



**THE INFLUENCING FACTORS OF LI NING'S SPORTS
BRAND INTERNATIONALIZATION STRATEGY**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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INTERNATIONALIZATION STRATEGY**

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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

A research on the influencing factors of Li Ning's brand internationalization strategy can help enterprises to clarify their positioning in the international market and the challenges they face, to take measures in advance for strategic planning and adjustment. Such research is not only conducive for improving the global competitiveness and brand influence of enterprises but also conducive to enterprises for better adapting to the changes in the international market and achieve sustainable development. The purpose of this study is to explore the influence of international organizational structure, international operation mode, and international talent strategy on Li Ning's internationalization strategy.

This study adopted the quantitative research method. A total of 400 questionnaires were issued, and 334 were valid, with a validity of 83.5%. This study finds that international organizational structure, international operation mode, and international talent strategy have a positive impact on the brand internationalization strategy of Li Ning Company. From the analysis results, the following suggestions are put forward: (1) Enrich international organizational structure methods; (2) Innovate marketing strategies to enhance international brand recognition; (3) Improve the training of international talents.

Keywords: brand internationalization strategy; Li Ning Company; influencing factors

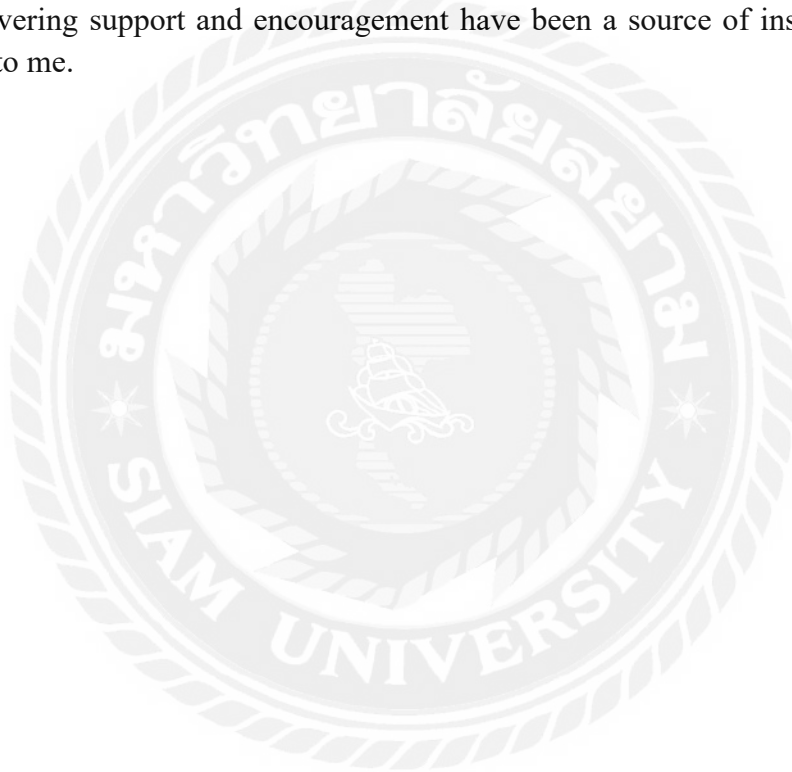
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NI GANG



DECLARATION

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

(Ni gang)
Sep, 25 2024



CONTENTS

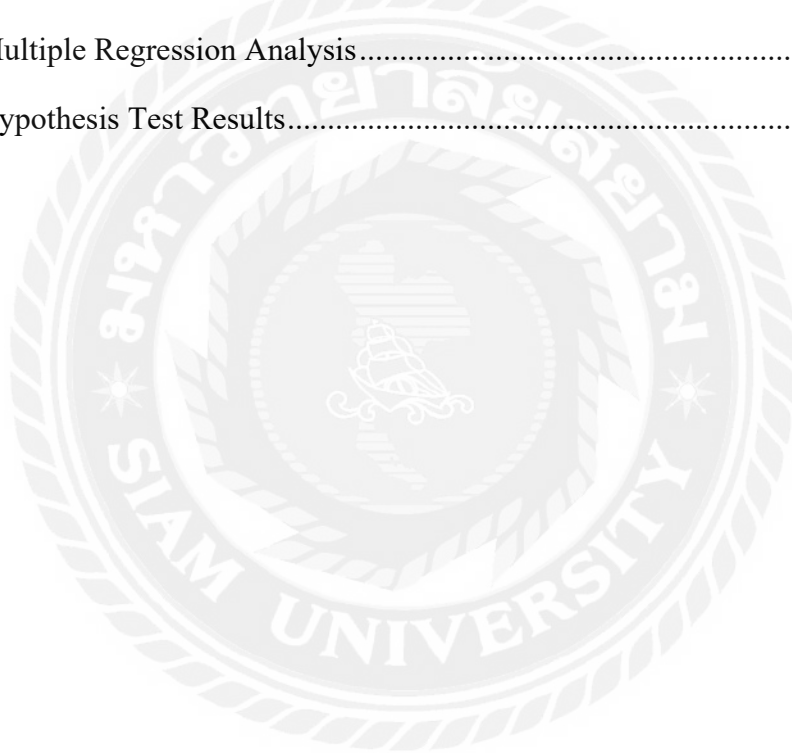
ABSTRACT.....	I
ACKNOWLEDGEMENT	II
DECLARATION	III
CONTENTS.....	IV
LIST OF TABLES.....	VI
LIST OF FIGURES	VII
Chapter 1 Introduction	1
1.1 Background of the Study	1
1.2 Questions of the Study	2
1.3 Objectives of the Study.....	2
1.4 Scope of the Study	2
1.5 Significance of the Study.....	3
1.6 Definition of Key Terms.....	4
Chapter 2 Literature Review.....	5
2.1 Introduction.....	5
2.2 Literature Review.....	5
2.3 Company Profile	13
2.4 Conceptual Framework.....	14
Chapter 3 Research Methodology.....	16
3.1 Research Design.....	16
3.2 Population and Sample	16
3.3 Hypothesis.....	16
3.4 Research Instrument.....	17
3.5 Reliability and Validity Analysis of the Scale.....	19
3.6 Data Collection	21

3.7 Data Analysis	21
Chapter 4 Findings and Discussion.....	23
4.1 Findings.....	23
4.2 Discussion	26
Chapter 5 Conclusion and Recommendation.....	29
5.1 Conclusion	29
5.2 Recommendation	29
5.3 Further Study	32
References.....	34
Appendix.....	38



LIST OF TABLES

Table 3.1 Measurement Items.....	18
Table 3.2 Reliability Test.....	20
Table 3.3 KMO and Bartlett's Test.....	21
Table 4.1 Descriptive Statistical Analysis of Partisipants.....	23
Table 4.2 Correlation Between Variables (Pearson Correlation Matrix).....	25
Table 4.3 Multiple Regression Analysis.....	25
Table 4.4 Hypothesis Test Results.....	28



LIST OF FIGURES

Figure 2.1 Conceptual Framework	15
Figure 3.1 Hypotheses	17



Chapter 1 Introduction

1.1 Background of the Study

Since the beginning of the 21st century, the process of economic globalization has accelerated, and the trend of multinational capital, transnational enterprises, and market internationalization in the world economy has become more and more obvious (Galdino et al., 2019). Multinational enterprises from various countries have become increasingly competitive in the international market, and the means of competition have also been upgraded from the initial technology export to the capital export and then to the current brand export. Various countries try to gain a place in the international market through many competitive ways, brand internationalization is the trend of The Times, but also the only way for enterprises to develop and grow (Pyper et al., 2022).

According to the United Nations Industrial Programmer, 40% of the global market and 50% of global sales are currently occupied by 3% of the world's brands. It can be seen that the success of brand internationalization is crucial for enterprises to obtain international markets, achieve higher sales, and obtain more benefits (Liu et al., 2023).

In the context of economic globalization, Chinese enterprises must expand their market share and further develop. In this process, the international environment has a certain impact on the development of some Chinese companies, which makes some Chinese enterprises encounter unfair treatment in internationalization (Boardman & Vining, 2020). In recent years, Chinese enterprises have gradually grown, gone abroad, entered the international market, opened the process of internationalization, participated in international competition, and achieved great results (Alchian, 2020). This achievement is unprecedented in the development process of Chinese enterprises, which also shows that Chinese enterprises have a certain strength to go global. In the process of internationalization, Chinese enterprises should fully absorb the experience of excellent enterprises in the process of internationalization sum up lessons, and perform well in transnational operations (Liu et al., 2023).

The trend of global economic integration continues to strengthen, and the barriers to international trade and investment are gradually lowered, providing enterprises with a broader market space. In this context, the sports industry, as a sunrise industry and a green industry, has shown strong growth momentum on a global scale (Luo, 2024). The promotion of international sports organizations such as the International Olympic Committee and the frequent holding of large-scale international sports events have further promoted the globalization of the sports industry. In recent years, the total scale of China's sports industry has continued to grow, showing a strong growth momentum (Luo, 2024). With the promotion of health awareness of domestic consumers and the increase in sports consumption demand, the sports market continues to expand. Especially in sports training, sports services, and other fields, the market demand is increasingly strong (Sutherland et al., 2020). This provides a huge development

opportunity for Chinese sports brands and promotes their internationalization process.

1.2 Questions of the Study

Based on the existing domestic and foreign literature on brand internationalization, the motivation and main strategies of brand internationalization are found and summarized. Taking Li Ning Company as the research subject, this study explores various factors that affect the internationalization strategy of Li Ning Company's sports brand, further discusses the internationalization of Li Ning brand, and analyzes and explores the direction and degree of influential factors of brand internationalization. Sports brand internationalization strategy includes international organizational structure, international management mode, and international talent strategy. Therefore, this study raises the following research questions:

(1) Does international organizational structure have an impact on Li Ning's sports brand internationalization strategy?

(2) Does international operation mode have an impact on Li Ning's sports brand internationalization strategy?

(3) Does international talent strategy have an impact on Li Ning's sports brand internationalization strategy?

1.3 Objectives of the Study

This study aims to analyze the influencing factors of the internationalization strategy of Li Ning Company in three aspects.

(1) To explore the effect of international organizational structure on Li Ning's sports brand internationalization strategy.

(2) To explore the effect of international operation mode on Li Ning's sports brand internationalization strategy.

(3) To explore the effect of international talent strategy on Li Ning's sports brand internationalization strategy.

1.4 Scope of the Study

The scope of this study was the sports brand Li Ning Company. The subjects of the study were the employees of Li Ning Company. The surveyed employees need to

have a good understanding of Li Ning's internationalization strategy and be able to make a reasonable evaluation of Li Ning. The study included age, gender, income, and education of the respondents. The research included a comprehensive evaluation of the company's international organizational structure, international operation mode, and international talent strategy. At the same time, the study combined the characteristics of Li Ning Company and the global market trend, analyzed the weak links in the planning strategy, and put forward corresponding control measures and improvement suggestions.

1.5 Significance of the Study

China's textile and apparel production, consumption, and export are at the forefront of the world, sportswear as a subdivision of the apparel industry has formed a relatively complete industrial chain, but Chinese sportswear brands have been squeezed. In 2022, the proportion of foreign brands in the top 20 sportswear industry in China exceeded that of local brands, and the ranking of foreign brands continued to rise in the following years (Liu et al., 2023). By 2021, among the top 20 sportswear brands in China, foreign brands accounted for 54.3%, and local brands accounted for 28.6% (Luo, 2024). In terms of brand influence, even in the local market, foreign brands accounted for 28.6%. Nike, Adi brand is still in the top position, local brands are still in a suppressed position, and there is a big gap between Chinese independent brands and foreign brands (Luo, 2024). Therefore, Li Ning need to need to build independent brands with international visibility to compete with foreign brands.

Secondly, from the perspective of the sportswear industry, from 2020 to 2021, China's sportswear industry has gradually returned to the right track after adjustment, and the number of major enterprise stores has increased (Liu et al., 2023). To further develop the industry as a whole, it is necessary to improve the quality and strengthen its brand through leading enterprises in the industry, so that the brand of leading enterprises in the industry can be internationalized. To drive the further development of the entire industry, this will become the only way for the further development of China's sportswear industry.

Thirdly, from the perspective of the enterprise itself, the establishment and maintenance of the brand is crucial to the development of the enterprise, which is not only related to the cultivation of the core competitiveness of the enterprise but also an indispensable key link in the layout planning of the long-term development strategy of the enterprise. It cannot be ignored that under the current trend of economic globalization, brand competition is more international. If Chinese sportswear enterprises want to achieve further development, they must constantly enhance brand awareness and influence, so brand internationalization has become a necessary step.

Finally, focusing on the current consumer demand, China has a large population, large market size, and huge market development potential. Sportswear enterprises need to enhance their own brand value, benchmark international well-known sportswear brands, and strengthen their brand construction to meet consumer demand and achieve their development. In the development process of China's sportswear for many years, related products pay more attention to the quality and quantity of their products, while ignoring the development of independent brands.

The problem must be aware of is that even in the Chinese environment, the competition faced by Chinese sportswear brands is not only from local brands, Li Ning are competing with international well-known brands such as Nike and Adidas, so brand internationalization is imperative. Therefore, by studying the brand internationalization construction of Li Ning, the backbone of the industry, the author intends to understand the advantages and disadvantages of relevant Chinese enterprises in the analysis of the influential factors of Li Ning's sports brand internationalization strategy and put forward suggestions on the internationalization of Chinese brands, to promote the development of China's sportswear industry.

1.6 Definition of Key Terms

International organizational structure refers to an organizational structure and management system established by an enterprise in the process of internationalization to adapt to the changes of the global market and meet the needs of transnational operations.

International operation mode refers to the strategy in which enterprises move from domestic operation to transnational operation, enter foreign markets from domestic markets, set up various forms of organizations abroad, allocate production factors at home and abroad, and carry out business activities in one or several economic fields.

International talent strategy refers to a series of measures formulated by enterprises to attract, train, use, and manage outstanding talents to achieve the strategic goal of internationalization.

Internationalization strategy refers to the strategy developed by enterprises to cross national boundaries and expand the global market. Under the trend of globalization, to obtain more resources and markets, enterprises introduce their products and services to the international market through transnational operations, to achieve transnational sales and distribution and increase sales revenue and market share. Internationalization strategy is one of the important means for enterprises to gain competitive advantage in the global market.

Chapter 2 Literature Review

2.1 Introduction

The literature review of this study is based on internationalization strategy and the influencing factors of Li Ning's sports brand internationalization strategy. The literature review explains the relevant research on international organizational structure, international operation mode, and international talent strategy. According to the relationship between variables, a conceptual model is constructed to determine the influence of each factor on the internationalization strategy of the sports brand of Li Ning Company.

2.2 Literature Review

2.2.1 Brand

The meaning of a brand has different emphases in different stages. With the change in economic development and consumption patterns, the meaning of the brand is also evolving and developing (Jovanović et al., 2020). Gardner and Levy (1955) mentioned the nature of a brand, which includes the functional value and emotional value of the brand. If a brand possesses the above values, it will possess unique personality values and distinct features that are different from other products (Porter & Claycomb, 1997). According to the American Marketing Association (1960), a brand, as a symbol, a name, a design, or a combination of these, exists to distinguish itself from competitors' products and services in the market. It will serve as the main mark to itself from its competitors. Gladden et al. (2001) pointed out that the focus of a brand is to provide a specific service to the consumers who choose it. Brand is an intangible asset of great value, which is different from the tangible assets of an enterprise (Stevanović & Rastić, 2019). The brand not only plays the role of identification but also includes some characteristics that are different from other enterprises and products, such as product quality, service attitude, special image and style types, etc. While conveying the above characteristics to consumers, the brand plays a good marketing role (Grant, 2021).

The value of a brand is not only the product itself, it can be passed between products under the same brand, and the brand image formed in the process of consumer consumption can also be transferred through the product, to obtain a greater market share (Yang & Wang, 2024). In general, the brand has changed from a single symbol, which is different from the competitor products and services in the market, to an important asset of the enterprise, which can bring wealth to the enterprise through management and operation (Ambarwati et al., 2024; Yang & Wang, 2024). The concept of brand has developed so far, which can be understood as the degree of consumer

cognition of a product. Nowadays, with the process of market internationalization, brands are also undergoing international development, and more and more enterprises realize the importance of brand internationalization of local enterprises (Ambarwati et al., 2024). Therefore, when implementing the international management strategy, Chinese enterprises should steadily promote the internationalization of brand construction and constantly build their brand advantages.

2.2.2 Brand Internationalization

Brand internationalization is a global business strategy, that aims to expand a brand to various countries and regions in the world with the same name, the same product packaging, and the same advertising planning through the process of brand extension and expansion, obtaining the huge economies of scale generated by standardization and unification (Shao & Yao, 2021). Mateus, (2014) first defined brand internationalization, He believed that brand internationalization is a standardized concept, and enterprises can achieve standardized product production to the maximum extent, to achieve brand economies of scale. Aaker (1991) believed that brand internationalization is an important process for domestic companies to develop a brand, to obtain positive praise and evaluation of the company's brand from foreign target customers. Whitelock & Fastoso (2007) defined brand internationalization as the dynamic process of international business operation and international marketing challenges faced by factors such as name, vision, personality, and sound when an enterprise brand conducts transnational business activities.

Many scholars believe that enterprises should adopt standardized methods when carrying out brand internationalization. Park et al. (2002) believed that to realize the globalization of products and brands, joint ventures with local enterprises or OEM contract processing can be adopted, which can reduce the business risks caused by political, economic, and cultural differences in the global market. Hoeffler & Keller (2003) believed that standardization should be adopted for brand internationalization, and point out that the markets of all countries in the world are the same to a certain extent, and standardized products can well satisfy the markets of all countries, thus laying a solid foundation for domestic enterprises to create huge profits. However, many researchers advocate that differentiation should be selected when carrying out brand globalization, that is, enterprises and managers should choose different brand globalization models according to their different situations (Chittoor & Ray, 2007). Kapferer (2005) believed that enterprises should choose the mode of brand internationalization development according to different markets. Jin & Cedrola (2016) pointed out that when choosing the brand internationalization mode, enterprises should first make a correct positioning according to the resources and specific strategies of the enterprise, and then choose an appropriate path to realize brand internationalization.

Enterprise Brand internationalization strategy occupies a crucial position in the operation and development of enterprises, and its importance is reflected in many aspects, one is to ensure the steady operation of enterprises (Zhang et al., 2022). By identifying, evaluating, and controlling potential risk factors, Brand internationalization strategy ensures that enterprises can maintain financial stability in the face of market fluctuations, economic environment changes, policy adjustments, and other uncertain factors, and avoid business difficulties caused by capital chain break and debt crisis. Second, Li Ning need to improve the quality of decision-making. Effective Brand internationalization strategy requires enterprises to collect and analyze a large amount of financial data and market information to provide a comprehensive and accurate decision-making basis for management (Han & Kim, 2019). This helps the management to make more scientific and reasonable decisions in the formulation of strategy, investment planning, financing arrangements, etc., to improve the overall operation efficiency and market competitiveness of the enterprise. Third, Li Ning need to optimize resource allocation (Zhao & Han, 2020). Through Brand internationalization strategy, enterprises can have a clearer understanding of their own financial situation and capital flow, to rationally arrange the use of funds and optimize the allocation of resources. This helps enterprises improve the efficiency of capital use, reduce operating costs, and enhance profitability. Fourth, Li Ning need to boost investor confidence. Good Brand internationalization strategy can enhance the credibility and market image of enterprises, and enhance investors' confidence in enterprises (Golestanizadeh et al., 2023). This will help enterprises attract more investment, expand financing channels, and provide strong financial support for the long-term development of enterprises.

2.2.3 Core Competence Theory

(1) Definition of Core Competency Theory

First proposed by Hamer and Prahalad in the article "Core Competencies of the Company", core competencies are defined as a unique and cumulative skills within the company (Park, 2015). Core competitiveness often has a certain continuity, it is not formed in a short time, and its formation process is long and complex. The core competitiveness is the competitive advantage that the competitors do not have when the enterprise competes in the market, and it is difficult for the competitors to imitate and copy (Yu & Moon, 2021). This theory holds that if an enterprise wants to participate in the process of brand internationalization, it must have a competitive advantage that other enterprises do not have. After enterprises have core competitiveness, they can attract consumers and be recognized by them to gain more market share. The research of scholars shows that core competence plays a great role in brand internationalization (Yu & Moon, 2021).

There is a close relationship between the international organizational structure, international management mode, international talent strategy, and the core competitiveness of enterprises. An international organizational structure usually means that the company allocates resources and manages operations on a global scale. This structure helps the company better integrate global resources and improve operational efficiency, thus enhancing the core competitiveness of the enterprise. The international organizational structure is often accompanied by diversified cultures and ways of thinking. This diversification helps to stimulate innovative thinking, promote the company in product design, marketing strategy, and other aspects of innovation, and then enhance the core competitiveness of enterprises.

An international approach enables companies to enter new markets and expand their market share. This helps enterprises to achieve economies of scale, reduce costs, improve profitability, and thus enhance the core competitiveness of enterprises (Zhao & Han, 2020). By operating in different countries and regions, companies can spread their business risks. When one market is volatile, the stable performance of other markets can provide a buffer for enterprises, reduce the overall operating risk, and ensure the stable development of enterprises. International talent strategies enable companies to attract and retain talent with a global perspective and intercultural communication skills (Han & Kim, 2019).

These talents are an important support for the international operation of enterprises and help enterprises to succeed in the global market. International talents often possess rich experience and innovative thinking (Zhang et al., 2022). Their participation will help promote innovation in product design, technology research, and development, and enhance the innovation ability of enterprises, thus enhancing the core competitiveness of enterprises. international organizational structure, international management mode, international talent strategy, and the core competitiveness of enterprises are mutually promoting and interdependent relations (Shao & Yao, 2021). To achieve sustainable development and competitive advantage, enterprises should fully consider the synergy between these factors when formulating an internationalization strategy.

(2) International Organizational Structure

Enterprise internationalization organizational structure is an extension of the concept of enterprise organizational structure (Daft & Lewin, 2021). It refers to the interrelationship among organizational units (mainly parent companies and overseas subsidiaries) to achieve organizational goals in the process of foreign investment, which is the "framework" of the management system of the entire enterprise group.

With the improvement of the level of internationalization, the establishment of overseas subsidiaries has become the main way for many multinational enterprises to make foreign investments, the main purpose of which is to help enterprises enter the overseas market and expand their market share rapidly (García-Álvarez de Perea et al.,

2019). Access to the host country's rich resource advantages and technological advantages; Effectively reduces the barriers for enterprises to enter the host country and enhance their competitiveness. To achieve effective control of subsidiaries and improve business performance, the company should establish a certain management system with each overseas subsidiary to realize the communication of information between the two sides and the coordination of corporate strategy and various business levels (Zhang et al., 2022). Recent studies show that the parent company plays an important role in the internal allocation of resources of transnational enterprises and is an important guarantee to safeguard the overall interests of transnational enterprises (Vermaak, 1990). However, some scholars believe that to better respond to local needs, parent companies should give more autonomy to overseas subsidiaries (Ambos et al., 2011). In the parent-subsidiary relationship, when the parent company gives the overseas subsidiary a high degree of operational autonomy, that is, when the parent company adopts a decentralized organizational structure, the subsidiary can accurately respond to the host country's environment and market demand (Boardman & Vining, 2020). When the parent company has a high tendency, the integration ability and synergy ability of the enterprise will be improved (Nicita, 1999).

It is found that in the process of internationalization, companies have different organizational structures at different stages (Derek, 1979). In the early stage of internationalization, when foreign sales are relatively small, the organizational structure of the company is generally set up an export department or an international department to be responsible for the operation of international business (Zhao & Han, 2020); when the internationalization of the company further develops, the diversity of the company's foreign products increases while the foreign sales do not increase significantly, the company's organizational structure is generally a product department-oriented divisional structure. When the company's foreign sales increase but the diversity of foreign products does not change much, the company's organizational structure is generally a regional department divisional structure (Yang & Wang, 2024). Later, with the company's foreign sales and the increase in the diversity of foreign products, the company's organizational structure changed, and the organizational structure changed into a global matrix structure (Shao & Yao, 2021).

2.2.4 Differentiation Theory

(1) Definition of Differentiation Theory

Differentiation refers to the difference between the goods or services provided by an enterprise and the similar goods or services of other enterprises and forms a differentiation advantage in the entire industry by providing its unique goods and services. This differentiation is often reflected in technological innovation, after-sales service, and brand identity, which can distinguish enterprises from other competitors with high recognition (García-Álvarez de Perea et al., 2019).

Differentiation strategy plays an important role in the following three aspects: First, differentiation strategy helps enterprises consolidate market share. Once consumers have formed a preference for unique goods and services, and other enterprises in the same industry find it difficult to provide differentiated goods and services, it will be more difficult for other enterprises to enter the market. Second, the differentiation strategy reduces consumers' perception of price. Third, a differentiation strategy will bring huge business performance, enhance brand awareness, and increase the added value of products (Bulow et al., 2019).

Differentiation strategy is an important way for enterprises to realize brand internationalization, and maintain brand competitive advantage by providing consumers with unique services or products (Demsetz, 2020). On the one hand, strategy accelerates the emergence of new services, new products, and new designs to meet the needs and preferences of consumer groups, increase market share, and improve the international competitiveness of brands. On the other hand, a differentiation strategy can help the brand maintain its uniqueness and avoid the business risks caused by homogenization.

There is a close relationship between international organizational structure, international management mode, international talent strategy, and differentiation theory. The design of international organizational structure needs to consider the globalization strategy and differentiated competition strategy of enterprises (Wen et al., 2022). By building a flexible and adaptable international organizational structure, enterprises can better adapt to the market needs of different countries and regions and achieve differentiated competition. The international organizational structure needs to find a balance between centralization and decentralization. Centralization helps to maintain the consistency of global strategy, while decentralization helps companies better adapt to the differentiated needs of different markets.

Through reasonable centralized and decentralized design, enterprises can achieve differentiated competition on a global scale. The choice and realization of international management mode is often closely related to the differentiation strategy of enterprises. By choosing different international business methods, enterprises can achieve differentiated competition in the global market. International trade is a basic way of international business, international trade enables enterprises to sell their products to the global market (Darby & Karni, 2022).

By differentiating products according to the needs of different markets, companies can gain a competitive advantage in the international market. International talent strategy is an important support for enterprises to realize globalization strategy and differentiated competition (Darby & Karni, 2022; García-Álvarez de Perea et al., 2019). By attracting and retaining talent with a global vision and cross-cultural communication skills, companies can differentiate themselves in the global marketplace. Building a

diverse talent team helps companies better adapt to the cultural differences and needs of different markets. By attracting and retaining talents from different countries and regions, enterprises can form unique competitive advantages and achieve differentiated competition. International talents usually have cross-cultural communication skills, which helps enterprises carry out cross-cultural exchanges and cooperation in the global market. By deeply understanding the cultural characteristics of different markets, enterprises can better meet the local market needs and achieve differentiated competition.

(2) International Operation Mode

Enterprises implementing international operations can seek market expansion, increase sales and market share by entering new markets, and improve profitability. It can also use the resources of foreign markets, such as raw materials, technology, talents, etc., to reduce production costs and improve competitiveness. International operation is of great significance to both enterprises and countries. For enterprises, international operation can expand their market scale and improve their competitiveness and profitability (Golestanizadeh et al., 2023). At the same time, it also helps enterprises obtain more resources and information and promotes technological innovation and management innovation of enterprises (International Labour Office, 1971). For the country, international operation can promote the country's economic development and international cooperation, and improve the country's international status and influence; At the same time, it also helps the country to obtain more foreign exchange earnings and resources, and enhance the country's economic strength and comprehensive national strength (Ambarwati et al., 2024).

There are various ways of international brand management, and different ways of operation contain different resource investments, operation risks, control degrees, and technology diffusion risks (Zhang et al., 2022). Companies should choose the most suitable way of operation for their development. Mohamad (2020) proposed the stage theory of internationalization. This study presents the stage theory of internationalization, which suggests that firms tend to follow a predictable pattern of market expansion from domestic to international markets. The stages include domestic marketing, export through intermediaries, direct exporting, establishment of overseas sales subsidiaries, and finally, overseas production. A study provides in-depth case analyses of four Swedish companies and their internationalization processes. It reinforces the stage theory and highlights the gradual and incremental nature of firms' international expansion. It improves profitability by entering new markets and increasing sales and market share (Johanson & Wiedersheim-Paul, 1975).

(3) International Talent Strategy

The connotation of international talent strategy involves many aspects, including the understanding of international talent, the setting of strategic goals, the selection of

implementation strategies, and the evaluation and adjustment mechanism. International talents refer to those who have a global vision, transnational cultural understanding and communication ability, international thinking and management ability, can adapt to different cultures and business environments globally, and provide talent support for enterprises or countries to go international (Grant, 2021). The objectives of the international talent strategy usually include enhancing the international competitiveness of the country or enterprise, promoting scientific and technological innovation and industrial upgrading, and promoting economic globalization and regional integration. These goals need to be concretized into measurable indicators, such as the quantity and quality of imported international talent, the retention rate of international talent, and the success rate of international projects. By setting clear objectives, the implementation and evaluation of the international talent strategy can be guided (Luo, 2024).

Boreham (1992) discussed work organization and employee autonomy under post-Ford management, including concepts of international talent management such as the importance of employee participation and autonomy to enhance the productivity and innovation of international talent. Aghazadeh (1999) believed that human resources are facing great challenges and opportunities, and he emphasizes that in the context of globalization, enterprises need to have the ability to cross-cultural management and international talent recruitment. Falk (1979) explored the value and role of international talents from the perspective of human capital. He pointed out that in the era of the knowledge economy, talents are the most valuable resources of enterprises, and the introduction and training of international talents is crucial to the long-term development of enterprises. McLean (2004), through a survey on globalization, revealed that most companies still have a long way to go in formulating the best hiring policies. Snyder et al. (2001) highlighted the complexity and challenge of international talent recruitment and the need for companies to develop more flexible and inclusive international talent strategies to address these challenges. The theory and practice of human resource development and management have important reference value for the research of international talent strategy, and enterprises need to consider the training and development needs of employees when formulating international talent strategy (Melnikas, 2005). Tyson (1995) believed that human resource strategy is a means to align human resource management with corporate strategy.

The company has a talent strategy suitable for the international operation of the brand and has excellent talents with global vision, international management experience, and familiarity with the international market environment, which is an indispensable condition for the process of brand internationalization. One of the most obvious differences between multinational companies and domestic enterprises is in personnel management (Sutherland et al., 2020). When a company's employees not only include people from different countries but also send employees to different countries and positions, basic personnel tasks such as selection, training, compensation, and promotion require a perfect talent management mechanism (Zhang et al., 2022). In the process of brand internationalization, the company's demand for employees has

gradually changed from the recruitment of ordinary employees to the recruitment of overseas personnel on a global scale.

2.3 Company Profile

2.3.1 Company Background and Development History

(1) Founding stage (1990-1992): Li Ning Co., Ltd. started in Guangdong, and the founder Mr. Li Ning was a famous Chinese gymnast. In 1992, Li Ning became the first Chinese sporting goods company to sponsor the Olympic Games in China, providing equipment for the Chinese Olympic team to receive awards.

(2) Rapid development stage (1993-1995): Li Ning took the lead in establishing a franchise marketing system in the country, and became the leader of China's sporting goods industry in 1995.

(3) Management adjustment stage (1996-1998): In 1998, Li Ning took the lead in building China's first sportswear and shoe design and development center in Foshan, Guangdong Province.

(4) The second development stage (1999-2001): Li Ning Company cooperated with SAP Company to introduce AFS apparel and footwear solutions, becoming the first sports goods company in China to implement ERP, and first put forward the international development strategy.

(5) Preparation stage for internationalization (2004-2008): Li Ning focused on the domestic market and built an international brand. During this period, Li-Ning products have been sold in 23 countries and regions. At the same time, Li Ning actively cooperates with internationally renowned athletes and events to enhance the international influence of the brand.

(6) Deepening stage of internationalization preparation (2009-2013): Li Ning continued to strengthen its international capacity building, and further promoted its brand internationalization strategy through the acquisition of badminton brand Canseng and the opening of badminton stores in Hong Kong.

(7) Comprehensive internationalization stage (2014-2018): Li Ning Company plans to achieve market internationalization step by step in this stage, but it should be noted that although Li Ning Company put forward the internationalization strategy in the early stage, its performance in overseas markets has been relatively limited, and overseas revenue accounts for a relatively low proportion.

2.3.2 Product Introduction and Market Performance

Li Ning's core brands are Li Ning brand, China Li Ning, Red double Xi, Canseng, Aigao and other sub-brands. The product matrix includes basketball professional products, running products, sports fashion products, etc., to meet the needs of different consumers. The company has perfect R&D, design, manufacturing, marketing, brand marketing, distribution, and retail operation capabilities, and has established an Omni-channel sales network and a perfect supply chain management system. Li Ning has a significant presence in China's sporting goods market and is the country's second-largest sports brand (by market value). As of December 31, 2023, the company achieved operating revenue of 27.598 billion yuan, an increase of 7% over the same period last year.

Li Ning Company actively undertakes corporate social responsibility and pays attention to sports and social welfare undertakings. The company has long supported the development of the Chinese Olympic team and China's sports cause, and actively participated in various public welfare activities, such as funding Hope Primary School, assisting the construction of disaster areas, caring for Aid orphans, etc., contributing to the construction of a harmonious society. Li Ning is facing fierce competition from international giants such as Nike and Adidas in the process of internationalization. These brands have obvious advantages in terms of market share and brand influence.

2.4 Conceptual Framework

This study, through the exploratory case study of China's sports brand core enterprises, extracts various influencing factors that affect the brand internationalization of China's sports product core enterprises, and finally draws the integrated analysis framework of the influencing factors of Li Ning's sports brand internationalization strategy. The model is shown in Figure 2.1.

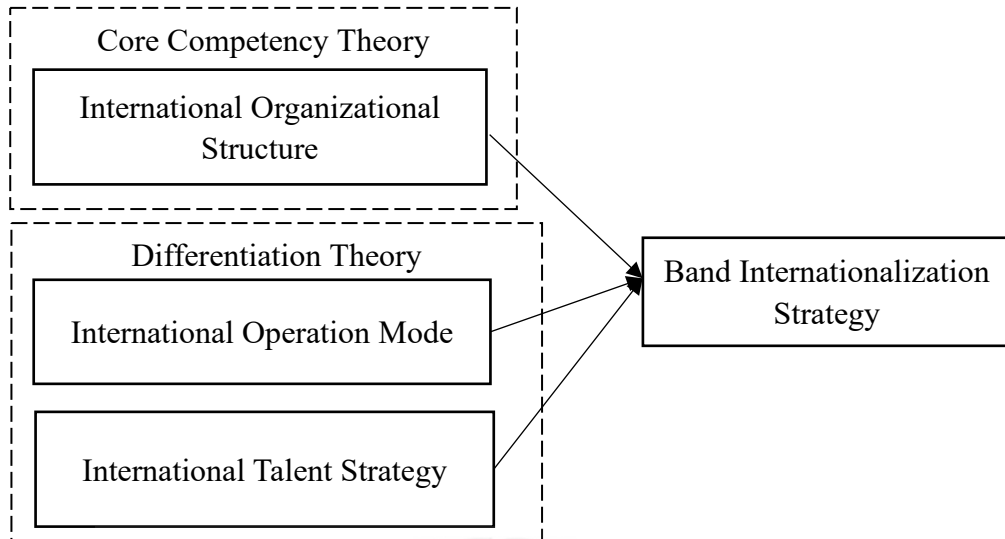
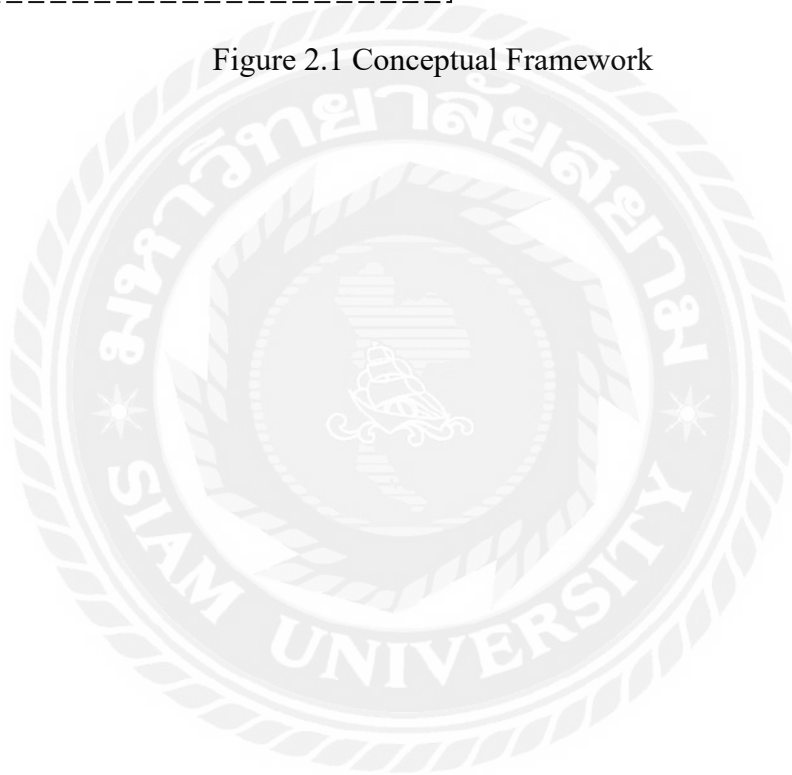


Figure 2.1 Conceptual Framework



Chapter 3 Research Methodology

3.1 Research Design

This study designed a conceptual model of Li Ning's sports brand internationalization strategy. Three independent variables, including international organizational structure, international operation mode, and international talent strategy, are designed respectively. Brand internationalization strategy is a dependent variable. In this study, a questionnaire survey was adopted to collect data, and quantitative analysis was carried out.

3.2 Population and Sample

The scope of this study was the employees of Li Ning Company. The employees participating in this study were required to be regular employees who have a full understanding of the internationalization strategy of Li Ning Company and can make a reasonable evaluation of the internationalization strategy. To ensure the representativeness of sample, a random sampling method was adopted in this study. In process of random sampling, a certain number of employees from Li Ning company were randomly selected to reduce sample bias and ensure the universality and reliability of the research results. According to information released by the Fortune Chinese website, Li Ning Co., Ltd. Had 4,845 employees in 2024. With the sample extraction reliability of 99.9%, the sample size was calculated.

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

The maximum permissible difference between the sample mean and the population mean is set at 0.05. The calculated sample size of this survey was 398.99, so the sample size was 400.

3.3 Hypothesis

This study aims to verify the specific impact of international organizational structure, international operation mode, and international talent strategy on the internationalization strategy of Li Ning Company's brand through empirical analysis, and provide theoretical support and practical guidance for optimizing the brand internationalization strategy. Therefore, the following hypotheses are proposed in this study:

H1: International organizational structure has a significant effect on Li Ning's sports brand internationalization strategy.

H2: International operation mode has a significant effect on Li Ning's sports brand internationalization strategy.

H3: International talent strategy has a significant effect on Li Ning's sports brand internationalization strategy.

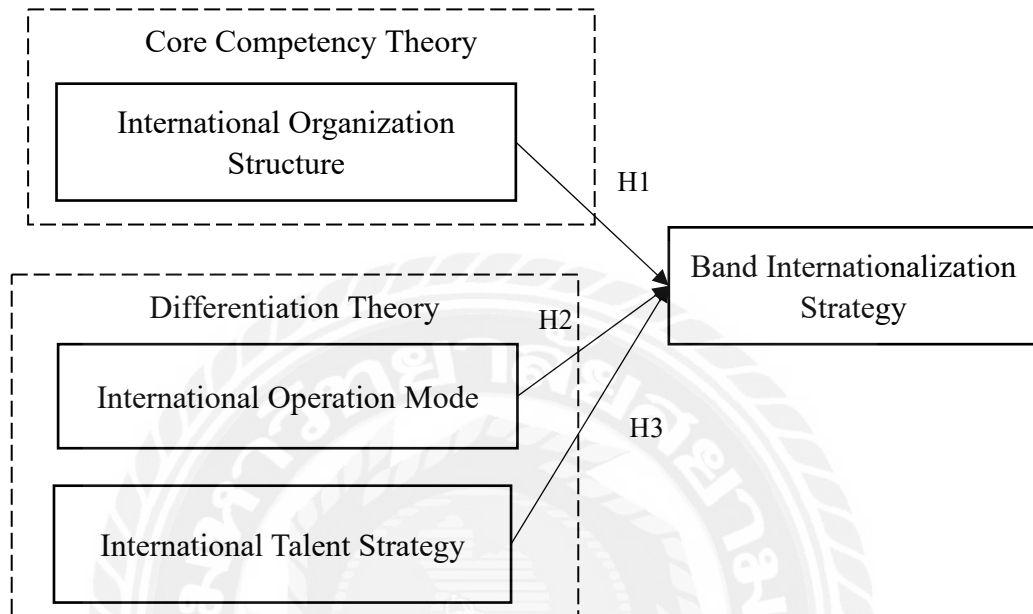


Figure 3.1 Hypotheses

3.4 Research Instrument

A systematic and rigorous questionnaire survey was used as the main data collection method, and the quantitative analysis was used to ensure the objectivity and accuracy of the research results. The design of the questionnaire is based on a comprehensive understanding of the brand internationalization strategy, including international organizational structure, international operation mode, and international talent strategy.

A questionnaire was designed based on a five-point Likert scale. In this study, item design was carried out for three variables. In the questionnaire, the international organizational structure is set up with five items, including integration degree of an international team, cross-cultural communication ability, decision-making efficiency, market response speed, and global resource integration ability. The international operation mode is set up with five items, including effectiveness of the market expansion strategy, implementation of the localization strategy, globalization of supply chain management, internationalization level of brand publicity and promotion, and international diversity of partners and channels.

The international talent strategy consists of five items, including effectiveness of international talent introduction, degree of cross-cultural team integration, international talent training and development, international talent incentive mechanism, and participation of international talent in decision-making. The internationalization brand strategy consists of six items, including internationalization brand awareness, international market penetration, international consumer recognition, international product line richness, effectiveness of international marketing strategy, and contribution of brand internationalization to long-term development. A total of 21 questions were designed for the questionnaire. The coding of the items is shown in Table 3.1.

Table 3.1 Measurement Items

Measurement Item	NO.
International Organizational Structure	
I believe that Li Ning's international organizational structure has done an excellent job of integrating global teams.	Q1
I believe that Li Ning's international organizational structure effectively facilitates cross-cultural communication	Q2
I believe that the decision-making process within Li Ning's international organizational structure is highly efficient.	Q3
I believe that Li Ning's international organizational structure enables the company to quickly respond to changes in global market demands.	Q4
I believe that Li Ning's international organizational structure aids in the effective integration of global resources.	Q5
International Operation Mode	
I believe that Li Ning's international business approach is very effective in exploring new markets.	Q6
I believe that Li Ning's international business approach fully implements localization strategies to adapt to different markets.	Q7
I believe that Li Ning's international business approach has achieved globalization in supply chain management.	Q8
I believe that Li Ning's international business approach has achieved internationalization in brand promotion and marketing.	Q9
I believe that Li Ning's international business approach has established diversified international partners and sales channels.	Q10
International Talent Strategy	
I believe that Li Ning has achieved remarkable results in attracting international talent when implementing its international talent strategy.	Q11
I believe that Li Ning's international talent strategy is more than adequate in promoting the integration of cross-cultural teams.	Q12
I believe that Li Ning provides sufficient training and development opportunities for international talent.	Q13
I believe that Li Ning's incentive mechanism for international talent is complete and effective.	Q14

I believe that international talent at Li Ning has a very high level of participation in key decision-making.	Q15
Brand Internationalization Strategy	
I believe that Li Ning's brand awareness in the international market has significantly increased compared to the past.	Q16
I believe that Li Ning's brand penetration in the international market is very high	Q17
I believe that international consumers have a very high level of recognition for Li Ning's brand.	Q18
I believe that Li Ning's product line launched to meet international market demands is extremely diverse.	Q19
I believe that Li Ning's international marketing strategy is very effective in terms of formulation and execution.	Q20
I believe that Li Ning's internationalization strategy has made a significant contribution to the company's long-term development.	Q21

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Questionnaire Reliability Analysis

Reliability analysis is a statistical process that reflects the degree of the measured characteristics based on the consistency or stability of the test scale results. The more unified the test results are, the more representative the data are of the overall, and the higher the reliability is. Through reliability analysis, this can understand whether the questionnaire design is reasonable and make corrections to avoid classification errors. Cronbach's alpha evaluated the internal consistency of test items. The higher the value of Cronbach's alpha, the higher the degree of consistency among items. When the reliability coefficient of the subscale is above 0.7, the reliability coefficient of the questionnaire is good; 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 good.

In this study, Cronbach's Alpha was adopted as the detection index of questionnaire reliability. A Cronbach's Alpha value greater than 0.8 indicates that the scale is reliable. The closer the value of Cronbach's Alpha is to 1, the higher the reliability and the smaller the error of the measured results is. Through data analysis, the Cronbach's Alpha values of international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy were 0.881, 0.896, 0.879, and 0.883, respectively. The internal consistency of the questionnaire is good, and the reliability of the questionnaire is high, as shown in Table 3.2.

Table 3.2 Reliability Test

Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	0.768	0.864	0.881
Q2	0.737	0.885	
Q3	0.763	0.875	
Q4	0.754	0.832	
Q5	0.735	0.874	
Q6	0.765	0.826	0.896
Q7	0.772	0.846	
Q8	0.735	0.845	
Q9	0.757	0.823	
Q10	0.765	0.844	
Q11	0.722	0.866	0.879
Q12	0.704	0.854	
Q13	0.715	0.836	
Q14	0.719	0.884	
Q15	0.733	0.895	
Q16	0.723	0.867	0.883
Q17	0.742	0.832	
Q18	0.735	0.811	
Q19	0.785	0.863	
Q20	0.753	0.843	
Q21	0.763	0.861	

3.5.2 Questionnaire Validity Analysis

The Kaiser-Meyer-Olkin value (KMO) compares the simple and partial correlation coefficients between variables, ranging from 0 to 1. A KMO value should be greater than 0.7, and a KMO value of 0.9 or higher indicates that the data on the scale are "well suited" for factor analysis. The survey data showed that the overall KMO value was 0.835, with a significance of 0.000, which is less than 0.05, reaching a significant level, indicating that factor analysis could be conducted. Confirmatory factor analysis (CFA) was conducted in this study. From the results of the factor analysis of the variables, it is known that the cumulative explanatory rate of international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy are 79.825%, respectively, more significant than 0.5. this indicates that they are suitable for factor analysis. Four valid factors were obtained from the factor analysis: international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.835
Bartlett's Test of Sphericity	Approx. Chi-Square	3342.748
	df	122
	Sig.	0.000

All the question items were divided into three dimensions by Confirmatory factor analysis, and from the results of the independent variable factor analysis, a total of four items with eigen values 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.

3.6 Data Collection

In this study, the employees of Li Ning Company were selected as subjects, and the data were collected between March 2024 and June 2024. The research team designed a questionnaire covering employee evaluations of various aspects of the company's brand internationalization strategy. Through the cooperation of enterprise managers, this study randomly selected enterprise employees as the investigation objects, distributed questionnaires to employees in different departments, and explained the purpose and filling requirements of questionnaires to employees in detail to ensure that employees could accurately understand and fill in carefully to ensure the quality and authenticity of data.

During the questionnaire recovery process, the research team conducted rigorous checks to eliminate invalid questionnaires, including those that were incomplete or had significantly inconsistent answers. In the end, a total of 400 questionnaires were issued, and 334 valid questionnaires were recovered, with an effective rate of 83.5%. The efficient questionnaire collection process ensured the adequacy and representativeness of the data and provides a solid foundation for subsequent analysis. Through this process, the research team successfully obtained a large amount of valuable data, which enabled in-depth analysis of the company's strategy effectiveness in brand internationalization strategy and the implementation effect of control measures.

3.7 Data Analysis

3.7.1 Descriptive Statistics

The software used in descriptive statistics includes Excel and SPSS, which mainly

conducts statistical analysis on the mean value, standard deviation, percentage, normal distribution, kurtosis value, and skewness value of the variables of Li Ning's brand internationalization strategy and the results of the questionnaire survey. Descriptive statistics provide basic support for further analysis of data.

3.7.2 Factor Analysis

SPSS was used to conduct exploratory factor analysis on the survey data, extract common factors, and determine the common dimension of the brand internationalization strategy. The reliability and validity of the constructed model are determined, which provides a theoretical basis for improving the brand international strategy system.

3.7.3 Multiple Regression Analysis

In the study of factors influencing the Li Ning's sports brand internationalization strategy, the application of multiple regression analysis is a scientific and effective method that can help researchers quantify the impact of various factors on the implementation effectiveness of the company's internationalization strategy. A regression model was constructed for regression analysis. Based on the selected variables, a multiple linear regression model was built. The collected data were organized to ensure accuracy and consistency. Statistical software such as SPSS and SAS was used for regression analysis, yielding coefficients, t-values, p-values, and other statistical measures for each independent variable. According to the regression results, the impact of each independent variable on the dependent variable was explained.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

This study adopted the method of online questionnaire survey. A total of 400 questionnaires were sent out, and 334 valid questionnaires were recovered, with an effective rate of 83.5%.

Descriptive statistical analysis was performed on the collected data. The gender survey showed that there were 177 males (53.0%) and 157 females (47.0%). The gender distribution of the participants in this study was balanced. The age distribution of the participants showed a relatively even spread, with those aged over 45 slightly more prevalent at 44.9%, participants aged 26 to 45 accounted for 42.8%, and those under 25 accounted for 12.3%. The income distribution of the participants was diverse, with the highest proportion (27.8%) earning between 6,001 to 10,000 yuan; 9.9% earning below 3,000 yuan; 24.6% earning between 10,001 to 20,000 yuan; 17.6% earning over 20,000 yuan; and 20.1% earning between 3,001 to 6,000 yuan.

The education of the participants was relatively balanced: 26.9% had a high school education or below; 24.9% had a bachelor's degree; 20.4% had a master's degree; and 27.8% had other educational qualifications (which may include doctoral degrees, vocational education, etc.). The survey data in this study show a balanced gender distribution and diverse distributions of age, income, and educational qualifications. Gender-wise, males and females evenly distributed; age-wise, each age group is evenly distributed; income-wise, all income levels from low to high are represented; education-wise, participants from all educational backgrounds are included. These diverse characteristics provide a comprehensive perspective for the study, aiding in the in-depth analysis of the impact of brand internationalization strategy, as shown in Table 4.1.

Table4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	177	53.0
	Female	157	47.0
Age	Under 25	41	12.3
	26-45	143	42.8
	Above 45	150	44.9
Income	below 3000	33	9.9
	3001-6000	67	20.1
	6001-10000	93	27.8
	10001-20000	82	24.6
	Above20000	59	17.6

Education	High school and below	90	26.9
	Undergraduate	83	24.9
	Master's degree	68	20.4
	Others	93	27.8
Total		334	100.0

4.1.2 Correlation Analysis

In this study, Pearson's correlation analysis was used to explore the relationship between international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy. The Pearson's correlation coefficient (r) is used to measure the strength and direction of the linear relationship between two variables and takes values ranging from -1 to 1, where: 1 indicates a perfect positive correlation, i.e., when one variable increases, the other also increases; -1 indicates a perfect negative correlation, i.e., when one variable increases, the other decreases; 0 indicates no correlation.

This study analyzed the relationship between variables, which included international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy. The correlation coefficients illustrate the factors that influence the brand internationalization strategy. The results of the analysis showed that the Pearson correlation coefficients for international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy ranged from 0.686 to 0.732, which is less than 0.9 with $P < 0.01$, indicating that there is a correlation between the variables and that it is positive but not extremely strong (i.e., the correlation coefficient is less than 0.9). All correlation coefficients have a P-value of less than 0.01, indicating that these correlations are statistically significant. The P-value (probability value) less than 0.01 implies that the possibility that these correlations are due to random chance can be ruled out at a 99% confidence level and that the correlations are real.

Correlation between international organizational structure and brand internationalization strategy ($r = 0.687$). There is a positive correlation between international organizational structure and brand internationalization strategy with a correlation coefficient of 0.689. Correlation between international operation mode and brand internationalization strategy ($r = 0.704$). There is also a positive correlation between international operation mode and brand internationalization strategy, with a correlation coefficient of 0.704. This suggests that enhanced international operation mode measures can positively influence brand internationalization strategy and enhance brand internationalization strategy effectiveness. Correlation between international talent strategy and brand internationalization strategy ($r = 0.722$). The positive correlation between international talent strategy and brand internationalization strategy indicates that financial management can be improved by implementing

international talent strategy. This correlation coefficient of 0.722 indicates that international talent strategy has a significant effect on brand internationalization strategy.

The results of the correlation analysis indicated a significant positive correlation between international organizational structure, international operation mode, international talent strategy, and brand internationalization strategy. Despite the moderate strength of the correlation, the impact of these factors on brand internationalization strategy is statistically significant, indicating that they play an important role in improving brand internationalization strategy. Based on the results of the analysis in Table 4.2, the relationships between the variables were derived.

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	International Organizational Structure	International Operation Mode	International Talent Strategy	Brand Internationalization Strategy
International Organizational Structure	1			
International Operation Mode	.694**	1		
International Talent Strategy	.686**	.731**	1	
Brand Internationalization Strategy	.687**	.704**	.722**	1

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

4.1.3 Multiple Regression Analysis

The regression equation was significant, $F=47.45$, $p<0.001$. The Durbin-Watson test value was 2.005, which is between 1.8 and 2.2. The data were independent and consistent with linear regression. In the diagnostic results of covariance, the VIF values of international organizational structure, international operation mode, international talent strategy was 1.124, 1.034, and 1.026, respectively. The VIFs were close to 1, which meets the requirement and indicates no covariance in the data. The international organizational structure ($\beta=0.776$, $P<0.001$), international operation mode ($\beta=0.662$, $P<0.001$), international talent strategy ($\beta=0.675$, $P<0.001$) significantly and positively affect the brand internationalization strategy. These variables together explain the brand internationalization strategy. Together, the variables explained the weight of 79.7% of the Brand internationalization strategy, which meets the requirement.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F	Durbin-Watson
C	0.766		7.193	0.000		47.45 ***	2.005
International Organizational Structure	0.776	0.723	8.097	0.000	1.124		
International Operation Mode	0.662	0.633	6.417	0.000	1.034		
International Talent Strategy	0.675	0.659	6.624	0.000	1.026		
R Square	0.797						
Adjusted R Square	0.792						

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

Therefore, according to the results of the data analysis, international organizational structure has a significant effect on Li Ning's sports brand internationalization strategy, which supports hypothesis H1. International operation mode has a significant effect on Li Ning's sports brand internationalization strategy, which supports hypothesis H2. International talent strategy has a significant effect on Li Ning's sports brand internationalization strategy, which supports hypothesis H3.

4.2 Discussion

4.2.1 International Organizational Structure Has a Significant Effect on Li Ning's Sports Brand Internationalization Strategy

International organizational structure plays an important role in the brand internationalization strategy of Shanghai Wei Lai Automobile Company. The results show that the Pearson correlation coefficient between international organizational structure and brand internationalization strategy is 0.687, the P value is less than 0.001, and there is a significant positive correlation between the two.

Building an international organizational structure can help enterprises better understand and adapt to the market demand, consumption habits, and cultural differences in different countries and regions. Enterprises can launch sports products that meet the local market demand in a targeted manner and effectively expand the international market. The international organizational structure helps Li Ning Company to optimize the allocation of resources such as talent, technology, and capital on a global scale, improve resource utilization efficiency, reduce operating costs, and provide a solid resource guarantee for the brand internationalization strategy. Therefore, the international organizational structure has a significant positive impact on the

internationalization strategy of the sports brand of Li Ning Company and is an important support to promote the company's brand to the world and realize the development of globalization.

4.2.2 International Operation Mode Has a Significant Effect on Li Ning's Sports Brand Internationalization Strategy

International operation mode plays an important role in the brand internationalization strategy of Shanghai Wei Lai Automobile Company. The results show that the Pearson correlation coefficient between international operation mode and brand internationalization strategy is 0.704, the P value is less than 0.001, and there is a significant positive correlation between the two.

The mode of international operation directly determines how Li Ning Company enters and expands the international market. By choosing suitable entry methods, such as direct export, setting up overseas subsidiaries, joint ventures, or franchising, Li Ning Company can more effectively contact and understand the consumer demand, cultural background, and market rules of the target market, to formulate more accurate market strategies. These strategies help Lining company to establish a brand image and increase market share in the international market. The international management mode also affects Li Ning's resource integration and optimal allocation on a global scale. Through the international mode of operation, Li Ning company can make better use of global resources, including talent, technology, capital, supply chain, etc., to enhance its competitiveness.

The international operation mode has an important influence on the brand construction and communication of Li Ning Company. By participating in international sports events, cooperating with internationally renowned athletes, and opening stores overseas, Li Ning can enhance the brand's visibility and influence in the international market. These activities not only help shape Li Ning's brand image but also enhance consumer awareness and loyalty to the brand. In short, the international management mode has a significant impact on the internationalization strategy of the sports brand of Li Ning company. Li Ning Company should choose the appropriate international management mode according to its actual situation and the demand characteristics of the target market, to promote the smooth implementation and long-term development of the brand internationalization strategy.

4.2.3 International Talent Strategy Has a Significant Effect on Li Ning's Sports Brand Internationalization Strategy

International talent strategy plays an important role in the brand internationalization strategy of Shanghai Wei Lai Automobile Company. The results show that the Pearson correlation coefficient between international talent strategy and

brand internationalization strategy is 0.722, the P value is less than 0.001, and there is a significant positive correlation between the two.

Through the implementation of an international talent strategy, Li Ning Company hires foreign executives and experts with rich international management experience. These talents have brought advanced management concepts and methods to enhance the international management level of Li Ning Company. The implementation of the international talent strategy enables Li Ning to attract and gather outstanding talents from around the world, who have deep expertise and rich practical experience in product design, marketing, supply chain management, etc. Their participation not only enhances the overall strength of Li Ning company but also enhances the international competitiveness of the brand. Through cross-border cooperation with internationally renowned designers and pop culture brands, Li Ning has successfully created a series of popular co-branded products, the launch of which not only enhances the fashion sense of the Li Ning brand but also attracts the attention and love of more young consumers. The international talent strategy also helps Li Ning better integrate into the international market and promote the process of brand internationalization.

By hiring foreign executives and experts, Li Ning Company can have a deeper understanding of the consumer needs, cultural background, and market rules of the target market, to formulate a more accurate market strategy. These strategies help Lining company to establish a brand image and increase market share in the international market. The implementation of the international talent strategy has also cultivated an international talent team for Li Ning. These talents not only have rich international experience and professional knowledge but also have good cross-cultural communication skills and team spirit. Their existence provides a strong talent guarantee for Li Ning's international development and also lays a solid foundation for the company's long-term development. The international talent strategy has a significant impact on the sports brand internationalization strategy of Li Ning Company. Therefore, Internationale brand internationalization strategyof Shanghai Wei Lai Automobile Company. As shown in the Table 4.4.

Table 4.4 Hypothesis Test Results

NO.	Hypothesis	Result
H1	International organizational structure has a significant effect on Li Ning's sports brand internationalization strategy.	Supported
H2	International operation mode has a significant effect on Li Ning's sports brand internationalization strategy.	Supported
H3	International talent strategy has a significant effect on Li Ning's sports brand internationalization strategy.	Supported

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Through literature review, this study sorted out the influencing factors of Li Ning's brand internationalization strategy. Quantitative research methods were used to analyze the collected questionnaires to determine the reliability and validity of the collected data. Descriptive statistical analysis, correlation analysis, and regression analysis were performed on the data to explore the relationship between variables. Through the analysis, the hypotheses are verified and the interaction between the variables in the model is clarified.

The results show that the international organizational structure, international operation mode and international talent strategy have positive effects on the brand internationalization strategy of Li Ning Company. The core links of the internationalization strategic framework of Li Ning's brand, international organizational structure, international operation mode, and international talent strategy have positive effects on improving the company's financial health, stable operation, and sustainable development. Through the international organizational structure, Li Ning can timely discover and accurately judge the potential capital liquidity risk, market fluctuation risk, credit risk, operational risk, and other international strategic factors, laying a solid foundation for the formulation of effective risk management strategies.

Therefore, the international organizational structure, international operation mode, and international talent strategy complement each other and together constitute an important brand internationalization strategy of Li Ning Company, which plays an irreplaceable positive role in improving the company's competitiveness and international market position.

5.2 Recommendation

(1) Enrich International Organizational Structure Methods

When the sports brand company optimizes the international organizational structure, it needs to consider multiple aspects comprehensively to ensure the competitiveness and operational efficiency of the company in the global market. First, define the internationalization strategy. Sports brand companies need to clarify their internationalization strategy, including target market, product positioning, marketing strategy, and so on. This will help the company better integrate resources and optimize the organizational structure to adapt to the needs of different markets. The second is to set up an international business department. To manage international business more effectively, sports brand companies can set up a special international business

department. This department can be responsible for market research, product development, sales promotion, customer service, and other functions to ensure the company's competitiveness in the international market. The third is to adopt a regional management strategy.

According to the market demand and regional characteristics, sports brand companies can adopt a regional management strategy. By setting up regional headquarters or branches in key markets, companies can better understand local market needs, develop targeted marketing strategies, and improve market response speed. Fourth, build a flexible organizational structure. With the constant changes in the international market and the development of the company's business, sports brand companies need to build a flexible organizational structure. This includes the use of matrix, flat, and other organizational structure forms to adapt to the needs of different business scenarios.

At the same time, companies also need to focus on communication and collaboration within the organization to ensure the smooth flow of information and the effective use of resources. The fifth is to realize the transnational allocation of resources. To optimize the allocation of resources and reduce operating costs, sports brand companies can allocate resources on a global scale. For example, in terms of production, companies can take advantage of raw materials and labor costs in different regions to establish production bases; In terms of research and development, the company can make full use of the technology and design advantages of developed countries to enhance the innovation ability and market competitiveness of products.

(2) Innovate Marketing Strategies to Enhance International Brand Recognition

The continuous innovation of marketing strategy is the key choice to stand out in the fierce competition. With the continuous development of the sportswear industry, these can see that the competition between various companies has shifted from the competition of products and technologies to more advanced brand competition, so to win in the competition of brands, in addition to a good grasp of product quality and service, enhance the company's research and development capabilities, more important is to carry out effective marketing. Through continuous innovative marketing strategies, brand image can be more deeply imprinted in the hearts of consumers, to continuously strengthen the communication between brands and consumers in the dynamic process of marketing, so that consumers can obtain emotional satisfaction in the process of consuming products, and make brand image more permeable. First of all, the innovation process of marketing strategy is inseparable from a variety of marketing means. Most companies usually adopt dynamic, all-round, and permeable marketing methods in marketing, and attach importance to the continuous innovation of marketing technology in marketing.

With the continuous development of network technology, marketing also has a different way, in addition to traditional TV advertising, cross-border cooperation, cooperation with network celebrities in the 5G era, participation in large-scale sales festivals, and other ways are more and more widely used by merchants. Driven by innovative thinking, the continuous innovation of marketing strategy through the integration of resources is a necessary part of the company's brand strategy. In innovative marketing, the brand image has been well publicized, and consumers' brand preference for Li Ning has been continuously enhanced, and brand recognition will continue to improve. Secondly, the effective implementation of innovative marketing strategies must rely on a scientific and reasonable management mechanism, which is also the lack of Li Ning.

A good scientific management mechanism can ensure the smooth implementation of the strategy, ensure the final desired publicity effect, and let consumers feel that the company is trustworthy and the brand is worth choosing. So the scientific management mechanism is the company must have. As a sportswear brand, must always remember that most important target consumer group is sports enthusiasts, and high-level events and strong athletes are always highly concerned by target consumers. Through the sponsorship of world-level events, high-level athletes wear Li Ning clothing to show wonderful competition moments, which will undoubtedly further consolidate the brand image of Li Ning and enhance the brand charm of Li Ning.

(3) Improve the Training of International Talents

In the process of brand internationalization, the competition of brands is also the competition of talents at a deep level. International talents are not only reflected in the internationalization of sources and abilities but also in the cultivation of management methods and the internationalization of management systems. In the process of brand internationalization, it is imperative for an enterprise to promote the development of international talents, compete for talent allocate talent on a global scale, and become the common choice of world-class enterprises. On the one hand, according to the enterprise brand development strategy, formulate a standardized strategic plan for the development of international talent to avoid short-term and fragmented situations in the process of international talent development.

And actively expand the recruitment channels, and establish a diversified enterprise international talent training and introduction mechanism. In terms of salary incentives, Chinese enterprises should also provide international talents with salaries that match the salaries of similar international positions. The company should optimize the talent training mechanism and pay more attention to the cultivation of innovative talents. Through practical technical training, promote the development of employees to the direction of advanced and sophisticated professional talents, and further realize the continuous deepening of the training of technical talents of the company.

The company can also build a training platform for the training of skilled personnel and promote the high-quality training of skilled personnel through the preparation of a national high-skilled personnel training base. Further, strengthen the reserve and training of young talents, input fresh blood into the company, build a young management team for the company, and accumulate outstanding talents for the international development of the enterprise brand. The investment of enterprise management resources plays a positive role in the improvement of management ability and the implementation of an internationalization strategy.

In the process of enterprise brand internationalization, such as when the enterprise brand is expanding the international market, whether the management can identify the feasibility of target market expansion with insight and whether a series of marketing decisions can be made for the target market is crucial to the internationalization of enterprise brand management. In the process of brand internationalization of Chinese sports brand enterprises, the investment of enterprise management resources, such as training relevant overseas knowledge for enterprise executives, increasing the opportunities for enterprise executives to study abroad, hiring executives with overseas experience to work in the enterprise, etc., to promote enterprises to better grasp the market opportunities.

5.3 Further Study

The limitations of this study are mainly reflected in data availability, industry particularity, and external environment changes. Due to the distribution of Li Ning throughout the country, the survey objects were randomly selected, and the relevant information and relevant data that can be accessed were also relatively limited, which may lead to the completeness and accuracy of the data being limited. Since the influential factors of sports brand internationalization strategy are not only the international organizational structure, international operation mode, and international talent strategy, if you want to propose constructive and feasible specific brand internationalization strategy measures, you also need to have a very deep understanding of all aspects of the enterprise. The sports brand industry itself has developed rapidly, and the market competition pattern has changed greatly. The research conclusion may only apply to the current market environment, and it is difficult to provide an accurate prediction of long-term changes in the future.

Therefore, in future studies and research, I will continue to pay attention to Li Ning Company's market information, in-depth study and research on the relevant theoretical basis of enterprise internationalization strategic management, multi-channel research to obtain first-hand information of enterprises, accumulate more knowledge of enterprise brand internationalization management, master more internationalization strategic evaluation methods, to improve the scientific and rational selection of internationalization strategic evaluation indicators To ensure the authenticity, reliability

and timeliness of the research data, to put forward more reasonable and targeted strategic suggestions for the internationalization of sports brands.



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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 Under 25 B 26-45 C Above 45
3. Your monthly income? A below 3000 B 3001-6000 C 6001-10000 D 10001-20000 E Above 20000
4. Your level of education?
A High school and below B Undergraduate C Master's degree D Others

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 agree	Agree	Generally	Disagree	Strongly disagree
International Organizational Structure					
I believe that Li Ning's international organizational structure has done an excellent job of integrating global teams.					
I believe that Li Ning's international organizational structure effectively facilitates cross-cultural communication.					

I believe that the decision-making process within Li Ning's international organizational structure is highly efficient.					
I believe that Li Ning's international organizational structure enables the company to quickly respond to changes in global market demands.					
I believe that Li Ning's international organizational structure aids in the effective integration of global resources.					
International Operation Mode					
I believe that Li Ning's international business approach is very effective in exploring new markets.					
I believe that Li Ning's international business approach fully implements localization strategies to adapt to different markets.					
I believe that Li Ning's international business approach has achieved globalization in supply chain management.					
I believe that Li Ning's international business approach has achieved internationalization in brand promotion and marketing.					
I believe that Li Ning's international business approach has established diversified international partners and sales channels.					
International Talent Strategy					
I believe that Li Ning has achieved remarkable results in attracting international talent when implementing its international talent strategy.					

I believe that Li Ning's international talent strategy is more than adequate in promoting the integration of cross-cultural teams.					
I believe that Li Ning provides sufficient training and development opportunities for international talent.					
I believe that Li Ning's incentive mechanism for international talent is complete and effective.					
I believe that international talent at Li Ning has a very high level of participation in key decision-making.					
Brand Internationalization Strategy					
I believe that Li Ning's brand awareness in the international market has significantly increased compared to the past.					
I believe that Li Ning's brand penetration in the international market is very high.					
I believe that international consumers have a very high level of recognition for Li Ning's brand.					
I believe that Li Ning's product line launched to meet international market demands is extremely diverse.					
I believe that Li Ning's international marketing strategy is very effective in terms of formulation and execution.					
I believe that Li Ning's internationalization strategy has made a significant contribution to the company's long-term development.					

