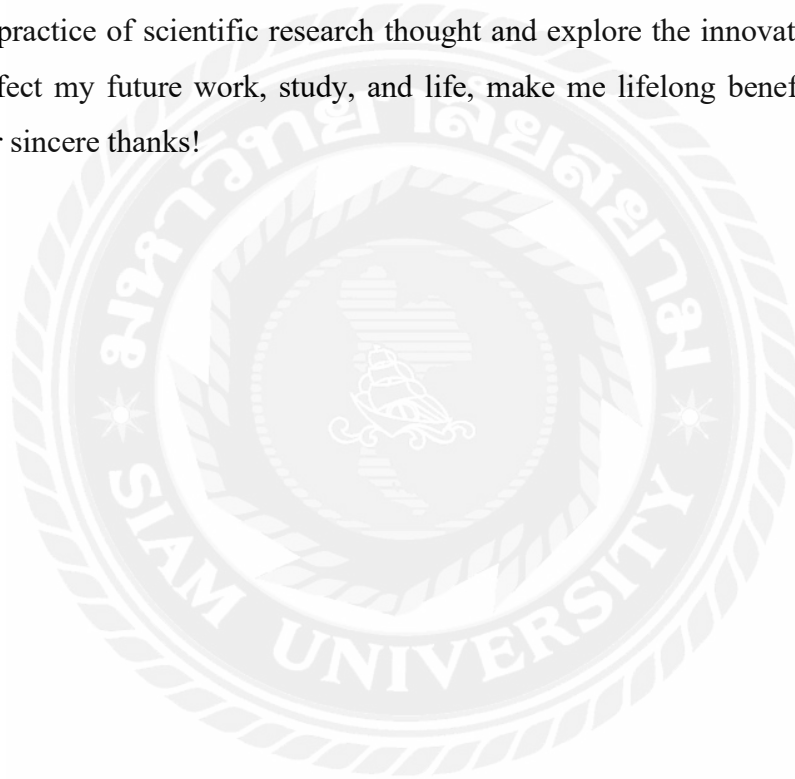
DECLARATION

I, Jia Hongji, hereby certify that the work embodied in this independent study entitled *"The Influencing Factors of the Corporate Management Strategy-A Case Study of Anta Group"* result of original research and has not been submitted for a higher degree to any other university or institution.
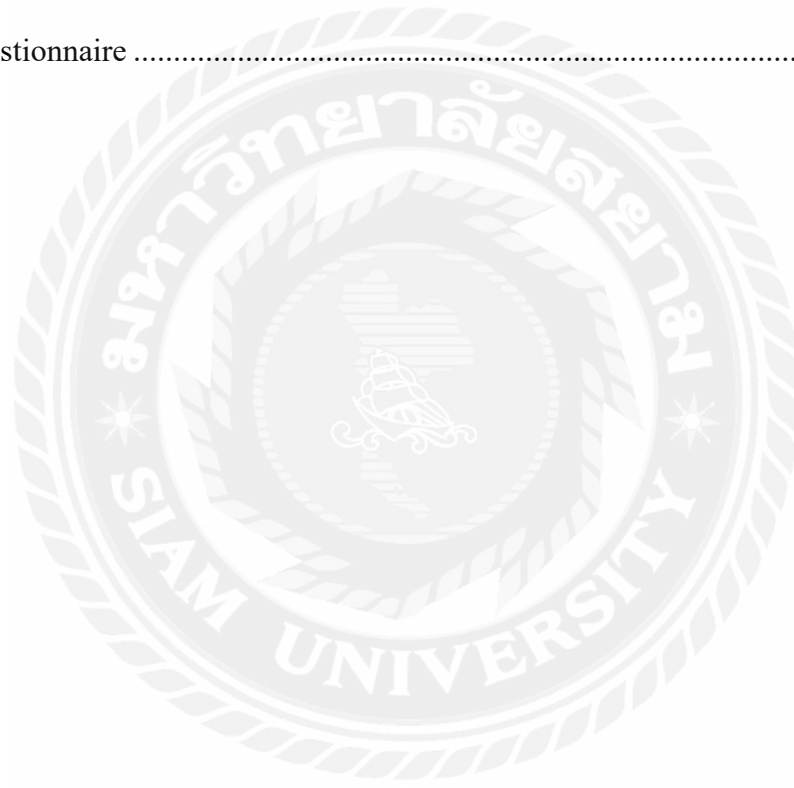
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CONTENTS

TABLE CONTENTS

FIGURE CONTENTS

Chapter 1 Introduction

1.1 Background of the Study

With the development of economic globalization and the deepening of the level of economic integration, Chinese sporting goods enterprises are gradually moving from the domestic market to the international market and accelerating their globalization process. At present, Chinese sporting goods enterprises are developing faster, but there are still widespread problems such as over-concentration of export markets, low value-added products, and weak international competitiveness (Yang et al., 2023).

The brand influence of Chinese sporting goods enterprises is low. To transform Chinese sporting goods brands into international brands and expand their market influence, it is necessary to strengthen scientific and technological research and development, master the core technology, realize brand internationalization, and actively use marketing strategies to make enterprise development more confident. Enterprise management strategic planning has become a trend, but also China's brand to grow into a well-known brand on the road (Yang et al., 2023; Zhu et al., 2022). The sports industry is China's sunrise industry, China is a big exporter of sporting goods, and related products are exported all over the world. in 2021, the world export of sporting goods totaled $154.098 billion China's export of sporting goods amounted to $56.975 billion, and China's export of sporting goods enterprises accounted for about 37% of the world's exports of sporting goods enterprises, which can be seen from the total amount of China's export of sporting goods is large.

Anta Group has been the fastest-growing and best sporting goods enterprise in China in recent years and is a manufacturing and marketing-oriented sporting goods enterprise. In 2021, only the first half of the export sales have reached 120 million yuan, and increasing year by year has developed into the head of China's sporting goods enterprises. Anta layout of the multi-brand matrix (Li, 2007), for the mass market, high-end market, and high-end market layout of different products. It has divided different product levels for fashion and leisure brands, fashion sports brands, and professional sports brands, and has further accelerated its globalization process by acquiring a wide range of internationally renowned sports brands globally, including ANTA, FA, FILAKIDS, etc (Yang, 2022). The products of Anta Group have been sold to the East and the West. The products of Anta Group have been sold to East Asia, Southeast Asia, the Middle East, West Asia, Eastern Europe, North America, South America, Northern Europe, Africa, and other countries and regions, with footprints all over the world. Anta Group has not only realized the precise positioning of multi-brands and the

internationalization of R&D design but also increased its R&D investment and enhanced its R&D capability year by year (Tang et al., 2022). Anta surpassed Li-Ning to become China's No. 1 sports brand in 2012 and has now become the world's third largest sports brand after Nike and Adidas, with a brand value of up to 3.87 billion U.S. dollars. According to the Oriental Wealth Choice database, by 2020, the top four sporting goods brands in China will account for 25.6% of the market share of Nike, 17.4% of Adidas, 15.4% of Anta, and 6.7% of Li Ning (Jiang et al., 2022; Tang et al., 2022). Anta Group was ranked 17th in the list of "50 Most Valuable Global Apparel and Fashion Brands 2021" released by Brand Finance, a British brand evaluation organization, and is the only Chinese sporting goods brand on the list.

Anta Group has achieved internationalized and high-quality development by adopting business strategies such as brand internationalization strategy, quick response in the international market, diversified business strategy, and marketing combination strategy (Shan, 2022). Anta Group has many internationally famous sporting goods brands, and its internationalized business model of cross-border mergers and acquisitions of multi-brands has achieved ideal results. Therefore, this study investigated the influencing factors of Anta Group's corporate management strategy.

1.2 Questions of the Study

In 2021, the global sporting goods exports totaled 154.098 billion U.S. dollars, and China's sporting goods exports totaled 56.975 billion U.S. dollars, accounting for about 37% of the global sporting goods exports, China's sporting goods exports are large. At the same time, there are many shortcomings of Chinese sporting goods enterprises, such as serious dependence on the domestic market, barriers to entry in the international market, a single way to enter the international market, great influence by changes in the international market, the low international competitiveness of independent brands, etc. There are obstacles to internationalization, and very few sporting goods enterprises can become internationally famous brands (Chen, 2019; Shan, 2022). The rise of global trade protectionism and the pursuit of the international market by global international brands have also posed multiple obstacles to the internationalization of Chinese sporting goods enterprises. As the head of Chinese sporting goods enterprises, Anta Group's market share is still growing year by year. As a sporting goods enterprise, the factors influencing the business strategy of Anta Group need to be further analyzed and summarized. Therefore, this study proposes a study on the influencing factors of Anta Group's corporate management strategy.

1. Does the brand internationalization strategy affect Anta Group's corporate management strategy?

2. Does the diversification strategy affect Anta Group's corporate management strategy?

3. Does the marketing mix strategy affect Anta Group's corporate management strategy?

1.3 Objectives of the Study

The development of China's sporting goods industry has a good overview, the overall supply of stable growth, favorable policies to develop the overall revenue growth, with good prospects for development. However, Chinese sporting goods enterprises are in the development process in the face of market concentration, weaker competitiveness, lower degree of internationalization, and other development status quo. This is mainly due to the existence of their serious dependence on the Chinese market, the international market barriers to entry, market development in a single way, the international market changes in the influence of the big, independent brand competitiveness is weak, and other issues (Wei, 2023). The pace of development of Anta Group is accelerating day by day, the degree of internationalization is deepening, and the operating income is also growing. Through extensive cross-border mergers and acquisitions, Anta Group owns many famous sports brands. Now it has become the third largest sports brand in the world after Nike and Adidas, and it is the fastest-developing and the best-growing enterprise among Chinese sporting goods enterprises, with a brand value of up to 3.87 billion U.S (Wei, 2023). dollars, and its management strategy has important reference value. The selection of Anta Group as a case study object has certain reference significance for the development of business strategy of Chinese sporting goods enterprises. Therefore, combined with the above analysis, the purpose of this study is:

1. To explore whether the brand internationalization strategy affects Anta Group's corporate management strategy.

2. To explore whether the diversification strategy affects Anta Group's corporate management strategy.

3. To explore whether the marketing mix strategy affects Anta Group's corporate management strategy.

1.4 Scope of the Study

The research object of this paper is the employees of Anta Group's sporting goods enterprises in China. The questionnaire research of this paper adopts the form of Questionnaire Star online questionnaire survey, the questionnaire object for the employees of Anta, mainly including the manager of Anta, designers, and the store manager of some stores in China, the use of Questionnaire Star online questionnaire link, and through the background collation of the collection of relevant data. Anta Group now has more than 5,000 employees, a factory building area of more than 120,000 square meters, all computerized management of the modern assembly line 6, and the annual production of various types of casual sports shoes up to more than 5 million pairs (Chen, 2019). The number of Anta stores reaches 10,223, mainly distributed in street stores, shopping centers, department stores, and outlets. The survey includes the internationalization of talents, internationalization of channels, internationalization of promotion, and internationalization of R&D. The survey period is from December 10, 2023, to March 10, 2024.

1.5 Significance of the Study

This study aims to explore the successful experiences of Anta Group in terms of internationalization strategy, diversification, and marketing mix strategy through an in-depth analysis of the case and apply them to the development practices of Chinese sporting goods enterprises. Firstly, this study will deeply explore the layout and strategy of Anta Group in the international market, including the specific practices in the way of entering new markets, market positioning, and brand promotion. Secondly, this study will analyze how Anta Group expands its business scope, reduces risks, and improves corporate profitability through diversification, including cross-border mergers and acquisitions (Chen, 2019; Jiang et al., 2022; Shan, 2022; Tang et al., 2022). Meanwhile, this study will also explore Anta Group's strategies in marketing, including the integration of online and offline channels, brand promotion activities, marketing cooperation, and other practical experiences. Finally, this study will analyze Anta Group's internationalization mode of cross-border M&A and explore its effects as well as the challenges and solutions that may be encountered in the process of M&A. Through detailed research and analysis of the above aspects, this study will provide practical guidance and strategic suggestions for Chinese sporting goods enterprises, promote their development and competitiveness in the international market, and further promote the overall development and internationalization of China's sporting goods industry (Chen, 2019; Tang et al., 2022).

1.6 Definition of Key Terms

Brand Internationalization Strategy: An enterprise promotes and builds awareness of its brand globally through customized products and services, localized marketing strategies, establishment of a global distribution network, and participation in international exhibitions and events to expand its overseas market share.

Diversification Strategy: Enterprises diversify their business, reduce risks, and improve profitability by developing new product lines or services, acquiring or merging enterprises in other industries or related fields, expanding into new markets or regions, and exploring new sales channels.

Marketing Mix Strategy: The enterprise integrates different marketing tools and channels, including advertising, promotion, public relations, direct marketing, digital marketing, etc., as well as the combination of online and offline marketing strategies, to form an effective marketing mix to enhance brand awareness, attract customers and promote sales growth.

Corporate Management Strategy: Enterprises improve organizational efficiency, reduce costs, and enhance employee satisfaction by establishing an effective organizational structure, implementing scientific human resource management, optimizing internal processes and decision-making mechanisms, and implementing innovative management concepts and technologies to achieve corporate goals and maintain competitive advantages.

1.7 Limitation of the Study

There are limitations to this study. The success of choosing Anta Group as a case study is affected by the specific context and market environment and cannot be fully generalized to other enterprises. Secondly, the limitation of data acquisition leads to the incompleteness of some key information. The research methodology used may have limitations that affect the understanding and interpretation of the issues; furthermore, the time cut-off of the research data may be earlier, which does not reflect the latest market changes; and lastly, the successful experience of Anta Group may be mainly applicable to a specific region or cultural context, and needs to be cautiously generalized to other environments. Therefore, when interpreting the results of the study, these limitations need to be taken into account and combined with other relevant studies and practical experience for comprehensive analysis and judgment.

Chapter 2 Literature Review

2.1 Literature Review

2.1.1 Brand Internationalization Theory

(1) Definition of Brand Internationalization Theory

Brand internationalization is an enterprise making full use of global standardized products and brands to serve more countries. Brand internationalization is a brand management strategy in which the same brand is extended to different countries and regions with the same name, the same logo, the same packaging, and the same advertising plan to achieve uniformity and standardization, which brings about the benefits of economies of scale and low-cost operation. The meaning of brand internationalization has the following points: Firstly, brand internationalization is a regional and historical concept. Secondly, global brands are the result of brand internationalization, while international brands are the process of brand internationalization. Finally, brand internationalization is a process of commodity export, capital export, and brand export from low level to high level (Mu et al., 2023; Wei, 2023).

In the research of many scholars, it is clear that brand internationalization must have the condition that enterprises use the same brand name or brand logo, and only with this can it be said that the brand is internationalizing rather than the internationalization of the product or the enterprise; secondly, the internationalization of the brand is a territorial concept, and the internationalization of the brand must have the territoriality, that is, the brand has to be engaged in the profit-making activities in many regions and countries around the world, and the brand has to enter into the international market before it can be said that the brand is internationalizing (Tang & Yao, 2022). Only when a brand enters the international market can it be said that the brand is internationalizing; the last point is that the brand can be recognized by consumers and be profitable. Thus, brand internationalization is defined in this study as a dynamic process in which a company enters the markets of multiple countries and regions with a unique brand name and logo conducts profitable activities, and is accepted by consumers to a certain extent.

(2) Brand Internationalization Strategy

In the dynamic process of brand internationalization, it is necessary to combine standardized management with differentiated management and to combine internationalized management with localized management. Need to consider the external environment for full assessment, need to have a sufficient understanding of the internal environment, need to continuously improve the core competitiveness of enterprises in the internationalization of the need to obtain a certain position in the local market, in the internationalization of the brand of Anta not only focus on the development of the international market, colleagues should be based on the advantages of the Chinese market (Shap & Yao, 2021), the choice of modes and paths according to their strengths and weaknesses to make a prudent choice. Brand internationalization should go through three processes, first of all in the internationalization before the momentum, that is, in the process of OEM accumulation of knowledge and resources for the next step of internationalization to create the appropriate conditions, you can first carry out the labeling after the creation of the brand, you can also take the side of the labeling side of the creation of the brand of the production; after that is the momentum, adjusting the positioning of the independent brand of clothing, strong brand personality design, strengthen their own culture (Zhao & Zhang, 2011). The construction of the construction, the accumulation of certain intangible assets, the first to create a model of internationalization of the independent brand, in preparation for the real internationalization of the future, and finally is the momentum, through the cultivation of senior talents in clothing design, design and research and development of clothing brands with their own characteristics, the appropriate extension of the brand, through the extension of the popularity of the enterprise and the reputation of the enhancement of the brand, and continue to carry out brand innovation, and timely investigation of consumer demand preferences, and accurate design, and then the brand will be the first to be established in the future. Continuous brand innovation, timely investigation of consumer demand and preference, accurate design, and internationalization of clothing brands to make them bigger and stronger (Shap & Yao, 2021).

The path of brand internationalization is divided into the following modes: distributor brand path mode, brand cooperation path mode, labeling path mode, brand acquisition path mode, self-branding path mode, brand licensing path mode, and alliance brand mode. The path of brand internationalization can be divided from the point of view of the market that the brand enters, respectively, the mode from underdeveloped market to developed market, the mode from developed market to underdeveloped market, and other path modes, and the other paths are divided into the

mode of from near too far, the mode of spreading in a single point, and the intermediate mode, and so on (Shap & Yao, 2021; Zhao & Zhang, 2011). In brand internationalization, it is necessary to pay attention to the influence of market characteristics at three levels, i.e., the characteristics of the target product market at the macro levels, and the characteristics of the enterprise at the micro level, and to propose the path of brand internationalization for apparel brands by synthesizing the influences of these aspects.

2.1.2 Diversification Performance Theory

(1) Definition of Diversification Performance Theory

The theory of diversification refers to the strategic choice of an enterprise to diversify its business by entering new business fields or expanding its existing business scope based on its original main business. Diversification implies that an enterprise enters new product or service areas in addition to its original core business to expand its business scope. This can be achieved by developing new product lines, providing new services, and entering new markets or industries. Diversification can help a business spread its risks and reduce its dependence on a single market or product. When one business faces unfavorable factors, other businesses can still support the stable operation of the enterprise, thus improving the enterprise's ability to resist risks (Ahmed, 2009). Diversification should be based on an enterprise's existing core competencies and competitive advantages. Enterprises can improve the competitiveness and profitability of new businesses by applying their existing technologies, resources, and management experience to new business areas. Diversification can help enterprises make more effective use of resources and achieve optimal allocation of resources. By sharing resources, technology, and brand advantages among different business areas, an enterprise can maximize the use of resources, thereby improving overall performance and efficiency (Kenny, 2011). Diversification can promote corporate innovation and growth. Entering into new markets or industry sectors can bring new opportunities and challenges, stimulate the enterprise's sense of innovation and competitiveness, and promote the enterprise's sustainable development and growth. The theory of diversification emphasizes that enterprises should maintain flexibility and adaptability in the ever-changing market environment, and achieve long-term sustainable development goals by expanding business scope, reducing risks, leveraging core competencies, and optimizing resource allocation (Ciulu, 2008).

The success of diversification is usually measured by corporate performance. Enterprise performance refers to the benefits achieved by an enterprise's operation and development over some time. With the deepening of theoretical research, enterprise performance evaluation has gradually shifted to comprehensive performance evaluation, i.e., from financial indicators and non-financial indicators to evaluate the enterprise. Common financial indicators are mainly measured from four aspects: profitability, operation, debt capacity, and growth capacity. The common non-financial performance evaluation mainly measures enterprises from four dimensions: production capacity, core competitiveness, governance capacity, and customer relationship (Ciulu, 2008; Kenny, 2011).

(2) Diversification Strategy

Diversification was proposed by American scholars, who interpreted diversification as "developing new markets with new products" by constructing a matrix of "product markets", which is further interpreted as selling new products to new markets, focusing on the heterogeneity with old products and old markets. ". Since then, scholars have carried out in-depth research on diversification strategy and further enriched the definition and connotation of diversification (Ahmed, 2009; Ciulu, 2008; Kenny, 2011). The "diversification process" can be defined as the expansion behavior of enterprises based on maintaining the original product line, through the production and operation of new products, to bring about the enhancement of the number of final products for the enterprise, as well as the expansion of the scope of production and operation of the enterprise. Scholars select a few representative enterprises as research objects for in-depth study and analysis, analyze their development process in detail, and conclude that the enterprise operation generally needs to go through four stages of growth and development, namely, quantitative expansion of operations, regional expansion of operations, integration of operations, and diversification of operations. Diversification, or diversification, is a strategy whereby an enterprise simultaneously produces and provides two or more products or services with different basic economic uses (Ciulu, 2008; Kenny, 2011).

The strategy of diversification helps a company to expand into new and emerging areas with better business prospects. As technology continues to evolve, new industries are emerging one after another. Under the impact of new industries, the competitiveness of the original industry is gradually declining. Enterprises that continue to maintain the original field of operation will gradually fall into business difficulties. Therefore, enterprises can develop businesses in emerging fields based on the original business, thus reducing the competitive pressure of the original business and gradually reversing

the development trend of slower growth and lower rate of return. A diversification strategy helps to drive the development of the original business (Ahmed, 2009; Ciulu, 2008; Kenny, 2011). There is often a certain degree of mutual promotion between different industries, and the development of enterprises in new business areas can, to a certain extent, drive the development of the original business. In addition, the new business areas to the enterprise to bring customer stickiness and brand influence will also bring more market growth to the original business, so that the enterprise to achieve the scale effect and synergies. Diversification strategy helps enterprises to diversify risks and maintain operational security (Ahmed, 2009; Ciulu, 2008; Kenny, 2011). The market situation fluctuates, the economic market is changing rapidly, and it is difficult for enterprises to accurately predict the future development trend of the market, in addition, the market changes are also affected by policies, laws, and other factors (Ahmed, 2009; Ciulu, 2008; Kenny, 2011). Therefore, market forecasting has a certain complexity and uncontrollability. Enterprises can realize the diversification of business risks through diversification. If production and operation are limited to only one type of product or one field, they are likely to be devastated by market fluctuations.

2.1.3 Marketing Theory

(1) Definition of Marketing Theory

Marketing theory refers to the theoretical system that studies and summarizes the laws and principles of marketing activities. Marketing theory emphasizes market-oriented, that is, through in-depth understanding and analysis of market demand, competitive environment, and consumer behavior, to develop and adjust the enterprise's marketing strategy and plan to meet market demand and improve market competitiveness. Marketing theory believes that market transaction is a process of value exchange, enterprises need to provide valuable products or services to meet consumer demand, and through the exchange of obtaining the corresponding return, to maximize the interests of both parties. Marketing theory refers to the theoretical system that studies and summarizes the laws and principles of marketing activities, the core of which lies in market-oriented, customer-centered and realizes the long-term growth and competitive advantage of the enterprise by constantly understanding and satisfying market demand (Shapiro, 2011).

Marketing theory emphasizes customer-centeredness, i.e., to achieve long-term customer value and loyalty by constantly understanding and satisfying customer needs and establishing good customer relationships, to maintain the competitive advantage of

the enterprise. Marketing theory divides marketing activities into four aspects: product, price, channel, and promotion. Companies need to consider and manage these four elements in an integrated way to achieve comprehensive and effective marketing. Marketing theory emphasizes the importance of market segmentation and positioning, i.e., dividing the market into different segments according to the characteristics and needs of the market, and choosing appropriate market positioning strategies to achieve precise marketing to the target market. Marketing theory emphasizes the analysis and evaluation of the external environment and internal resources, as well as the concern and understanding of various stakeholders, such as competitors, suppliers, consumers, and the government, to guide firms' marketing decisions and actions (Sandıkcı & Jafari, 2011).

(2) Marketing Mix Strategy

Marketing mix strategy refers to the enterprise according to market demand and the competitive environment, the integrated use of products, prices, channels and promotions, and other marketing elements, design and implementation of a comprehensive, coordinated marketing strategy (Hill et al., 2014). The implementation of a marketing mix strategy requires enterprises to comprehensively consider and balance these four marketing elements, to ensure that they are coordinated and complement each other to achieve the best market results. Enterprises can flexibly adjust and optimize each marketing element according to the market characteristics and the actual situation of the enterprise, to meet different market demands and achieve market goals (Hill et al., 2014; Sandıkcı & Jafari, 2011). The marketing mix strategy emphasizes the comprehensiveness and coordination of marketing activities, and enterprises need to comprehensively consider and balance the four marketing elements of products, prices, channels, and promotions when formulating and implementing marketing strategies, to meet consumer demand, achieve market objectives and enhance enterprise competitiveness. Enterprises need to design and develop products or services that meet market demand according to market demand and consumer preferences, including decisions on product characteristics, quality, packaging, and branding (Tadajewski, 2012). Enterprises need to determine appropriate price levels to match product prices with market demand and the competitive environment, including pricing strategies, pricing methods, discounts, and promotional activities. Enterprises need to choose appropriate sales channels and distribution strategies to ensure the smooth flow of products to consumers, including arrangements for channel selection, middleman management, logistics, and inventory management. Enterprises need to adopt a variety of promotional methods and strategies to increase the visibility and attractiveness of their products in the market, including promotional efforts in advertising, sales

promotion, public relations activities, direct marketing, and digital marketing (Shapiro, 2011).

2.2 Research Relevant

From the point of view of the development stage and path of enterprise management of Chinese sporting goods enterprises, the weak brand influence and innovation ability to be strengthened are the main challenges faced by Chinese sporting goods enterprises. Sporting goods enterprises can obtain a competitive advantage of the key factors affecting technological innovation and brand building, technology is an internal factor brand is an external factor, and the two complement each other. Most of the Chinese sporting goods enterprises are OEM (original equipment manufacturers) for international sports brands, gaining less profit, while the R&D and sales of high-value products belong to the international sports brands, such as Nike and Adidas, which have a great advantage in terms of product quality (Shan, 2022), functional design, and branding, and reside at the high end of the global value chain, with a high share of the international market. In the competitive environment, it is necessary to seek the way of development and business strategy that suits oneself. For different markets, the way of entry adopted by sporting goods enterprises is also different. The implementation process of enterprise business strategy is greatly influenced by environmental factors, which are mainly determined by the industry where the enterprise is located and the market strategy of the business (Chen, 2019). The mode of enterprise management strategy can be divided into three categories: trade, contract, and investment, and the investment category is divided into direct foreign investment and indirect foreign investment. The internationalization of China's sports industry is aimed at pursuing the upgrading demands of the global value chain, and the brand internationalization strategy can enable Chinese sporting goods enterprises to integrate into the international market by using advanced technology and resources and improve the international influence of their brands. For different influencing factors such as geographical distance, cultural distance, and institutional distance, enterprises will adopt different enterprise management strategy strategies in the process of internationalization development (Chen, 2019; Wei, 2023).

Chinese sporting goods enterprises have high product homogeneity, and their marketing channels are limited, the proportion of overseas markets is not high, and consumers will focus more on high-profile overseas sports brands. From the viewpoint of the development of the enterprise management strategy of Anta Group, it is worthwhile to learn from the initiatives of Anta Group to deal with major risk events,

and Anta Group pays much attention to the internationalization management of its brand. Taking Anta Group as an example, scholars analyze the opportunities and challenges faced by Anta Group in the context of cross-border e-commerce, and put forward targeted countermeasures and suggestions, aiming to provide a reference for the development of Chinese sporting goods enterprises. Anta Group has been the fastest and best-growing local sporting goods enterprise in China in recent years, with a revenue of 49.328 billion yuan in 2021, which has been growing for decades. Through extensive cross-border mergers and acquisitions, Anta Group has achieved brand internationalization and continuously expanded its internationalization process (Li, 2007; Yang, 2022).

From the perspective of Anta Group's business strategy, Anta Group has implemented the corporate strategy of "single focus, multi-brand, globalization" since 2014, aiming to develop itself into the world's leading sporting goods manufacturer. The brand positioning of Anta Group is accurate, aiming to occupy a place in the specialized field. At the beginning of its establishment, Anta set its brand as a "professional sports brand", and gathered professional events and used professional mass media as a promotional aid (Shan, 2022; Yang, 2022). Anta Group should enrich its own brand culture, match the brand culture with the factors influencing consumers' purchasing, and pay attention to both technology and brand building. In addition, in the process of brand internationalization (Shan, 2022; Yang, 2022), Anta Group implements a multi-brand strategy, expands its brand resources through various ways, operates multiple brands in the way of brand stores, and makes use of the background of "Internet +" to extend the brand and accelerate the pace of internationalization of its brand. Analyzing the business strategy of Anta Group's international development (Mu et al., 2023; Shan, 2022; Tang & Yao, 2022; Yang, 2022; Zhu et al., 2022), can provide effective countermeasures and suggestions for the business strategy of Chinese sporting goods enterprises.

2.3 Conceptual Framework

According to the literature review, a model of influencing factors of the corporate management strategy of Anta Group is constructed, in which brand internationalization strategy, diversification strategy, and marketing mix strategy are independent variables and corporate management strategy is the dependent variable. The interrelationship between each variable is verified by constructing the model. The model framework is shown in Figure 2.2.

Figure 2.2 Conceptual Framework

The diagram shows three dashed-bordered theory boxes on the left connected to a box on the right:

- Brand Internationalization Theory
  - Brand Internationalization Strategy
- Diversification Performance Theory
  - Diversification Strategy
- Marketing Theory
  - Marketing Mix Strategy

All three connect with arrows to:

- Corporate Management Strategy

Chapter 3 Research Methodology

3.1 Introduction

The study examined the factors that influence Anta Group's corporate management strategy. The variables proposed in the study include brand internationalization strategy, diversification strategy, marketing mix strategy, and corporate management strategy. Measurement questionnaires for each variable were created using traditional scales from the study literature. Each variable's reliability and validity were assessed, and correlation analysis can only be performed if both tests pass. The study draws on brand internationalization theory, diversification performance theory, and marketing theory. The first section provides basic information regarding Anta Group employees, such as gender, age, and employment position. The second section focuses on the measurement question items for each variable. The test used a five-point Likert scale, with results ranging from 5 to 1, representing strongly agree, agree, neutral, disagree, and disagree.

3.2 Research Design

This study adopted the quantitative research. According to brand internationalization theory, diversification performance theory, and marketing theory, the study mainly focuses on teachers' self-assessment, with a total of 21 questions in the questionnaire, which is based on a scale. The brand internationalization strategy consists of five questions covering the perception of the internationalization strategy of the Anta brand, the degree of recognition, image evaluation, competitiveness perception, and expectations for future development. The diversification strategy consists of five questions, including the understanding of the diversification strategy of the Anta Group, its relevance to the core business, evaluation of the management ability, risk reduction effect, and expectations for future development. The marketing mix strategy consists of five questions covering the degree of understanding of the Anta Group's marketing mix strategy, attitudes, and opinions on product pricing, promotional activities, channel selection, and brand communication strategies. Corporate management strategy consists of six questions covering Anta Group's management leadership, organizational structure, communication mechanism, employee motivation, decision-making speed, and strategic planning to assess the effectiveness and adaptability of corporate management strategy. See Table 3.1.

Table 3.1 The Measurement Items

Variable	Measurement item	NO.
Brand Internationalization Strategy	1. Under the brand internationalization strategy, what is your level of awareness of Anta's products?	Q1
	2. What is your level of recognition of the Anta brand?	Q2
	3. What do you think is the international image of the Anta brand?	Q3
	4. How do you feel about the competitiveness of the Anta brand in the international market?	Q4
	5. What is your attitude towards the internationalization development prospect of the Anta brand?	Q5
Diversification Strategy	1. How much do you know about the diversification strategy of Anta Group?	Q6
	2. Do you think Anta's diversification strategy is related to its core business?	Q7
	3. What is your assessment of Anta Group's ability to diversify?	Q8
	4. Do you think Anta Group's diversification strategy can help reduce business risks?	Q9
	5. How do you feel about the future development of Anta Group's diversification strategy?	Q10
Marketing Mix Strategy	1. How well do you understand Anta Group's marketing mix strategy?	Q11
	2. what is your opinion about Anta Group's product pricing strategy?	Q12
	3. How do you think Anta Group's promotional activities influence your purchasing decision?	Q13
	4. what is your attitude towards Anta Group's channel selection and distribution strategy?	Q14
	5. Do you think Anta Group's brand communication strategy is effective?	Q15
Corporate Management Strategy	1. How do you feel about the leadership of Anta Group's management?	Q16
	2. Do you think the organizational structure of Anta Group is conducive to achieving the company's goals?	Q17
	3. How satisfied are you with Anta' communication mechanisms?	Q18
	4. Do you think the employee incentive system of Anta Group can effectively stimulate employees' motivation?	Q19
	5. How do you feel about the speed of decision-making in Anta Group?	Q20
	6. Do you think Anta Group's strategic planning can adapt to market changes?	Q21

3.3 Hypothesis

The independent variables in this study are brand internationalization strategy, diversification strategy, and marketing mix strategy. The dependent variable is corporate management strategy, and the model is constructed based on the analysis and the relationship between the variables. The relationship between variables is set through hypotheses. Therefore, hypotheses are formulated:

H1: The brand internationalization strategy has a significant positive effect on Anta Group's corporate management strategy.

H2: The diversification strategy has a significant positive effect on Anta Group's corporate management strategy.

H3: The marketing mix strategy has a significant positive effect on Anta Group's corporate management strategy.

Combined with the above analysis, the hypothetical model of the influencing factors of Anta Group's corporate management strategy, and the interrelationships among the variables are confirmed. See figure3.1.
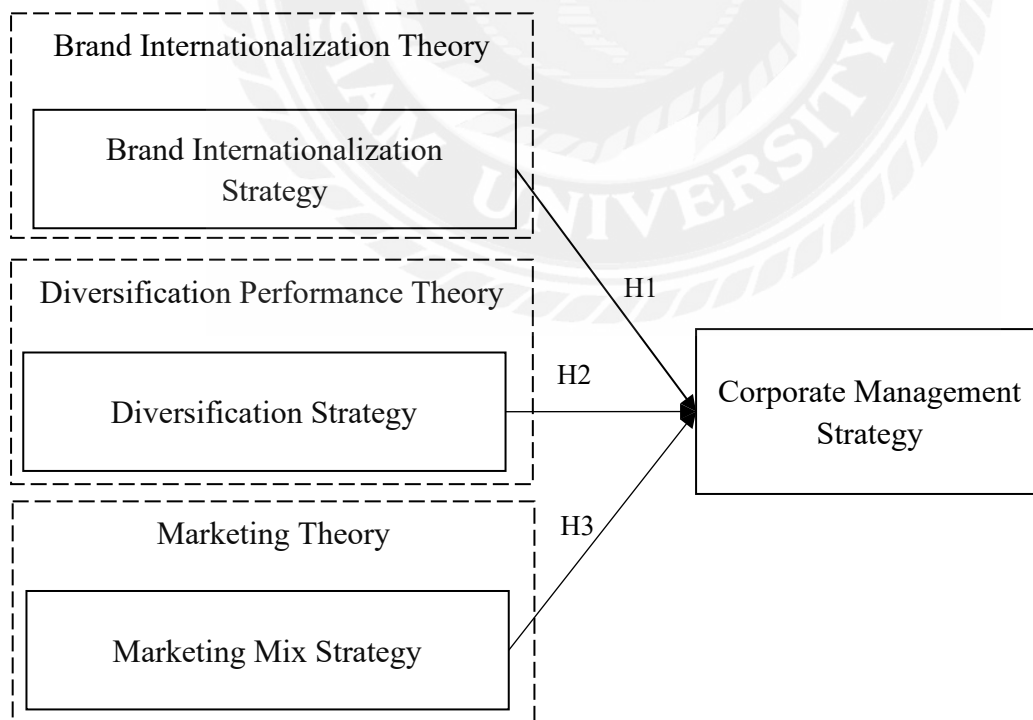

Figure 3.1 Hypotheses

3.4 Population and Sampling

The population of this paper is the employees of Anta Group's sporting goods companies in China. The questionnaire research of this paper adopts the form of Questionnaire Star online questionnaire survey, the questionnaire object for the employees of Anta, mainly including the manager of Anta, designers, and the store manager of some stores in China, the use of Questionnaire Star online questionnaire link, and through the background collation of the collection of relevant data. Anta Group currently employs more than 5,000 people. The number of Anta stores reaches 10,223, mainly distributed in street stores, shopping centers, department stores, and outlets. The survey includes internationalization of talents, internationalization of channels, internationalization of promotion, and internationalization of Research and Development (R&D). Combined with the reliability of sample extraction of 99.9%, the sample size was calculated.

$$N = \frac{r^2 * \rho(1-\rho)}{\beta^2}$$

The calculation gives the sample size for this sample survey as 399.89, so the number of people to be sampled is 400.

3.5 Data Collection

The survey's respondents are workers of Anta Group's athletic products companies in China. The questionnaire was distributed electronically, with a link to it supplied by email. The collected data was cleaned and structured, including a check for questionnaire recovery, completeness, and logic. The study runs from December 10, 2023, to March 10, 2024. After counting, 400 electronic questionnaires were disseminated, and 379 valid questionnaires were recovered, yielding a recovery rate of 94.75%.

3.6 Data Analysis

3.6.1 Reliability

The questionnaire in this study is an adaptation of a mature questionnaire, which was partially adapted and integrated into this study, and the questionnaire itself was tested for reliability and validity. Reliability was tested using SPSS reliability analysis,

which mainly examined Cronbach's Alpha reliability coefficient. If the distance between Cronbach's Alpha reliability coefficient and 1 is small, it means that the reliability within the data is high, and vice versa, the lower the reliability. The result of the test in this study is shown in 3.2, the Cronbach's Alpha is 0.8 or more, which means that the questionnaire meets the inherent requirements of reliability.

The Cronbach's Alpha coefficient for brand internationalization strategy is 0.895, the Cronbach's Alpha coefficient for diversification strategy is 0.869, the Cronbach's Alpha coefficient for marketing mix strategy is 0.872, and the Cronbach's Alpha coefficient for corporate management strategy is 0.872.

All of them are in the range of 0.8~0.9, which indicates that the reliability of this paper's questionnaire is better, and then the validity can be further analyzed. This indicates that the reliability of the questionnaire of this survey study is very good, as shown in Table 3.2.

Table 3.2 Variate Reliability Test

Variate	Cronbach's Alpha	N of Items
Brand Internationalization Strategy	0.895	5
Diversification Strategy	0.869	5
Marketing Mix Strategy	0.872	5
Corporate Management Strategy	0.872	6

3.6.2 Validity

The questionnaire validity test was done by KMO and Bartlett's Test of Sphericity. According to the test standard of KMO value, if the value of KMO is less than 0.5, it means that the validity of the questionnaire is not good. When the value of KMO is closer to 1, it means that there are more common factors between the items of the questionnaire, and it is more conducive to analyzing and testing each factor. The results of the validity of this questionnaire are shown in Table 3.3, the overall KMO value of the questionnaire reaches 0.936, and Bartlett's Test of Sphericity gets the significance value of 0.000, so this questionnaire has good validity.

The influencing factors of Anta Group's corporate management strategy were conducted using principal component analysis to examine the rationality of the scale dimensions setting. Factors with Eigen roots greater than 1 were extracted from the analysis and the cumulative total variance explained by the factors was 67.729%. Table 3.4 shows the results of factor analysis after rotation by the maximum variance method.

The calculation results by Rotated Component Matrixa show that the question-item differentiation validity of each factor is good, see Table 3.5.

Table 3.3 KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.936
Bartlett's Test of Sphericity	Approx. Chi-Square	4391.135
	df	210
	Sig.	0.000

Table 3.4 Total Variance Explained

Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulati ve %	% of Varianc e	Cumulativ e %	% of Varianc e	Cumulati ve %
1	7.176	47.841	47.841	47.841	47.841	23.381	23.381
2	1.570	10.467	58.307	10.467	58.307	22.269	45.651
3	1.413	9.422	67.729	9.422	67.729	22.079	67.729
4	0.600	3.998	71.727				
5	0.570	3.801	75.529				
6	0.503	3.351	78.879				
7	0.476	3.175	82.054				
8	0.443	2.956	85.010				
9	0.392	2.611	87.622				
10	0.383	2.550	90.172				
11	0.339	2.260	92.432				
12	0.321	2.141	94.574				
13	0.313	2.086	96.660				
14	0.255	1.698	98.358				
15	0.246	1.642	100.000				

The results of the study showed that the rotated principal component matrix revealed that the first factor ranged from Q 1 to Q5; the second factor ranged from Q11 to Q15; the third factor ranged from Q 6 to Q 10. The three influential factors were named brand internationalization strategy, diversification strategy, and marketing mix strategy. Through the results of Table 3.5, it can be learned that a total of three factors were extracted, and each variable has a large loading on only one common factor, while the loadings on the other common factors are small, indicating that each variable has a better but differentiated validity.

Table 3.5 Rotated Component Matrix

	Component		
	1	2	3
Q1	0.813		
Q2	0.749		
Q3	0.817		
Q4	0.759		
Q5	0.758		
Q6			0.781
Q7			0.719
Q8			0.718
Q9			0.771
Q10			0.750
Q11		0.844	
Q12		0.739	
Q13		0.690	
Q14		0.748	
Q15		0.757	
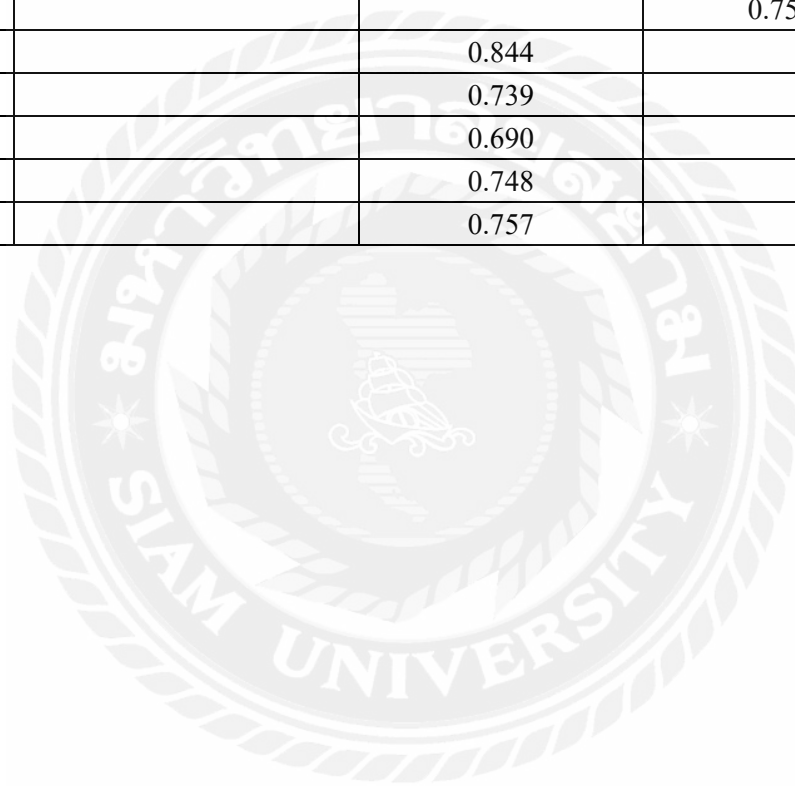
Chapter 4 Findings

4.1 Introduction

A total of 379 valid questionnaires were collected in the study, and the validity rate of the questionnaires was 94.75%. The collected data was analyzed by descriptive statistics, and the data conformed to normal distribution. Correlation was verified based on the hypothesized relationship between the variables that do not make sense. Pearson correlation analysis was used to determine the correlation and significance between each variable. Finally, the conclusions of the study were drawn based on the analysis.

4.2 Description of Statistical Variables

This study takes the employees of Anta Group as the research object and uses a stratified random sampling method to survey the employees of Anta Group China. A total of 400 questionnaires were distributed, and 379 valid questionnaires were recovered, with an effective recovery rate of 94.75%. The sample distribution of the questionnaires is as follows: Male to female ratio and age distribution Male to female ratio and age distribution of the surveyed sample. The results show that there are 199 males, accounting for 52.5% of the total number of samples, and 180 females, accounting for 47.5% of the total number of samples. The proportion of males and females is almost equal. In terms of the age of the sample, 60 persons (15.8%) were between 18 and 25 years old, 44 persons (11.6%) were between 26 and 30 years old, 64 persons (16.9%) were between 31 and 35 years old, 78 persons (20.6%) were between 36 and 40 years old, and 133 persons (35.1%) were aged 40 years old or above. As shown in Table 4.1, the sample as a whole met the statistical requirements.

Table 4.1 Distribution of Gender-Age of Samples (N = 379)

Item	Options	Frequency	Percent%
Gender	Male	199	52.5
	Female	180	47.5
Age	18-25	60	15.8
	26-30	44	11.6
	31-35	64	16.9
	36-40	78	20.6
	Over 40	133	35.1
Total		379	100.0

Table 4.2 Distribution of Education-Position-Tenure of Samples (N = 379)

Item	Options	Frequency	Percent%
Education	Bachelor's degree	239	63.1
	Master degree	126	33.2
	Higher than the Master's degree	14	3.7
Position	Operation	165	43.5
	Manager/senior	73	19.3
	Lecturer/instructor	44	11.6
	Other	97	25.6
Tenure	Less than/or equal to 5	57	15.0
	Between 6-10	139	36.7
	Between 11–15	171	45.1
	16 and over	12	3.2
Total		379	100.0

Table 4.3 Descriptive Statistics

Various	N	Minimum	Maximum	Mean	Std. Deviation
Q1	379	1	5	3.47	1.19
Q2	379	1	5	3.50	1.19
Q3	379	1	5	3.51	1.17
Q4	379	1	5	3.36	1.08
Q5	379	1	5	3.46	1.09
Q6	379	1	5	3.47	1.14
Q7	379	1	5	3.59	1.06
Q8	379	1	5	3.56	1.16
Q9	379	1	5	3.64	1.21
Q10	379	1	5	3.49	1.20
Q11	379	1	5	3.64	1.36
Q12	379	1	5	3.60	1.19
Q13	379	1	5	3.40	1.07
Q14	379	1	5	3.55	1.02
Q15	379	1	5	3.69	1.08
Q16	379	1	5	3.84	1.09
Q17	379	1	5	3.74	1.08
Q18	379	1	5	3.79	1.13
Q19	379	1	5	3.69	1.16
Q20	379	1	5	3.83	1.08
Q21	379	1	5	3.84	1.04

The results of the survey on education, title, and experience (Table 4.2) show that among the surveyed employees, 126 of them have master's degrees, which accounts for 33.2% of the total sample; 239 of them have bachelor's degree, which is still more than 63.1% of the total sample; and 14 of them have a degree higher than master's degree, which accounts for 3.7% of the sample. The number of employees with a master's degree was 14, or 3.7% of the total sample. Experience Less than 5 years (including 5 years) 57 people, 6-10 years 139 people, 11-15 years 71 people, more than 16 years (including 16 years) 12 people. Descriptive statistics were analyzed for each question item for each variable. The main measurements were the maximum value, minimum value, mean and average of each question item, and standard deviation of the variable. The analysis reveals that the maximum value of each question item is 5, the minimum value is 1 and the mean value is above 3.3. The level of the four dimensions is not too broad. See Table 4.3.

4.3 Results of the Study

Correlation analysis is the process of examining two or more correlated elements of a variable to determine how tight the correlation is between the two elements. Correlation analysis requires a link or probability between the associated elements. To investigate the relationship between various groupings. Correlation analysis has unquestionably become the greatest approach to statistical analysis. Pearson correlation coefficient: It works best for two groups of continuous variables that have an approximately normal distribution and are linearly connected. The value of Pearson's correlation coefficient is a statistical measure that indicates the degree of linear association between two variables. The value of the correlation coefficient is denoted by r, where n is the sample size and n represents the observed and mean values of both variables. r denotes the degree of linear correlation across the two values; the greater the absolute value of r, the more powerful the correlation. The results of the above analysis show that the variables have a 99% significant association. And since the correlation coefficient is greater than zero, they are positively associated.

Table 4.4 Correlation Between Variables (Pearson Correlation Matrix)

	BIS	DS	MMS	CMS
BIS	1	.569**	.544**	.483**
DS		1	.569**	.442**
MMS			1	.469**
CMS				1

NOTE：*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is

significant at the 0.01 level (2-tailed). BIS is a Brand Internationalization Strategy. DS is a Diversification Strategy. MMS is a Marketing Mix Strategy. CMS is a Corporate Management Strategy.

The Pearson correlation coefficient between brand internationalization strategy and corporate management strategy is 0.483, and $P<0.01$, indicating that there is a correlation between brand internationalization strategy and corporate management strategy, and it is a general correlation.

The Pearson correlation coefficient between diversification strategy and corporate management strategy is 0.442 and $P<0.01$, indicating that there is a correlation between diversification strategy and corporate management strategy, and it is a general correlation.

The Pearson correlation coefficient between marketing mix strategy and corporate management strategy is 0.469, and $P<0.01$, indicating that there is a correlation between marketing mix strategy and corporate management strategy, and it is a general correlation.

Therefore, according to the results of the data analysis, the brand internationalization strategy has a significant positive effect on Anta Group's corporate management strategy. Hypothesis H1 holds. The diversification strategy has a significant positive effect on Anta Group's corporate management strategy. Hypothesis H2 holds. The marketing mix strategy has a significant positive effect on Anta Group's corporate management strategy. Hypothesis H3 holds.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

A total of 379 questionnaires collected in the study were valid, with a validity rate of 94.75%. This chapter focuses on analyzing the influencing factors of Anta Group's corporate management strategy. Firstly, the factors affecting the business strategy of Anta Group are categorized theoretically, and brand internationalization strategy, diversification strategy, and marketing mix strategy are regarded as important factors affecting the business strategy of Anta Group, and how these factors affect the business strategy of Anta Group is elaborated. Then through correlation analysis, the degree of influence of each of the above factors on corporate business strategy is analyzed. The results show that each influencing factor has a significant impact on the enterprise business strategy, and the brand internationalization strategy, diversification strategy, and marketing mix strategy have the same degree of influence on the enterprise business strategy of Anta Group. The research on the influencing factors of enterprise business strategy provides a good basis for the countermeasures and management suggestions of enterprise business strategy in the following article.

5.1.1 The Brand Internationalization Strategy Has a Significant Positive Effect on Anta Group's Corporate Management Strategy

The Pearson correlation coefficient between brand internationalization strategy and corporate management strategy is 0.483, and $P<0.01$, indicating that there is a correlation between brand internationalization strategy and corporate management strategy, and it is a general correlation. This result shows that there is a correlation between brand internationalization strategy and corporate business strategy with a correlation coefficient of 0.483, indicating a general degree of correlation between them. Since the p-value is less than 0.01, this means that this correlation is highly significant and the possibility of it being caused by random factors can be ruled out. This means that the correlation found in the study is unlikely to have occurred by chance. Therefore, when developing brand internationalization strategies, companies need to consider the correlation with their business strategies, which will help to improve the accuracy and effectiveness of strategic planning.

5.1.2 The Diversification Strategy Has a Significant Positive Effect on Anta Group's Corporate Management Strategy

The Pearson correlation coefficient between diversification strategy and corporate management strategy is 0.442 and P<0.01, indicating that there is a correlation between diversification strategy and corporate management strategy, and it is a general correlation. This result shows that there is a general degree of correlation between diversification strategy and corporate business strategy with a correlation coefficient of 0.442. Since the p-value is less than 0.01, this correlation is highly significant and excludes the possibility of being caused by random factors. Therefore, when developing a diversification strategy, companies need to consider the correlation with their business strategy. This helps to ensure that the diversification strategy is aligned with the overall corporate goals and strategies, thereby increasing the effectiveness and likelihood of success of the strategy implementation.

5.1.3 The Marketing Mix Strategy Has a Significant Positive Effect on Anta Group's Corporate Management Strategy

The Pearson correlation coefficient between marketing mix strategy and corporate management strategy is 0.469, and P<0.01, indicating that there is a correlation between marketing mix strategy and corporate management strategy, and it is a general correlation. This result shows that there is a general degree of correlation between marketing mix strategy and business management strategy with a correlation coefficient of 0.469. Since the p-value is less than 0.01, this correlation is highly significant and excludes the possibility that it is caused by random factors. Therefore, firms need to consider the correlation with their corporate management strategies when developing their marketing mix strategies. This helps to ensure that marketing activities are aligned with overall corporate objectives and strategies, thereby improving market competitiveness and business performance.

Table 5.1 Hypothesis Testing

NO.	Hypothesis	Result
H1	The brand internationalization strategy has a significant positive effect on Anta Group's corporate management strategy.	Established
H2	The diversification strategy has a significant positive effect on Anta Group's corporate management strategy.	Established
H3	The marketing mix strategy has a significant positive effect on Anta Group's corporate management strategy.	Established

5.2 Recommendations

5.2.1 Implementing of Comprehensive Brand Internationalization Strategy

The Anta Group needs to take a series of measures in developing its brand internationalization strategy. Firstly, conducting market research is a key step, which requires an in-depth understanding of the target market's culture, consumption habits, competition, and other factors to provide an accurate basis for brand positioning and marketing. Secondly, brand positioning is crucial. Clear brand positioning and core competitive advantages must be determined according to the needs of the target market and the competitive environment to ensure that the brand is attractive and competitive in the international market. In addition, product adaptability is also crucial. Products need to be customized or adjusted according to the market demand and consumer preferences in different countries or regions to suit the characteristics of the local market. Channel expansion is also essential, and diversified sales channels, including online and offline channels, need to be established to meet the purchasing needs of different consumer groups. Brand promotion is also a crucial aspect, requiring targeted marketing strategies, including advertising, public relations activities, and social media marketing, to enhance brand awareness and reputation. In addition, Anta Group needs to emphasize cultural integration, respect and understand the needs and values of consumers in different cultures, and establish an emotional connection with consumers through cultural integration and cross-cultural communication. Finally, it is also essential to establish a perfect international management system, including organizational structure, talent training, supply chain management, etc., to ensure the long-term development and sustainable competitiveness of the brand in the international market.

5.2.2 Implementing Effective Diversification Strategies

When implementing a diversification strategy, an enterprise needs to approach it from several angles. Firstly, an in-depth assessment of the market demand, competition, and profit potential of potential businesses to ensure that the chosen business fits in with the core competencies and strategic objectives of the enterprise. Second, obtain accurate market information and data support through market research to guide the positioning and promotion strategy of the diversified business. In addition, it is important to make full use of existing resources and advantages to explore opportunities for industry chain extension or vertical integration related to the core business to

achieve resource sharing and cost optimization. At the same time, resources such as capital, manpower, and technology should be rationally allocated and key resources should be acquired through cooperation, acquisition, or M&A to accelerate the implementation of the diversification strategy and the realization of its effects. In terms of management, it establishes management systems and processes adapted to diversified business, including organizational restructuring, talent cultivation, and performance evaluation, to ensure the efficiency and synergy of business operations. Finally, enterprises need to recognize the risks and challenges that may be brought by diversification strategies and formulate corresponding risk management strategies and measures to safeguard the overall sound development of the enterprise. By comprehensively considering the above measures, enterprises can better implement their diversification strategies and achieve the dual goals of business growth and risk diversification.

5.2.3 Optimizing Marketing Mix Strategies

In executing its marketing mix strategy, Anta Group can take several measures to enhance brand awareness, expand market share, and increase sales revenue. Firstly, it needs to conduct comprehensive market research to gain an in-depth understanding of the consumer demand, competitive landscape, and trends in the target market, to provide data support for the formulation of an effective marketing strategy. Secondly, based on the results of market research, design a product mix that meets the needs of the target market, including color, style, function, and other aspects of the design, to meet the needs of different consumer groups. Meanwhile, through reasonable pricing strategies and promotional activities, the competitiveness and attractiveness of products can be enhanced to promote sales growth. In terms of channels, diversified sales channels can be established, including a combination of online and offline channels, to better cover the target consumer groups. In addition, active brand promotion activities, including advertisements, public relations activities, and sponsorships, can be carried out to enhance brand awareness and reputation. On the online side, social media platforms can be utilized for precise marketing and interactive promotion to attract more potential customers. Finally, establish a sound customer service system and provide high-quality after-sales service to enhance customer stickiness and loyalty. Through the comprehensive implementation of the above measures, Anta Group can better execute the marketing mix strategy and realize the increase in market share and sales growth.

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Appendix Questionnaire

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

Part Ⅰ:

1. Gender ☐Male ☐ Female

2. Age A 18-34 B35-44 C45-54 D above 54

3. Education 1. Bachelor's degree ☐ 2. Master degree
☐ 3. Higher than the Master's degree 4. Other

4. Position 1. Operation ☐ 2. Manager/senior
☐ 3. Lecturer/instructor ☐ 4. Other...................

5. Tenure in current position (year)
☐ 1. Less than/or equal to 5 ☐ 2. Between 6-10
☐ 3. Between 11–15 ☐ 4. 16 and over

Part Ⅱ: Please judge to what extent you agree with the following statement, please choose the most appropriate option, and mark the corresponding number "√". The questionnaire used Likert scale, ranging from 1 to 5 in which 1 indicates strongly disagree (or strongly disagree), 2 indicates relatively disagree (or relatively disagree), 3 indicates neutral, 4 indicates relatively agree (or relatively agree), and 5 indicates strongly agree (or strongly agree)

Measuring item	Strongly disagree	Disagree	General	Agree	Strongly agree
Brand Internationalization Strategy					
1. Under the brand internationalization strategy, what					

is your level of awareness of Anta's products?					
2. What is your level of recognition of the Anta brand?					
3. What do you think is the international image of Anta brand?					
4. How do you feel about the competitiveness of Anta brand in the international market?					
5. What is your attitude towards the internationalization development prospect of Anta brand?					
Diversification Strategy					
1. How much do you know about the diversification strategy of Anta Group?					
2. Do you think Anta's diversification strategy is related to its core business?					
3. What is your assessment of Anta Group's ability to diversify?					
4. Do you think Anta Group's diversification strategy can help reduce business risks?					
5. How do you feel about the future development of Anta Group's diversification strategy?					
Marketing Mix Strategy					
1. How well do you understand Anta Group's marketing mix strategy?					
2. what is your opinion about Anta Group's product pricing strategy?					
3. How do you think Anta Group's promotional activities influence your purchasing decision?					
4. what is your attitude towards Anta Group's channel selection and distribution strategy?					
5. Do you think Anta Group's brand communication strategy is effective?					

Corporate Management Strategy					
1. How do you feel about the leadership of Anta Group's management?					
2. Do you think the organizational structure of Anta Group is conducive to achieving the company's goals?					
3. How satisfied are you with Anta' communication mechanisms?					
4. Do you think the employee incentive system of Anta Group can effectively stimulate employees' motivation?					
5. How do you feel about the speed of decision-making in Anta Group?					
6. Do you think Anta Group's strategic planning can adapt to market changes?					