



**THE INFLUENCING FACTORS OF HUAWEI'S BRAND  
INTERNATIONALIZATION**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
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This Independent Study has been Approved as a Partial Fulfillment of the  
Requirements for the Degree of Master of Business Administration

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### ABSTRACT

In the growing global market, to comply with the trend of the times, more and more enterprises have begun to choose multinational operations and carry out brand internationalization construction. Studying the influencing factors of Huawei's brand internationalization is great for all Chinese enterprises to enter the international market, carry out brand internationalization construction, and enhance the influence of Chinese enterprises in the international market. The objective of the study was to explore the effect of brand positioning, brand awareness, brand innovation, and international talent on Huawei's brand internationalization.

This study adopted the quantitative research method. A total of 400 questionnaires were distributed during the survey period and 353 valid questionnaires were recovered, with a validity rate of 88.25%. This study found that brand positioning, brand awareness, brand innovation, and international talent have a significant positive effect on Huawei's brand internationalization. For recommendations, Huawei's brand internationalization strategy should focus on the following aspects: 1) Optimizing brand positioning; 2) Increasing brand awareness; 3) Strengthening brand innovation; 4) Nurturing international talent.

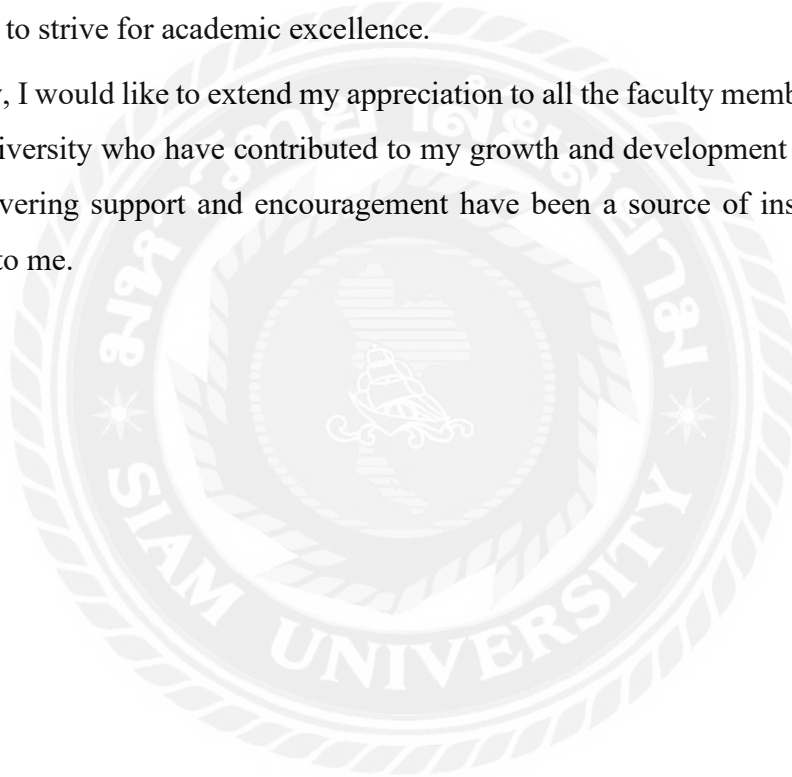
**Keywords:** Huawei, brand internationalization, brand positioning, brand awareness, brand innovation, international talent

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## DECLARATION

*I, Gao Ruijun, hereby certify that the work embodied in this independent study entitled “The Influencing Factors of Huawei's Brand Internationalization” is result of original research and has not been submitted for a higher degree to any other university or institution.*

*Gao Ruijun*

Gao Ruijun  
July, 8 2024



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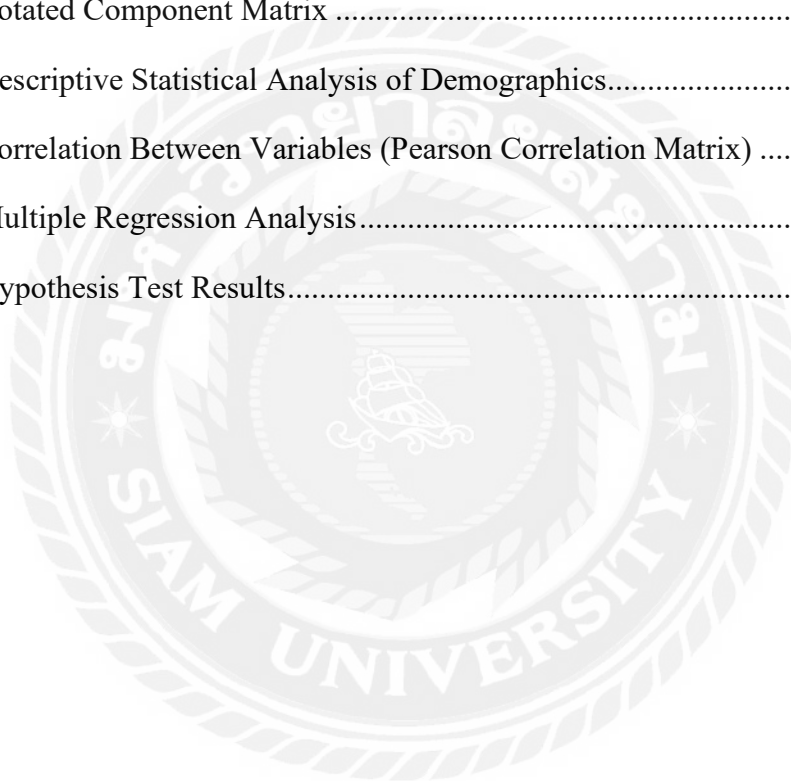
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# Chapter 1 Introduction

## 1.1 Background of the Study

In recent years, with the rapid development of science and technology, the competition in the global high-tech market has become increasingly fierce, and the development of major brands in this field has also shown a mixed trend. Among them, the U.S. Apple is still at the forefront of science and technology, with its innovative products and strong brand influence to occupy a dominant position in the market. It is closely followed by South Korea's Samsung brand, which has become a strong competitor to Apple in the high-tech market with its comprehensive strength in smartphones, home appliances, and semiconductors (Gold et al., 2021). Chinese high-tech companies are also rising rapidly, especially the rapid development of the Xiaomi brand in the field of smart home and consumer electronics, which has attracted widespread attention in the global market. With its cost-effective products and innovative business model, Xiaomi has not only achieved remarkable results in the domestic market but also successfully entered overseas markets and gradually built up global brand awareness (Jütersonke et al., 2021).

The development of the high-tech field has gone beyond the traditional sense of gradual progress but presents a new trend of vertical and horizontal, rapid change. Technological breakthroughs, diversification of market demands, and the influence of globalization have made this field full of new situations and highlights. Against this background, major enterprises not only need to maintain their leading position in technological innovation but also need to make continuous efforts in marketing, brand building, and global layout to cope with the increasingly complex market environment (Wang et al., 2019). For China's high-tech brands, gaining high brand awareness in the unpredictable worldwide market and winning the recognition and trust of consumers worldwide has become an important issue that needs to be resolved urgently. This is not only a need for the enterprise's development but also a trend for China's high-tech industry to go global and enhance its international competitiveness. In this process, China's high-tech enterprises need to utilize strategies comprehensively. On the one hand, they need to strengthen independent innovation, enhance core technology capabilities, and launch more products with international competitiveness; on the other hand, they need to focus on brand building and improve the international influence of their brands through efficient marketing and public relations activities. In addition, it is necessary to actively expand overseas markets, establish a perfect sales and service network, provide localized products and services, and meet the needs of consumers in different countries and regions (Balding, 2019).

Under the wave of growing and improving global markets, to comply with the trend of the times, more and more countries and enterprises have begun to choose multinational operations, expand international markets, and carry out brand internationalization construction. At present, Huawei has become a typical

representative of China's high-tech field, which has been active and progressive since its establishment, has been committed to scientific research and innovation for many years, and has achieved increasingly outstanding results. Huawei has made innovations and breakthroughs in technology, patents, and services. However, it should take advantage of the brandy internationalization, and improve the export competitiveness of China's high-tech industry (Fahmi Al-Zyoud, 2018). In recent years, Huawei has made technological breakthroughs in several fields and has been at the forefront of global technology. Huawei's international brand awareness is increasing. As of 2018, Huawei's international brand awareness has reached 88%, which is the pioneer of Chinese enterprises to brand internationalization. It is a role model that should be studied by industries. Huawei should build international marketing and brand internationalization (Wang et al., 2019). At this time, studying the influencing factors of Huawei's brand internationalization is of great significance for all kinds of Chinese enterprises to enter the international market, carry out brand internationalization construction, realize their corporate value to a greater extent, and enhance the influence of Chinese enterprises in the international market (Fahmi Al-Zyoud, 2018).

## 1.2 Questions of the Study

Huawei has been adhering to its strategic focus on creating value for its customers and is becoming the most trusted strategic business partner for operators. Based on Huawei's customer base, its business segments can be subdivided into carrier, enterprise, and consumer segments. Huawei's sales revenue has been growing as it expands into overseas markets. Meanwhile, the proportion from overseas markets has been rising as Huawei's brand becomes more internationalized, with overseas sales revenue accounting for more than 50% of overall sales revenue (Balding, 2019). Huawei's business is spread across the global market, including not only Africa and the Asia-Pacific region, which are lagging in the development of telecommunications services, but also the developed regions of Europe and the United States. Huawei's sales revenues come from a wide range of sources in many countries, and its brand internationalization strategy has achieved remarkable results. The challenge faced by Huawei's brand internationalization (Gold et al., 2021).

Escalating trade protectionism and frequent trade frictions and disputes have seriously hampered the pace of Huawei's brand internationalization. Huawei's brand positioning will dominate the process of brand internationalization (Guercini et al., 2020). Huawei lacks internationalized management elites. The elites in multinational business management, international intellectual property operation, and international finance are slightly inferior to the competitors. Technological innovation and corporate brand awareness become the key factors for the implementation of an internationalization strategy. Technological innovation and corporate brand awareness affect consumer behavior (Jütersonke et al., 2021). Therefore, brand positioning, brand awareness, brand innovation, and talent are factors that Huawei must consider when

developing its product promotion and international marketing strategies.

- (1) Does brand positioning affect Huawei's brand internationalization?
- (2) Does brand awareness affect Huawei's brand internationalization?
- (3) Does brand innovation affect Huawei's brand internationalization?
- (4) Does international talent affect Huawei's brand internationalization?

### **1.3 Objectives of the Study**

The brand is a universal symbol in the international market, not only the core of enterprise development but also an important part of industrial competitiveness. The development of Huawei cannot be separated from the construction of a brand internationalization strategy. If multinational enterprises want to occupy an inescapable position in the international market. Huawei has to adjust its competitive pattern and carry out its brand internationalization strategy. The research on the influencing factors of Huawei's brand internationalization is of great significance to the development of the enterprise.

- (1) To explore the effect of brand positioning on Huawei's brand internationalization.
- (2) To explore the effect of brand awareness on Huawei's brand internationalization.
- (3) To explore the effect of brand innovation on Huawei's brand internationalization.
- (4) To explore the effect of international talent on Huawei's brand internationalization.

### **1.4 Scope of the Study**

This study took Huawei's employees as the research subjects and explored the influencing factors of Huawei's brand internationalization. A questionnaire was used to collect and analyze basic data on employees' gender, age, and education, which helped to understand the basic composition of Huawei's employees and their differences in brand perceptions. The questionnaire also focused on measuring several key variables of Huawei's brand, including brand positioning, brand awareness, brand innovation, and international talent. These variables are indispensable elements in the brand

internationalization process, and an in-depth understanding of these aspects provides strong support for Huawei's brand development in the international market.

## **1.5 Significance of the Study**

With the development of the high-tech Internet, the role of networks and science and technology in people's lives is becoming more significant, and digitalization is influencing industries and promoting the development of production activities and economic construction in various countries. Huawei has not only realized many breakthroughs in core technologies but also actively participated in the formulation of standards in the international high-tech market, which has led various industries in China to enhance international influence and competitiveness in terms of quality and quantity (Himawan, 2019). Therefore, by studying the internationalization process of its brand and its influencing factors, it can better promote other emerging enterprises in this industry to enter the international market smoothly and promote the further development of China's high-tech industry. Secondly, it is hoped that the study of Huawei's brand internationalization influencing factors and successful experience can provide a deeper understanding of the role of each influencing factor on brand internationalization, and can inspire other Chinese industries and enterprises to enter the international market.

Brand competition has become the competitiveness of enterprises to enter the international market, and more world brands are entering the lives of consumers under the fierce competition in the international market. Actively carrying out a brand internationalization strategy to build world-famous brands has theoretical creative significance for Chinese enterprises to enhance their international competitiveness and shape their influence in the international market. Brand internationalization is the representative of national and enterprise intangible assets. At present, the competition in the market is getting more and more intense, and the characteristics and functions of similar products are the same, so it is necessary to use the influence of the brand to shape the differentiation of similar products (Janiszewska & Insch, 2012; Jütersonke et al., 2021). It is conducive to further enhancing the competitive advantage for enterprises and the country. Through the internationalization of the brand, it can bring several times the number of consumer groups for the enterprise and the country, and strengthen the international competition in the market at the same time will further stimulate the enterprise's own research and development innovation. Therefore, studying the successful experience of Huawei's brand internationalization is of constructive significance for China's participation in international competition at a deeper level.

## **1.6 Definition of Key Terms**

In this study, the following operational definitions of four key variables are defined

to provide an in-depth analysis of the factors influencing Huawei's brand internationalization:

Brand positioning refers to the unique position and image Huawei has set for its products and services in the market, including its perception and expectations in the minds of consumers.

Brand awareness is the extent to which Huawei's brand is recognized and remembered by consumers in the target market. Brand awareness includes brand recognition, brand memory, and brand association.

Brand innovation refers to Huawei's ability to innovate products, services, technologies, and business models. Brand innovation includes technological innovation, product innovation, service innovation, and business model innovation.

International talent refers to employees with international perspectives and capabilities that Huawei introduces and cultivates in the global market. International talent includes talent diversity, international experience, cross-cultural competence, and training and development.

## **1.7 Limitations of the Study**

Although this study provides an in-depth analysis of the factors influencing Huawei's brand internationalization, there are still some shortcomings and limitations that affect the generalizability and accuracy of the findings. The problem of sample representativeness is obvious. As the study is limited to Huawei's internal employees, despite covering different departments and levels, this may still result in results that primarily reflect internal perspectives, while ignoring the views of consumers, partners, or industry experts. As a result, the findings may not fully represent the views of external markets and other stakeholders. The limitations of the data collection method cannot be ignored. This study utilized a questionnaire, which relies on the subjective responses of the respondents and may suffer from inaccurate or biased responses. Although a five-point Likert scale was used to standardize responses, there may be differences in the way the scale is understood and used by different respondents, affecting the consistency and reliability of the data. Limitations in variable selection and operational definitions are also noteworthy. Although the study revolves around four key variables: brand positioning, brand awareness, brand innovation, and international talent, these variables may not comprehensively cover all the factors that affect brand internationalization. For example, the influence of external factors such as policy environment, cultural differences, and market competition is not fully captured in this study. This study provides some valuable insights about Huawei's brand internationalization, but to obtain more comprehensive and accurate conclusions, future research should consider expanding the sample scope, improving the data collection

methodology, extending the duration of the survey, and incorporating the analysis of more influencing factors.



# Chapter 2 Literature Review

## 2.1 Introduction

This chapter systematically reviews and summarizes the core elements of brand internationalization, which mainly cover four aspects: brand positioning, brand awareness, brand innovation, and international talent. Especially in internationalization, enterprises need to develop differentiated brand positioning strategies to adapt to the characteristics of different markets and diversified consumer needs.

## 2.2 Literature Review

### 2.2.1 Branding Strategy

"Brand" initially means burning, which refers to the burning of products by producers in ancient times to produce a brand on the product, to distinguish the differences between similar products. Since then, the American Marketing Association (AMA) has recognized that a brand is a combination of elements, including name, symbol, product mark product design, etc. (Fahmi Al-Zyoud, 2018). It is also believed that the application of branding in the international market is a key factor in a brand. It also believes that the key reason for applying branding in the market is to differentiate goods or services of the same type so that consumers can make choices (Waters, 2010).

Brand strategy refers to a series of marketing and business management methods, the core of which lies in the dissemination and maintenance of the brand, so the study of an enterprise's brand strategy can start from the following six aspects: mode selection, decision-making, identification definition, extension planning, management planning, and vision establishment (Waters, 2010). Enterprises need an organizational strategy to determine the future development direction of the enterprise, that is, brand integration strategy. Due to the economic environment and the constant change in consumer psychology, an in-depth investigation of consumers is important for brand strategy, by thoroughly grasping consumer behavior and consumption habits of consumers, and thus improve the core competitiveness of the enterprise (Himawan, 2019).

Brand strategy is a series of long-term planning and implementation measures for enterprises to establish and manage brand image, positioning, and value in the market. Its core objective is to enhance the brand's market competitiveness and consumer loyalty through differentiation and consistency (Janiszewska & Insch, 2012; Jütersonke et al., 2021). The successful implementation of brand strategy can help enterprises occupy a favorable position in the complex and changing market environment and achieve sustainable development. Brand positioning is the starting point of brand



strategy and refers to the unique market position and image that an enterprise sets for its brand. Successful brand positioning requires an in-depth understanding of the needs of the target market and the competitive environment, as well as a clear understanding of the brand's core values and differentiation advantages. For example, Huawei emphasizes technological innovation and cost-effectiveness in its brand positioning, aiming at technology enthusiasts and the high-end market (Cakmak, 2019).

Increasing brand awareness is one of the important objectives of brand strategy because high awareness can enhance the influence and trust of the brand in the minds of consumers. Companies can increase brand awareness through advertising, public relations activities, and social media marketing (Dawes, 2017). For example, Huawei has increased brand exposure by sponsoring sports events and collaborating with famous tech bloggers. Building a positive brand image helps to increase consumer favorability and loyalty to the brand. Brand image building requires continuous brand communication and consistent brand experience. Huawei has established a brand image as a technologically advanced and reliable company by continuously launching innovative products and quality services (Jütersonke et al., 2021). Brand innovation not only enhances the brand's market appeal but also strengthens its core competitiveness. Huawei's continuous innovation in 5G technology, smartphones, and other fields has significantly enhanced its brand value and market position. Brand strategy is the key to an enterprise's success in market competition. Through clear brand positioning, enhanced brand awareness, positive brand image, continuous brand innovation, and effective brand management, companies can build strong brand equity and realize long-term brand development and market competitiveness. For a high-tech enterprise like Huawei, the successful implementation of brand strategy not only enhances its position in the global market but also lays a solid foundation for its future development (Liu et al., 2016).

### **2.2.2 Brand Internationalization**

Brand internationalization consists of strategic choices including international market selection, market entry, international marketing, and promotion. Brand internationalization is to integrate different regional cultures and human factors to establish a unified brand image globally, and this discussion has aroused a wide range of scholars around the world to pay attention to brand internationalization (Moliner-Velázquez et al., 2019). Brand internationalization can be broadly divided into two concepts: brand internationalization refers to the fact that domestic enterprises sell their products with their characteristics to foreign countries, and accumulate and build up corporate brand image, from which brand internationalization can be regarded as a historical process. From this perspective, brand internationalization can be processed (Mudzakkir & Nurfarida, 2021). In a narrower sense, brand internationalization refers to a series of decisions made by an enterprise in internationalization promotion, which includes a brand name, brand strategy, and other aspects, and thus has a hierarchy.

Based on the above analysis, brand internationalization is a series of international marketing challenges regarding the brand name, logo, and brand personality elements that enterprises need to face when conducting multinational business.

Scholars define brand internationalization from the perspectives of time and space respectively. Brand internationalization does not happen overnight, but has a certain time process (Shao & Yao, 2021). Brand internationalization, enterprises need both strong strength and persistence in implementing good brand internationalization strategies. Secondly, from a spatial point of view, there is a strong country-specific message that the so-called internationalization is to go out of the country and sell the products produced by domestic enterprises to the international market. Other scholars believe that brand internationalization refers to the same name and logo of a country's enterprise brand in a new country and region relative to the enterprise and brand promotion and brand marketing. The purpose of brand internationalization is to obtain a strong brand position in the international market, which can also be said to be the cross-border marketing of the brand (Shao & Yao, 2021).

Brand internationalization involves complex strategic planning and execution, and requires companies to take into account the cultural, economic, legal, and consumer needs of different markets. Brand internationalization begins with in-depth market research to understand the conditions, consumer behavior, competitive environment, and cultural differences of the target market (Wang et al., 2019). Through market research, companies can identify the most promising markets and develop targeted entry strategies. In the international market, brand positioning and differentiation strategies are crucial. Enterprises need to adjust their brand positioning according to the characteristics of different markets and highlight the unique value and competitive advantages of their brands. Brand differentiation can be realized through product characteristics, service quality, and technological innovation. Huawei emphasizes technological leadership and high-cost performance in brand internationalization and establishes a unique brand image in different markets through differentiation strategies (Shao & Yao, 2021).

Companies need to communicate consistent core brand values and images globally to ensure a uniform perception of the brand by consumers. Brand consistency can be achieved through a unified brand identity, brand story, and brand communication strategy (Wang et al., 2019). Huawei consistently adheres to the core brand values of technological innovation and quality assurance in the international market and conveys the same brand image regardless of the market. Cross-cultural management is a major challenge for companies in brand internationalization. Cultural differences in different markets may affect brand communication and consumer recognition. Companies need to develop cross-cultural management capabilities, respect and understand cultural backgrounds, and design cross-cultural communication strategies. Huawei has improved its employees' cross-cultural communication and management skills through a diverse talent team and cross-cultural training, enhancing adaptability and

competitiveness in the global market (Waters, 2010).

In the international market, brand communication and marketing strategies need to be diversified and flexible. Companies can enhance brand awareness and market influence through digital marketing, social media, activities, and localized advertising. Brand communication also requires choosing appropriate communication channels and methods based on media habits and consumer preferences in different markets (Zhuang, 2019). Huawei has successfully raised its brand's international awareness globally by cooperating with well-known media outlets, sponsoring international sports events, and utilizing social media platforms. Brand internationalization is an important strategy for enterprises to enhance brand competitiveness and market share on a global scale. Through key elements such as market research and selection, brand positioning and differentiation, localization strategy, global brand consistency, cross-cultural management, brand communication, and marketing, as well as legal and compliance, companies can successfully internationalize their brands. In this process, successful cases such as Huawei provide valuable experience and reference for other enterprises, demonstrating effective paths and strategies for brand internationalization (Wang et al., 2019).

### **2.2.3 Brand Positioning**

The first principle of brand positioning is to focus on consumers and highlight brand characteristics, while constantly paying attention to market dynamics to adjust its positioning, to have irreplaceable competitors' differentiation advantages (Himawan, 2019). The formation of brand positioning requires a combination of analyzing competitors' strategies, self-analysis, and market analysis to achieve the purpose of selecting and evaluating the target market. By describing the brand positioning in detail and summarizing the core values of the brand, the brand's established message can be clearly and accurately articulated to consumers (Dawes, 2017). At the beginning of Huawei's establishment, the company's technical strength and product strength were relatively weak, so Huawei's brand strategy for internationalization was to adopt low-end products (Dawes, 2017; Himawan, 2019).

Clear brand positioning helps to establish a clear brand image in the minds of consumers, which in turn improves the brand's market competitiveness and acceptance. Literature shows that successful brand positioning can enhance brand recognition and reputation in international markets, making it easier for brands to gain consumer trust and acceptance in new markets. Brand positioning is important in brand extension (Dawes, 2017; Himawan, 2019). Through clear brand positioning, enterprises can better carry out market segmentation and target market selection, to improve the success rate of brand internationalization. Brand awareness is an important part of brand equity. High brand awareness can enhance consumers' trust and preference for the brand, thus improving the brand's market competitiveness. Brand awareness is an important

component of brand equity, and can significantly affect the brand's market performance (Dawes, 2017; Himawan, 2019). Literature has shown that high brand awareness helps brand promotion and acceptance in new markets and reduces barriers to entry. High-recognition brands can realize price premiums in international markets, enhancing market competitiveness and profitability.

#### **2.2.4 Brand Awareness**

Brand awareness plays a crucial role in brand internationalization and directly affects the acceptance and competitiveness of a brand in the global market. Relevant literature shows that brand awareness can firstly enhance consumers' cognition and trust in the brand and reduce the uncertainty in the purchase decision. The brand knowledge model states that brand awareness affects consumers' associations and attitudes towards the brand, thus enhancing the brand's competitiveness in the market. For multinational corporations, high-awareness brands can quickly gain consumer recognition and trust in new markets (Guercini et al., 2020). High brand awareness can also increase the speed and success of market entry. Literature shows that when entering new markets, well-known brands can leverage existing brand equity. Brand awareness is an important part of brand equity, and high-profile brands can effectively utilize brand equity to reduce barriers to market entry and enhance market entry efficiency when entering international markets (Himawan, 2019).

Brand awareness can also bring stronger market competitiveness and price premium ability. Research shows that high-profile brands can realize price premiums in the international market, and even in a highly competitive market environment, well-known brands can still maintain higher prices of their brand influence (Jütersonke et al., 2021). Brand awareness can enhance the brand's market competitiveness, make the brand stand out in the international market, and attract more consumers' attention and purchase. Brand awareness also enhances brand communication in international markets. Literature shows that high-profile brands are more likely to gain the attention of the media and the public when they are promoted in the international market, which enhances the effectiveness of brand communication. The communication activities of high-profile brands are more likely to generate consumer interest and discussion, forming good word-of-mouth communication (Mudzakkir & Nurfarida, 2021). Brand awareness has a significant impact on the effectiveness of brand communication, and high-profile brands are more likely to obtain communication resources and opportunities in the international market. High brand awareness also has significant advantages in dealing with international market risks. Literature shows that well-known brands can withstand market risks through their brand influence and consumer loyalty in the face of market uncertainty and competitive pressure. High brand awareness enhances the market resilience of brands, enabling them to maintain stable market performance in the face of market volatility and challenges. High-recognition brands are more resilient in the international market and can cope with market changes and

risks more effectively (Shao & Yao, 2021).

Brand awareness has an important impact on the process of brand internationalization. High brand awareness not only enhances consumer awareness and trust in the brand, but also improves market entry speed and success rate, brings stronger market competitiveness and price premium ability, improves brand communication effect, and enhances the brand's ability to cope with market risks (Wang et al., 2019). These advantages make high brand awareness an important factor in the success of brand internationalization. Future research can further explore the specific mechanisms of brand awareness in different market environments, providing more theoretical support and practical guidance for brand internationalization strategies.

### **2.2.5 Brand Innovation**

The impact of brand innovation on brand internationalization has been well-recognized and explored in many studies. Brand innovation is not only a key factor for brands to remain competitive in the local market, but also an important driver for successful brand expansion in the international market (Himawan, 2019). The primary role of brand innovation in brand internationalization is reflected in market entry. Through technological advancement and product development, firms can introduce differentiated and high-value-added products, which makes it easier for brands to enter new markets and gain market share quickly. In their theory of competitive advantage, scholars point out that technological innovation is a key factor for firms to gain competitive advantage in the global marketplace. Continuous product and service innovation enables brands to meet the needs of different markets, thus increasing the success rate of market entry (Janiszewska & Insch, 2012).

Brand innovation is the process of continuously improving brand value and market competitiveness. Literature shows that continuous brand innovation can enhance the market adaptability and competitiveness of the brand, and make the brand more attractive and competitive in the international market. Technological innovation is a key factor for enterprises to gain a competitive advantage in the global market. Brand innovation is important for brand development (Janiszewska & Insch, 2012). Through continuous innovation, enterprises can launch new products that meet the needs of different markets, thus increasing the success rate of brand internationalization. International talent are a team of talents with international vision, cross-cultural management ability, and international market experience. Literature shows that international talent are one of the key factors for the success of brand internationalization. Cross-cultural management ability is indispensable in the process of brand internationalization. By understanding and adapting to the cultural differences in different markets, enterprises can conduct marketing and brand communication more effectively (Guercini et al., 2020). The importance of international talent in multinational operations points to the fact that talents with international perspectives

and experiences can help enterprises formulate and execute effective brand strategies in complex international market environments, thus increasing the success rate of brand internationalization. The study shows that brand positioning, brand awareness, brand innovation, and international talent are all important influencing factors in brand internationalization.

Brand innovation can significantly enhance brand image and recognition. In the international market, innovative brands are often seen as symbols of cutting-edge leadership and can attract more consumer attention and recognition. Continuous brand innovation not only enhances positive consumer perceptions of the brand but also increases the brand's reputation in the marketplace. Through innovation, a brand can create a unique personality and image. Brand innovation also has a significant impact on brand loyalty (Guercini et al., 2020). Literature suggests that by continuously introducing innovative products and services, brands can consistently meet the changing needs of consumers, thus enhancing their brand loyalty. Highly loyal consumers will not only continue to purchase the brand's products in international markets but also attract more potential consumers through word-of-mouth. Brand innovation is an important way to enhance consumer loyalty. By meeting the changing needs of consumers, companies can build a stable customer base. Brand innovation can enhance a company's pricing power in international markets. High innovation capability enables brands to launch products with unique features and high value-added, thus realizing price premiums (Liu et al., 2016). Innovative brands are more likely to realize price premiums in the international market, and even in a competitive market environment, maintain high price levels through innovative advantages. This not only improves profitability but also enhances the brand's market competitiveness.

Innovative brands are more likely to gain the attention of the media and the public, enhancing the effectiveness of brand communication. The communication activities of highly innovative brands are more likely to trigger consumer interest and discussion, forming good word-of-mouth communication. Brand innovation has a significant impact on the effectiveness of brand communication, and highly innovative brands are more likely to obtain communication resources and opportunities in the international market (Mudzakkir & Nurfarida, 2021). Brand innovation also has significant advantages in dealing with international market risks. Innovative brands can withstand market risks in the face of market uncertainty and competitive pressures through their innovative ability and consumer loyalty. Innovative brands are more resilient in the international market and can cope with market changes and risks more effectively and maintain stable market performance. Brand innovation has an important impact on the process of brand internationalization (Moliner-Velázquez et al., 2019). Brand innovation is an important driver of brand internationalization success by improving market entry, enhancing brand image and recognition, increasing brand loyalty, realizing price premiums, improving brand communication, and increasing market resilience.

## 2.2.6 International Talent

The role of international talent in the internationalization of Huawei's brand has attracted much attention. International talent includes professionals with cross-cultural communication skills, international market operation experience, and multilingual capabilities. The contribution of international talent to Huawei's brand internationalization is mainly reflected in several aspects. First, in terms of market entry and expansion, international talent help Huawei smoothly enter and expand overseas markets (Zhuang, 2019). Relevant studies have shown that these talents are in formulating entry strategies, dealing with laws and regulations, establishing cooperative relationships, and promoting the brand. For example, when Huawei entered the European market, it relied on international talent to deal with complex legal and regulatory environments, and thus quickly built up its market share. cultural adaptation and brand localization, international talent helped Huawei with cultural adaptation and brand localization. In the European market, Huawei successfully adapted its brand image and communication strategy to match European consumer preferences and cultural backgrounds by hiring local marketing. This localized brand strategy has enabled Huawei to better integrate into the local market and enhance brand recognition and loyalty (Wang et al., 2019). In addition, in terms of innovation and R&D, international talent plays a key role in Huawei's global R&D centers. These talents bring diverse technical backgrounds and innovative thinking, which promotes product and technology innovation, thereby enhancing Huawei's brand competitiveness. By recruiting top technologists and scientists globally, Huawei can maintain its leadership position in several technological fields and turn these innovations into market advantages.

Huawei's high staff turnover and scarcity of international management talent are its company weaknesses. Huawei's high turnover is viewed in two ways: one is that it is a normal metabolism within the company that brings in fresh blood (Moliner-Velázquez et al., 2019). The other view is that it is a waste of talent. In addition, employees who maintain stable working conditions will bring more positive impacts to the company. Huawei's frequent turnover can be attributed to two reasons: the company's internal work pressure has greatly reduced employees' lives and spare time. The second is the change of jobs after expatriates return to their home countries, which leads to more frequent job transfers within the company (Liu et al., 2016). At present, Huawei's talent management system is based on internal promotion, which directly leads to the lack of international management talent. Talents with vision and experience are important. The lack of talent will inevitably impede the development of the road to brand internationalization.

## 2.3 Conceptual Framework

Huawei's conceptual model of brand internationalization integrates factors of brand positioning, brand awareness, brand innovation, and international talent. These factors interact with each other to drive Huawei's success in the global market. It provides systematic and comprehensive theoretical support for Huawei's brand internationalization. The research conceptual model is proposed based on the literature review, as shown in Fig2.1.

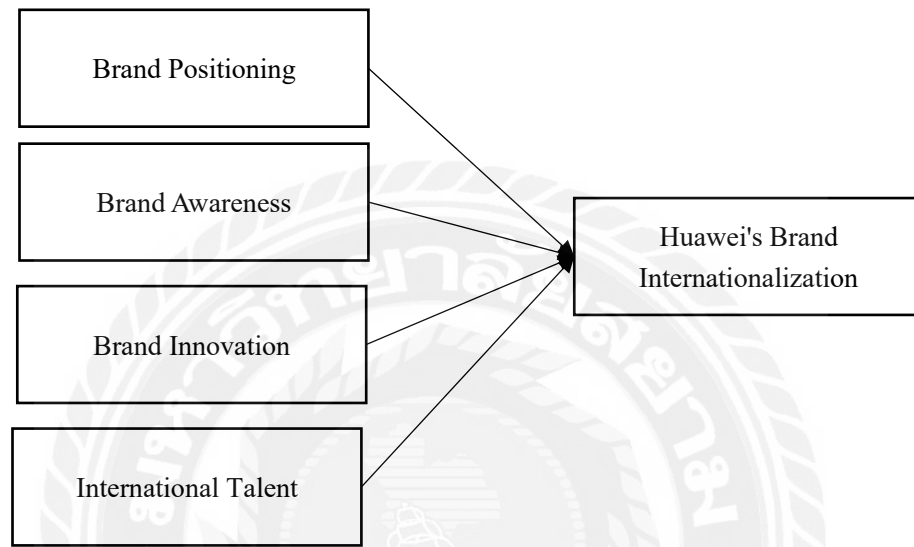


Figure 2.1 Conceptual Framework



# Chapter 3 Research Methodology

## 3.1 Introduction

This chapter is not the analysis. This study designed a conceptual model of the effects of brand positioning, brand awareness, brand innovation, and international talent on the brand internationalization of Huawei Company. In this model, the independent variables include brand positioning, brand awareness, brand innovation, and international talent, and the dependent variable is the brand internationalization of Huawei Company. The study used questionnaires to collect data and analyzed it with quantitative methods.

## 3.2 Research Design

The quantitative method was used in this study. A questionnaire survey was conducted. The questionnaire is based on a five-point Likert scale. The first part of the questionnaire is to examine the demographic characteristics of the survey sample. The second part is the measurement items of brand positioning, brand awareness, brand innovation, and international talent. Brand positioning consists of five questions. The measurement of brand positioning involves the value, characteristics, target market, consumer perception, and consistency. Brand awareness consists of five questions. The measurement of brand awareness mainly involves brand cognition, brand identity, market coverage, brand memory, and brand reputation. Brand innovation consists of five issues. The measurement of brand innovation mainly involves technological innovation, product innovation, market innovation, service innovation, and innovation culture. International talent consists of five questions. The measurement of international talent mainly involves talent cultivation, diversity, cross-cultural management, internationalization experience, and talent competitiveness. Brand internationalization consists of six question items. The measurement of brand internationalization mainly involves market entry strategy, brand adaptability, brand communication, international cooperation, brand awareness, and brand loyalty. In total, there are 26 questionnaire items. A five-point Likert scale was used, with scores from 1 to 5 representing strongly disagree, disagree, basically agree, agree, and strongly agree, respectively, with higher scores representing agreement with the item. For each variable, measurement items were designed, as shown in Table 3.1.

Table 3.1 Measurement Items

Measurement Item	NO.
<b>Brand Positioning</b>	
Do you agree with Huawei's brand core values?	Q1
Do you think Huawei's brand has significant differentiation advantages over other brands?	Q2

Is Huawei's choice of target markets reasonable when entering international markets?	Q3
Do you think consumers have a clear and consistent perception of the Huawei brand?	Q4
Do you think Huawei is able to maintain brand consistency in the global market?	Q5
<b>Brand Awareness</b>	
Do you think Huawei's brand image is well recognized globally?	Q6
Do you think Huawei's brand image is widely recognized globally?	Q7
Do you think Huawei has good coverage in the global market?	Q8
Do you think consumers can easily remember Huawei's brand?	Q9
Do you think Huawei's brand reputation is high in international markets?	Q10
<b>Brand Innovation</b>	
Do you think Huawei excels in technology innovation?	Q11
Do you think Huawei excels in product innovation?	Q12
Do you think Huawei excels in marketing innovation?	Q13
Do you think Huawei excels in service innovation?	Q14
Do you think Huawei has a strong innovation culture within the organization?	Q15
<b>International Talent</b>	
Do you think Huawei is doing a good job in international talent development?	Q16
Do you think Huawei's talent is diverse?	Q17
Do you think Huawei has strong cross-cultural management skills?	Q18
Do you think Huawei's employees are experienced in internationalization?	Q19
Do you think Huawei's international talent are competitive in the global market?	Q20
<b>Huawei's Brand Internationalization</b>	
Do you think Huawei's market entry strategy is reasonable?	Q21
Do you think Huawei's brand can be adapted to the market needs of different countries?	Q22
Do you think Huawei's brand communication strategy is effective?	Q23
Do you think Huawei's performance in international cooperation is excellent?	Q24
Do you think Huawei has high brand awareness in international markets?	Q25
Do you think Huawei is able to build consumer loyalty in international markets?	Q26

### 3.3 Hypothesis

Through in-depth research on these factors, the internationalization process of Huawei's brand can be better understood and promoted. Therefore, the following hypotheses are proposed in this study:

H1: Brand positioning has a significant positive effect on Huawei's brand internationalization.

H2: Brand awareness has a significant positive effect on Huawei's brand internationalization.

H3: Brand innovation has a significant positive effect on Huawei's brand internationalization.

H4: International talent has a significant positive effect on Huawei's brand internationalization.

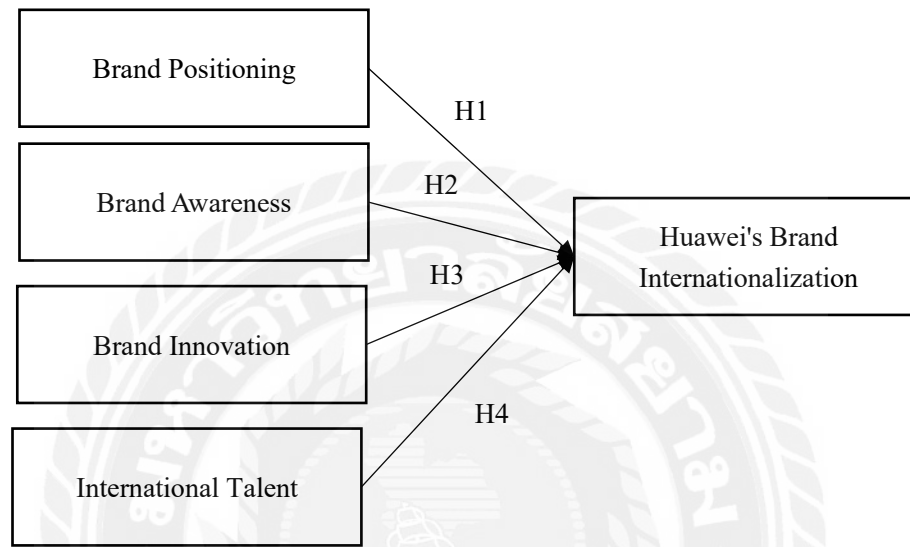


Figure 3.1 Hypotheses

### 3.4 Population and Sampling

This study took the employees of Huawei as the research subjects to explore the influencing factors of Huawei's brand internationalization. The sampling method of this study is the simple random sampling method.

$$n = \frac{s^2 * p^2}{E}$$

In the formula (Yamane, 1973), n represents the sample size, s is the standard normal distribution quartile value, typically taken as 95% for the confidence level, and currently Z=1.96. p is the sample standard deviation, which is generally estimated as 0.5. The permissible error margin E (i.e., the maximum allowable difference between the sample mean and the population mean) is set at 0.05. The result for calculating a sample size of 400 is considered.

### 3.5 Data Collection

This study adopted a questionnaire survey. In this study, the employees of Huawei Company were selected as the research subjects for data collection. The questionnaire of this study includes two aspects: First, the basic demographic characteristics of the respondents were analyzed to derive basic data such as gender, age, and education level; Secondly, variables of Huawei's brand positioning, brand awareness, brand innovation, and international talent were measured. A Likert "five-point scale" was used. The questionnaire survey was conducted from April 1, 2024, to June 1, 2024, by distributing the questionnaires online. A total of 400 questionnaires were distributed during the survey period and 353 valid questionnaires were recovered, with a validity rate of 88.25%.

### 3.6 Data Analysis

#### 3.6.1 Reliability of the Questionnaire

Reliability analysis is a statistical process that reflects the degree of truth of the characteristic being tested based on the consistency or stability of the results of the test scale. The more uniform the test results are, the more representative the data are of the overall situation, and the higher the reliability is. Through reliability analysis, we can understand whether the questionnaire design is reasonable or not, and make corrections to avoid the problem of misclassification. Cronbach's alpha is used to evaluate the degree of internal consistency of the test items. The larger the value of Cronbach's alpha is, the higher the degree of consistency among the items. When the reliability coefficient of the subscale is above 0.7, the reliability coefficient of the scale or questionnaire is better; when the reliability coefficient of the subscale is between 0.6 and 0.7, it is also acceptable; when the reliability coefficient of the total scale needs to reach 0.8 or higher, it proves that the overall reliability is better.

The reliability analysis of the survey data is judged by Cronbach's alpha index. Through the study, among them, the Cronbach's alpha of brand positioning is 0.896; the Cronbach's alpha of brand awareness is 0.879; the Cronbach's alpha of brand innovation is 0.871; the Cronbach's alpha of international talent is 0.874; the Cronbach's alpha of brand internationalization is 0.874. Cronbach's alpha is 0.876. As shown in Table 3.2.

Table 3.2 Variable Reliability Test

Variable	Cronbach's Alpha	N of Items
Brand Positioning	0.896	5
Brand Awareness	0.879	5
Brand Innovation	0.871	5

International Talent	0.874	5
Brand Internationalization	0.876	6

### 3.6.2 Validity of the Questionnaire

The validity index of the survey questionnaire is based on the KMO value (Kaiser-Meyer-Olkin value). The KMO value should be greater than 0.7 indicating that the survey data is suitable for factor analysis. The survey data showed an overall KMO value of 0.942 with a significance of 0.000, which is less than 0.05 and reaches significance, indicating that it is possible to conduct factor analysis. Confirmatory factor analysis (CFA) was conducted in this study. From the results of factor analysis of each variable, it is known that the cumulative explanatory rate of brand positioning, brand awareness, brand innovation, and international talent is 67.100% respectively, which is greater than 0.5. this indicates that they are suitable for factor analysis. Four valid factors were obtained from the factor analysis, namely brand positioning, brand awareness, brand innovation, and international talent.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.942
Bartlett's Test of Sphericity	Approx. Chi-Square	5350.049
	df	325
	Sig.	0.000

Table 3.4 Confirmatory Factor Analysis (CFA)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	% of Variance	Cumulative %	% of Variance	Cumulative %
1	10.737	41.296	41.296	45.844	45.844	17.629	17.629
2	2.196	8.448	49.744	8.203	54.047	16.97	34.599
3	1.641	6.312	56.056	7.604	61.651	16.955	51.554
4	1.538	5.916	61.972	6.638	68.289	16.734	68.289
5	1.333	5.127	67.100				
6	0.653	2.511	69.610				
7	0.606	2.330	71.941				
8	0.594	2.286	74.226				
9	0.573	2.204	76.431				
10	0.543	2.088	78.519				
11	0.501	1.928	80.447				
12	0.490	1.885	82.332				

13	0.464	1.783	84.115				
14	0.440	1.691	85.807				
15	0.404	1.552	87.359				
16	0.385	1.482	88.841				
17	0.372	1.430	90.271				
18	0.341	1.310	91.581				
19	0.334	1.284	92.865				
20	0.317	1.221	94.085				
21	0.300	1.153	95.238				
22	0.287	1.105	96.343				
23	0.264	1.016	97.359				
24	0.249	0.957	98.317				
25	0.222	0.855	99.172				
26	0.215	0.828	100.000				

All the question items were divided into five dimensions by confirmatory factor analysis, and from the results of the independent variable factor analysis, a total of five items with eigenvalues greater than 1 were extracted, which was consistent with the original topic division. And the factor loadings of the questionnaire measurement items are all greater than 0.5, and the differentiated validity between each dimension is better, indicating that each dimension is better independent. It indicates that the overall validity of the questionnaire is good, see Table 3.5.

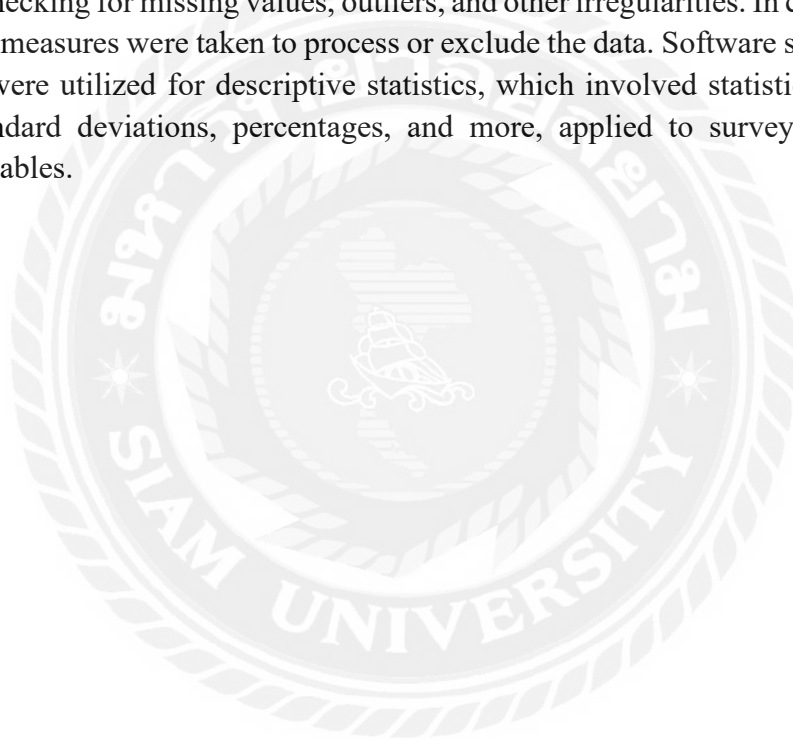
Table 3.5 Rotated Component Matrix

	1	2	3	4	5
Q1	0.790				
Q2	0.715				
Q3	0.795				
Q4	0.738				
Q5	0.754				
Q6		0.770			
Q7		0.723			
Q8		0.722			
Q9		0.742			
Q10		0.695			
Q11				0.807	
Q12				0.715	
Q13				0.709	
Q14				0.706	
Q15				0.755	
Q16			0.788		
Q17			0.719		
Q18			0.698		

Q19			0.725		
Q20			0.757		
Q21					0.777
Q22					0.736
Q23					0.693
Q24					0.765
Q25					0.732
Q26					0.725

### 3.6.3 Analysis of Questionnaire Data

Before data analysis, it was necessary to clean and inspect the collected data, including checking for missing values, outliers, and other irregularities. In case of issues, appropriate measures were taken to process or exclude the data. Software such as Excel and SPSS were utilized for descriptive statistics, which involved statistical tests like means, standard deviations, percentages, and more, applied to survey results and various variables.



# Chapter 4 Findings

## 4.1 Introduction

The factors affecting Huawei's brand internationalization were sorted out through a literature review. Using the quantitative research method, the collected questionnaires were analyzed to determine the reliability and validity of the collected data. Descriptive statistics, correlation analysis, and regression analysis were performed on the data to understand the relationship between the variables. Through the analysis, the hypotheses were verified and the interactions between the variables in the model were clarified.

## 4.2 Demographic Characteristics of Participants

In this study, a total of 400 questionnaires were distributed, and 353 valid responses were received. Descriptive statistical analysis was performed on the collected data.

The data analysis included data on gender, age, education, position, and length of service. The gender distribution, male: 188 persons, accounting for 53.3% of the total; female: 165 persons, accounting for 46.7% of the total. Age distribution, 18-25 years old: 55 people, accounting for 15.6% of the total; 26-35 years old: 39 people, accounting for 11.0% of the total; 36-45 years old: 66 people, accounting for 18.7% of the total; 46-55 years old: 72 people, accounting for 20.4% of the total; and over 55 years old: 121 people, accounting for 34.3% of the total. Distribution of education level, high school and below: 226 persons, accounting for 64.0% of the total; bachelor's degree: 113 persons, accounting for 32.0% of the total; master's degree and above: for 14 persons, accounting for 4.0% of the total.

Position distribution, operators: 154, accounting for 43.6% of the total; managers/senior positions: 72, accounting for 20.4% of the total; lecturers/instructors: 39, accounting for 11.0% of the total; other positions: 88, accounting for 24.9% of the total. Distribution of working experience, working experience of 5 years and below 50 persons, accounting for 14.2% of the total; working experience between 6-10 years: 131 persons, accounting for 37.1% of the total; working experience between 11-15 years: 160 persons, accounting for 45.3% of the total; working experience of 16 years and above 12 persons, accounting for 3.4% of the total. These data show the specific distribution of the participants in each dimension. The sample as a whole meets the statistical requirements, as shown in Table 4.1.

Table 4.1 Descriptive Statistical Analysis of Demographics



Item	Options	Frequency	Percent%
Gender	Male	188	53.3
	Female	165	46.7
Age	18-25	55	15.6
	26-35	39	11.0
	36-45	66	18.7
	46-55	72	20.4
	above 55	121	34.3
Education	High school and below	226	64.0
	Undergraduate	113	32.0
	Master's degree and above	14	4.0
Position	Operation	154	43.6
	Manager/senior	72	20.4
	Lecturer/instructor	39	11.0
	Other	88	24.9
Tenure	Less than/or equal to 5	50	14.2
	Between 6-10	131	37.1
	Between 11-15	160	45.3
	16 and over	12	3.4
Total		353	100.0

## 4.3 Results of the Study

### 4.3.1 Correlation Analysis

The data collected were analyzed to verify reliability and validity. The relationship between each variable was analyzed. Correlation analysis between each variable was carried out. The correlation analysis coefficient takes values between 1 and -1. When there is a positive correlation between two variables, the coefficient is positive and when the correlation between two variables is negative, the coefficient is negative. Through the correlation analysis, the research results show that:

The correlation coefficient between brand positioning and brand internationalization is 0.461, and  $p < 0.01$ , indicating that there is a correlation between brand positioning and brand internationalization, and the correlation is positive.

The correlation coefficient between brand awareness and brand internationalization is 0.456, and  $p < 0.01$ , indicating that there is a correlation between brand awareness and brand internationalization, and the correlation is positive.

The correlation coefficient between brand innovation and brand internationalization is 0.475, and  $p < 0.01$ , indicating that there is a correlation between brand innovation and brand internationalization, and the correlation is positive.

The correlation coefficient between international talent and brand internationalization is 0.480, and  $p < 0.01$ , indicating that there is a correlation between international talent and brand internationalization, and the correlation is positive.

According to the analysis results in Table 4.2, the relationship between each variable was obtained.

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

Correlations					
	Brand Positioning	Brand Awareness	Brand Innovation	International Talent	Brand Internationalization
Brand Positioning	1	.593**	.539**	.571**	.461**
Brand Awareness	.593**	1	.594**	.581**	.456**
Brand Innovation	.539**	.594**	1	.533**	.475**
International Talent	.571**	.581**	.533**	1	.480**
Brand Internationalization	.461**	.456**	.475**	.480**	1

NOTE: \* $P < 0.05$ , \*\* $P < 0.01$ , \*\*\* $P < 0.001$

### 4.3.2 Multiple Regression Analysis

The results of the multiple regression analysis on the data explore the relationships between the dependent variable and the independent variables. The significance test of the regression equation shows that it is significant ( $F=42.143$ ,  $P < 0.001$ ), indicating that the independent variables statistically explain the dependent variable. The Durbin-Watson test value of 1.922, between 1.8 and 2.2, suggests no significant autocorrelation in the residuals, meeting the requirements for linear regression analysis. In the covariance diagnostics, each variable's variance inflation factor (VIF) is close to 1. This indicates no issues of multicollinearity among the variables, ensuring high data quality and the independence of each variable in the regression model.

Specifically, brand positioning ( $\beta=0.547$ ,  $P < 0.001$ ), brand awareness ( $\beta=0.504$ ,  $P < 0.001$ ), brand innovation ( $\beta=0.689$ ,  $P < 0.001$ ), and international talent ( $\beta=0.586$ ,  $P < 0.001$ ) all significantly positively influence Huawei's internationalization. The regression coefficients ( $\beta$ ) of each independent variable indicate that these factors have positive and statistically significant impacts on the dependent variable (all  $P$ -values  $< 0.001$ ). Together, these independent variables collectively explain 72.6% of the variance in Huawei's brand internationalization, with an R-squared of 0.726. This result

demonstrates the strong explanatory power of the independent variables on the dependent variable, indicating a high goodness-of-fit of the regression model and meeting analytical requirements.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F	Durbin-Watson
C	1.555	1.176	8.82	0.000		42.143 ***	1.922
Brand Positioning	0.547	0.514	2.714	0.000	1.021		
Brand Awareness	0.504	0.496	3842	0.000	1.032		
Brand Innovation	0.689	0.683	3.542	0.000	1.123		
International Talent	0.586	0.562	3.585	0.000	1.112		
R Square	0.726						
Adjusted R Square	0.719						

NOTE: \*P<0.05, \*\*P<0.01, \*\*\*P<0.001

Therefore, according to the results of the data analysis, brand positioning has a significant positive effect on Huawei's Brand Internationalization, which supports hypothesis H1. Brand awareness has a significant positive effect on Huawei's brand internationalization, which supports hypothesis H2. Brand innovation has a significant positive effect on Huawei's brand internationalization, which supports hypothesis H3. International talent has a significant positive effect on Huawei's brand internationalization, which supports hypothesis H4.

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

Through data analysis, this study found that brand positioning, brand awareness, brand innovation, and international talent are influential factors of Huawei's brand internationalization.

Huawei's brand positioning is crucial, and by emphasizing high technology, innovation, and high quality, Huawei has succeeded in establishing a superior brand image in the global market. This clear positioning has enabled Huawei to attract and retain its target customer base in the international market, enhancing the brand's appeal and identity. The passage and result of building or creating a brand image that is relevant to the market target is a way of occupying an indispensable position in the minds of consumers, i.e. brand positioning. Brand positioning has the dual attributes of stability and volatility, in a certain period, the market relative of brand positioning does not change, but with time market changes occur accordingly. To cope with the instability of brand positioning, it is necessary to adjust the strategy and reposition the brand, i.e., to find a new brand positioning to adapt to the period changes in the market.

Increased brand awareness is also an important driver of Huawei's internationalization. Huawei's brand awareness has increased significantly through continuous global marketing and publicity. Huawei has become a household name in many countries, and this widespread recognition has helped Huawei quickly gain consumer trust and support when entering new markets. The key to a company's brand longevity is to continuously maintain the brand and keep it in the minds of consumers. One of the reasons why traditional brands have fallen out of favor in today's competitive marketplace is that the importance of brand maintenance has been overlooked. The creation of a corporate brand is not difficult, but for long-term development, all members of the enterprise must work together to maintain the brand image. Relying on individual efforts is far from enough, the enterprise only fully respects the staff, and they will maintain the company's brand image as part of their responsibility and obligation. In addition, building an internationally recognized brand is dependent on a detailed analysis of the host market, distinctive advertising campaigns, continuous technological innovation, and a pioneering spirit.

Brand innovation is the key to Huawei's competitiveness. Huawei's continuous investment in R&D and technological innovation has enabled its products and services to remain at the forefront of the industry. This not only enhances the attractiveness of Huawei's brand but enables it to continue to meet the ever-changing needs of consumers, thereby gaining a larger share of the international market. Huawei is in an international market environment that is more complex and volatile than the domestic market environment, and it is all the more important to emphasize the private attributes of patents. In terms of patent applications, Huawei's number of applications is increasing in a stepwise manner, and the cumulative number of patents granted is also increasing

year by year. Huawei's intellectual property rights are also effectively protected by successful patent applications.

The introduction and cultivation of international talent is also an important factor in the internationalization of Huawei's brand. Huawei focuses on a diversified and globalized talent strategy, and attracting international talent from different countries and cultural backgrounds enhances the company's innovation capability and global vision. These international professionals not only help Huawei better understand and enter markets but also promote synergy and cooperation among the company on a global scale. Huawei has set up several R&D organizations and business locations around the world, so Huawei's employees are spread. Huawei should recruit talents from target market countries, not only to optimize the allocation of local resources to the greatest extent possible but also to solve the employment problem of target market countries to a certain extent, so that Huawei can gain higher recognition and appreciation in the local market.

### **5.1.1 Brand Positioning Has a Significant Positive Effect on Huawei's Brand Internationalization**

Research results indicate that the hypothesis is supported: brand positioning has a significant positive impact on Huawei's brand internationalization. According to the research findings, brand positioning has a significant positive impact on Huawei's brand internationalization, with a specific value of  $\beta=0.547$  and a P-value of less than 0.001, indicating that this impact is statistically very significant. Brand positioning is when a company defines its brand image and value proposition in the target market. Huawei's successful brand positioning means establishing a unique and appealing brand image in the global market. Through effective brand positioning, Huawei can increase its recognition in international markets, making consumers more likely to choose its products. Brand positioning also helps Huawei stand out in competitive markets by showcasing the unique selling points of its products, such as innovative technology and high performance, thereby increasing consumer loyalty.

### **5.1.2 Brand Awareness Has a Significant Positive Effect on Huawei's Brand Internationalization**

Brand awareness has a significant positive impact on Huawei's brand internationalization, with a specific value of  $\beta=0.504$  and a P-value of less than 0.001, indicating that this impact is statistically very significant. Brand awareness refers to the degree of consumer recognition and recall of a brand. Huawei's high brand awareness means that more consumers will consider Huawei's products in their purchasing decisions. The widespread recognition brought by high brand awareness can enhance consumers' trust in the brand, making them more likely to accept and choose Huawei's

products. This cognitive effect can not only increase market share but also promote the dissemination and recognition of the brand in markets with different cultural backgrounds, thereby accelerating the process of brand internationalization.

### **5.1.3 Brand Innovation Has a Significant Positive Effect on Huawei's Brand Internationalization**

Brand innovation has a significant positive impact on Huawei's brand internationalization, indicating that through brand innovation, Huawei can achieve greater success in the global market. Specifically, research results show that the impact coefficient of brand innovation on Huawei's brand internationalization is 0.689, and this impact is statistically very significant ( $P < 0.001$ ), indicating that brand innovation plays a key role in promoting Huawei's brand internationalization. Brand innovation includes product design, technology development, marketing strategies, and brand image. These innovations help Huawei establish a unique brand recognition and competitive advantage in the international market. For example, by introducing advanced 5G technology and high-end smartphones, Huawei has successfully attracted international consumers, enhancing the brand's global recognition and reputation.

### **5.1.4 International Talent Has a Significant Positive Effect on Huawei's Brand Internationalization**

International talent has a significant positive impact on Huawei's brand internationalization, indicating that Huawei's success in the global market largely depends on the contributions of its international talent. Research results show that the impact coefficient of international talent on Huawei's brand internationalization is 0.586, and this impact is statistically very significant ( $P < 0.001$ ), indicating that international talent plays an important role in promoting Huawei's brand internationalization. International talent possesses multilingual abilities, cross-cultural communication skills, and an in-depth understanding of international markets, enabling them to address the complexity and diversity of global markets. They can help Huawei formulate appropriate market strategies in different regions and provide valuable insights into product development, customer service, and brand management. See Table 5.1.

Table 5.1 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Brand positioning has a significant positive effect on Huawei's brand internationalization.	Supported
H2	Brand awareness has a significant positive effect on Huawei's brand internationalization.	Supported

H3	Brand innovation has a significant positive effect on Huawei's brand internationalization.	Supported
H4	International talent has a significant positive effect on Huawei's brand internationalization	Supported

## 5.2 Recommendation

### (1) Optimizing Brand Positioning

Huawei can take several measures in brand positioning to promote brand internationalization. Huawei should continue to develop its high-end product line, positioning itself as a leading brand in the high-end market by launching innovative and high-quality flagship products that meet the demands of high-end consumers. In market promotion, the emphasis should be on the product's excellent performance, design, and user experience to shape a high-end brand image. Simultaneously, continuous brand promotion activities should be carried out to enhance brand awareness. This can be achieved through multi-channel promotion via social media, television advertisements, and online and offline events. Sponsoring globally renowned sports events, cultural activities, and technology conferences can also increase brand exposure and influence.

Improving customer experience is crucial. Huawei should invest in its customer service system to provide high-quality pre-sales and after-sales services, ensuring customer satisfaction and loyalty. Establishing global service centers and localized support teams will allow for timely responses to and resolutions of customer issues, thereby enhancing customer trust. Strengthening localization strategies is another important aspect. Huawei needs to fully understand the culture, needs, and preferences of different markets, and adjust its products and marketing strategies accordingly. Collaborating with local companies and operators to create win-win situations can also be beneficial. These measures can help Huawei build a strong brand influence and market position worldwide.

### (2) Increasing Brand Awareness

Huawei can enhance brand awareness through global advertising campaigns. This includes airing advertisements on mainstream TV shows and sponsoring high-exposure sports events and cultural activities such as the Olympics and the World Cup. Additionally, leveraging internet advertising, particularly targeted ads on social media platforms, can ensure that brand messages are directly conveyed to the target audience. Establishing strategic partnerships with global media and industry-leading partners can expand the brand's influence and visibility through collaboration and joint promotions. Working with industry opinion leaders and key figures, and participating in industry events and forums, are also effective ways to boost brand awareness. Optimizing search engine rankings and enhancing social media content marketing can increase the brand's

online exposure and search ability. By publishing valuable content, engaging in discussions, and interacting with audiences.

### (3) Strengthening Brand Innovation

Huawei should continuously increase its investment in R&D and technological innovation to ensure the launch of forward-looking and competitive products and solutions. This includes ongoing innovation in 5G technology, artificial intelligence, the Internet of Things, and cloud computing to meet the global market's demand for high-tech products and services. Product design and functionality, Huawei can focus on user experience and design aesthetics, creating products with distinctiveness and superiority. Through unique design language and innovative features, Huawei can enhance product appeal and market competitiveness while solidifying its brand position in the minds of consumers. Huawei actively participates in the development of global standards and the promotion of industry standards, demonstrating its expertise and influence in technology and industry leadership. By actively engaging in international standard organizations and industry alliances, Huawei can strengthen its brand recognition and trust within the global tech community. Huawei promotes ecosystem development and open innovation, working with partners to drive technological advancement and application. By leveraging open platforms and ecosystem collaborations, Huawei can expand the application scenarios of its products and services, enhancing its global brand influence and market share. Strengthening brand innovation is a crucial support for Huawei's brand internationalization strategy. Through continuous R&D investment, excellent product design, leadership in global standards, and ecosystem development, Huawei can further consolidate its leading position and competitive advantage in the market.

### (4) Nurturing International Talent

Huawei can establish specialized international talent development programs to provide employees with cross-cultural training and education, helping them understand the working styles and values in different cultural contexts. These training programs can include international communication skills, cultural sensitivity enhancement, and international business etiquette to help employees adapt to a globalized work environment. In talent recruitment and selection, Huawei can prioritize international backgrounds and experiences, especially when hiring individuals with cross-cultural perspectives and global business experience. Through campus recruitment, professional networking platforms, and regular talent market events, Huawei can actively seek and attract potential international talent.

Huawei can encourage employees to participate in international projects and exchange opportunities, providing platforms for development and growth. Through practical project experience, employees can enhance their cross-cultural communication skills, problem-solving abilities, and understanding of global markets.



Huawei can foster an open and inclusive corporate culture that promotes diversity and cultural integration. Organizing cultural exchange activities, team-building events, and celebrating international festivals can create a supportive environment for international team collaboration and innovation. By implementing these measures, Huawei can effectively nurture and develop a talent pool with international backgrounds and capabilities, supporting its brand internationalization strategy in the global market and enhancing its influence and competitiveness on the stage.



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## Appendix

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? A Male      B Female
2. Age A 18-34      B 35-44      C 45-54      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; choose the most appropriate option, and mark the corresponding number " √ . " The questionnaire used a Likert scale, ranging from 1 to 5 in which one indicates strongly disagree (or strongly disagree), two indicates relatively disagree (or relatively disagree), three indicates neutral, four indicates relatively agree (or relatively agree), and five indicates strongly agree (or strongly agree)

Measuring item	Strongly disagree	Disagree	General	Agree	Strongly agree
<b>Brand Positioning</b>					
Do you agree with Huawei's brand core values?					

Do you think Huawei's brand has significant differentiation advantages over other brands?					
Is Huawei's choice of target markets reasonable when entering international markets?					
Do you think consumers have a clear and consistent perception of the Huawei brand?					
Do you think Huawei is able to maintain brand consistency in the global market?					
<b>Brand Awareness</b>					
Do you think Huawei's brand image is well recognized globally?					
Do you think Huawei's brand image is widely recognized globally?					
Do you think Huawei has good coverage in the global market?					
Do you think consumers can easily remember Huawei's brand?					
Do you think Huawei's brand reputation is high in international markets?					
<b>Brand Innovation</b>					
Do you think Huawei excels in technology innovation?					
Do you think Huawei excels in product innovation?					
Do you think Huawei excels in marketing innovation?					
Do you think Huawei excels in service innovation?					
Do you think Huawei has a strong innovation culture within the organization?					
<b>International Talent</b>					
Do you think Huawei is doing a good job in international talent development?					
Do you think Huawei's talent is diverse?					

Do you think Huawei has strong cross-cultural management skills?					
Do you think Huawei's employees are experienced in internationalization?					
Do you think Huawei's international talent are competitive in the global market?					
<b>Huawei's Brand Internationalization</b>					
Do you think Huawei's market entry strategy is reasonable?					
Do you think Huawei's brand can be adapted to the market needs of different countries?					
Do you think Huawei's brand communication strategy is effective?					
Do you think Huawei's performance in international cooperation is excellent?					
Do you think Huawei has high brand awareness in international markets?					
Do you think Huawei is able to build consumer loyalty in international markets?					