



**THE INFLUENCING FACTORS OF INTERNATIONALIZATION  
STRATEGY OF IDEAL NEW ENERGY VEHICLE BRAND**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
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This Independent Study has been Approved as a Partial Fulfillment of the  
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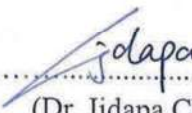
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### ABSTRACT

This study aimed to provide valuable strategic insights to help companies optimize internationalization strategy, improve market adaptability, increase decision-making efficiency, promote long-term development, and enhance competitive advantage through an in-depth analysis of the factors influencing internationalization strategy of Ideal New Energy Vehicle Brand. This study examined the influence of four factors, namely resource integration capability, international marketing capability, market competitiveness, and brand image, on the internationalization strategy of Ideal New Energy Vehicle Brand.

This study adopted a quantitative research method. A total of 400 questionnaires were distributed, among which 311 questionnaires were valid, with a validity rate of 77.75%. This study found that resource integration capability, international marketing capability, market competitiveness, and brand image had a positive effect on the internationalization strategy of Ideal New Energy Vehicle Brand. Based on the findings, the following suggestions are put forward: (1) enhancing resource integration capabilities; (2) optimizing international marketing capabilities; (3) enhancing market competitiveness; (4) shaping an international brand image.

**Keywords:** internationalization strategy, Ideal New Energy Brand, influencing factors

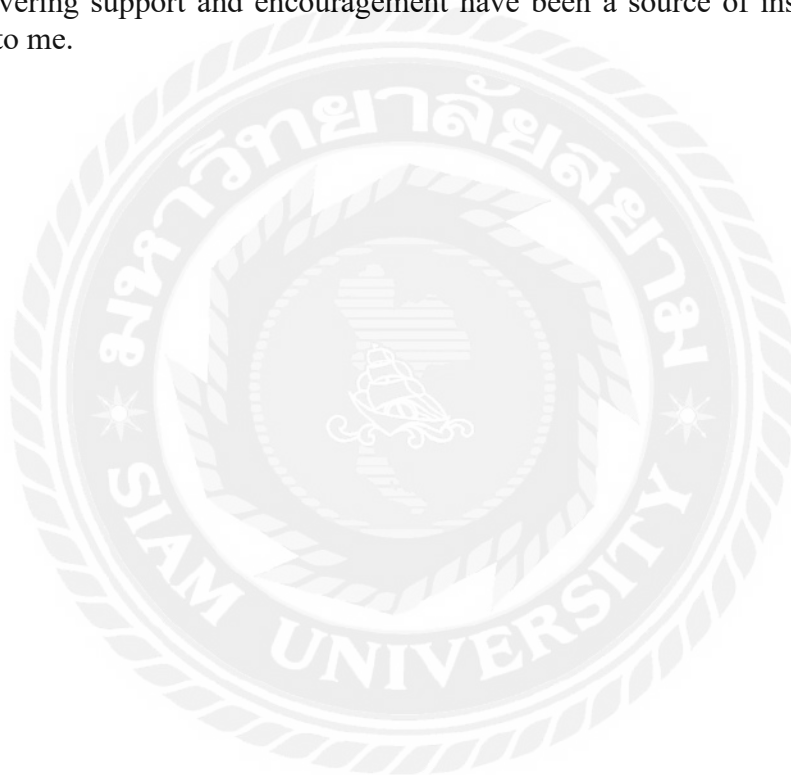
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Wu Yuntao



## DECLARATION

*I, Wu Yuntao, hereby certify that the work embodied in this independent study entitled "The Influencing Factors of Internationalization Strategy of Ideal New Energy Brand" is result of original research and has not been submitted for a higher degree to any other university or institution.*

*Wu Yuntao*

Wu Yuntao  
Feb 18, 2025



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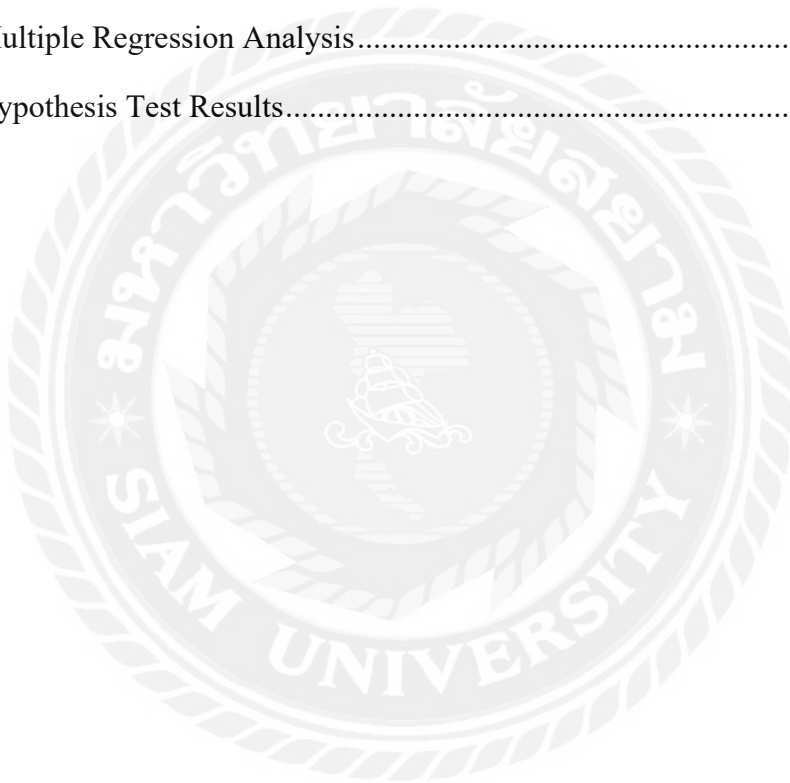
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# Chapter 1 Introduction

## 1.1 Background of the Study

With the rapid development of the global economy, the ownership of traditional fuel vehicles has increased significantly. This trend has intensified the dependence on petroleum resources and exacerbated air pollution. Globally, issues of resource scarcity and environmental pollution are becoming increasingly prominent. Achieving a balance between economic growth and ecological protection has become a focus of attention for countries worldwide. Against this backdrop, new energy vehicles (NEV) alternative to traditional fuel vehicles, have gradually emerged as a core direction for transforming the global automotive industry due to their clean and efficient characteristics (Anderson et al., 2020). Technological advancements and heightened environmental awareness have made NEV and their related industries key strategic areas for future development in various countries.

Automotive manufacturing powers like Germany, the United States, and Japan have prioritized NEV in their industrial transformation layouts. These countries have promoted the development of NEV through policy support, technological research and development, and market promotion (Tiebout, 2020; Verhoef et al., 2021). Currently, China is the largest automobile producer and consumer globally. China has listed the NEV industry as one of its seven strategic emerging industries, providing significant policy support and market guidance. Driven by the "Belt and Road" Initiative, China's NEV industry is gradually increasing its influence in the international market. However, the internationalization of China's NEV production and sales is still in its infancy. Data shows that although China's NEV exports increased rapidly year-on-year in 2022, they still accounted for a relatively low proportion of total automobile exports, indicating that China's NEV have not yet formed a scale effect in their global market layout (Chu & Majumdar, 2022).

Ideal NEV is one of the representative enterprises in China's NEV industry. Ideal NEV has gradually established a good brand image by leveraging its precise positioning in the extended-range technology route, innovative R&D capabilities, and high-quality product experience (Sari, 2021). With user demand at its core, Ideal NEV achieves high-efficiency performance for its extended-range electric vehicles through technological breakthroughs, meeting consumers' needs for long-range, high reliability, and environmental performance (Brienza et al., 2024). In an increasingly competitive global NEV market, Ideal NEV relies on its technological advantages and market insights to actively explore international development paths, demonstrating the potential and vitality of China's NEV brands.

The internationalization of Ideal NEV Brand faces challenges such as insufficient brand strength, poor product quality, and service, inadequate supporting parts and components, political instability in export countries and regions, and new challenges in

automobile exports (Dong & Liu, 2020). The global automobile market competition is too fierce and disproportionate to China's image as a major automobile producer. Compared with NEV brands in Europe, the United States, and Japan, Ideal NEV brands have relatively weaker strength. They are inferior in product quality, technological research and development, service, and branding. Automotive enterprises belong to China's high-end manufacturing industry (Chu & Majumdar, 2022). To continuously maintain and enhance competitiveness, it is crucial to introduce or innovate technologies, establish brand effects, and expand production and sales markets. This study focuses on the factors of Ideal NEV brand's internationalization. With global economic integration, Chinese NEV brands have brought development opportunities to themselves by adhering to technological innovation, precise market positioning, and user experience optimization. This study provides the global layout of China's NEV industry (Wang et al., 2019). Research on the internationalization path of Ideal NEV can provide valuable references for the development of China's NEV industry and contribute to the transformation and upgrading of China's automobile industry from a manufacturing power to a manufacturing superpower.

## **1.2 Questions of the Study**

During the internationalization process of Ideal New Energy Vehicle (NEV) Brand, the enterprise has achieved accomplishments in the market. However, Ideal NEV Brand's internationalization faces shortcomings in resource integration capability, international marketing capability, market competitiveness, and brand image, which directly limit the speed and depth of its internationalization. The utilization of resources by Ideal NEV Brand in the international market is not yet efficient enough (Amit & Schoemaker, 2021; Rosen, 2022; Sari, 2021). When establishing overseas footprints, the enterprise encounters issues such as inadequate technical adaptability and unstable supply chains. The global adaptability of Ideal NEV's core technologies has not fully met the regulations and demands of different markets (Zhang et al., 2020). In global supply chain construction, the brand lacks in-depth collaboration compared to leading enterprises. This deficiency in resource integration capability results in higher costs and lower efficiency in its international layout, making it difficult to form a rapid response capability.

Ideal NEV's international marketing capability is relatively weak, manifesting in a lack of in-depth understanding of overseas target markets and consumers. The current marketing strategy replicates successful experiences while neglecting cultural differences and consumption habits in overseas markets. The enterprise lacks a global perspective in brand promotion and insufficient investment in localized marketing, leading to low brand recognition in the international market and difficulty in effectively attracting core consumer groups (Shi et al., 2019).

The inadequacy of market competitiveness also hampers the development of Ideal

NEV in the international market. The new energy sector is fiercely competitive, with leading brands like Tesla boasting technological and branding advantages, and market barriers posed by local enterprises. Ideal NEV has no promo advantages in product differentiation, service system construction, and price competitiveness. The current brand of Ideal NEV lacks sufficient recognition and influence in the international market. Ideal NEV Brand lacks a distinctive brand position. The enterprise faces inadequate promotion of its core values (such as sustainable development and technological leadership) (Chu & Majumdar, 2022). The brand's premium pricing power and market expansion capabilities are not significant.

Therefore, research on the factors influencing the internationalization strategy of Ideal NEV Brand is necessary. Enhancing Ideal NEV Brand's global resource integration efficiency, optimizing its international marketing system, strengthening market competitiveness, and shaping a globally appealing brand image are important for the internationalization of Ideal NEV Brand. Therefore, this study raises the following research questions:

(1) Does resource integration capability impact the internationalization strategy of Ideal New Energy Vehicle Brand?

(2) Does international marketing capability impact the internationalization strategy of Ideal New Energy Vehicle Brand?

(3) Does market competitiveness impact the internationalization strategy of Ideal New Energy Vehicle Brand?

(4) Does brand image impact the internationalization strategy of Ideal New Energy Vehicle Brand?

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

This study explores the key influencing factors of Ideal New Energy Vehicle (NEV) Brand's internationalization strategy. It delves into the shortcomings faced by the enterprise during its internationalization process. The research aims to provide theoretical support and practical guidance for achieving high-quality development in the context of globalization. By revealing the mechanisms through which these key factors influence brand internationalization, this study hopes to assist enterprises in understanding how resource integration affects global layout, how international marketing capability determines the depth of market expansion, how market competitiveness ensures stable development in global markets, and how brand image shapes international influence and consumer trust. The research diagnoses the specific bottlenecks faced by Ideal NEV Brand in its internationalization process. Issues such as inadequate adaptation of technical resources, insufficient marketing strategies, weak

market competitiveness, and limited brand communication capabilities impact the enterprise's core competitiveness and brand globalization. The main purpose includes the following four aspects:

(1) To explore the impact of resource integration capability on the internationalization strategy of Ideal New Energy Vehicle Brand.

(2) To explore the impact of international marketing capability on the internationalization strategy of Ideal New Energy Vehicle Brand.

(3) To explore the impact of market competitiveness on the internationalization strategy of Ideal New Energy Vehicle Brand.

(4) To explore the impact of brand image on the internationalization strategy of Ideal New Energy Vehicle Brand.

## **1.4 Scope of the Study**

Through surveys conducted among employees of Ideal New Energy Vehicle (NEV), this study aims to gain an in-depth understanding of the internal challenges and external opportunities faced by the enterprise during its internationalization process. It focuses on the enterprise's specific performance and existing issues in resource integration and utilization, market strategy execution, international competition response, and brand image building. The scope of this research ensures the relevance and practicality of survey data while providing firsthand information support for further analysis of the enterprise's internationalization strategy, thereby enabling the scientific proposal of optimization strategies.

The research factors include resource integration capability, international marketing capability, market competitiveness, and brand image. The questionnaire survey targeted employees of Ideal NEV enterprises. Employees from departments and positions related to brand internationalization were the primary focus of this study. The scope covered employees responsible for resource integration, international market expansion, marketing strategy formulation, brand management, and technology research and development. These individuals not only directly participate in or have in-depth knowledge of the enterprise's internationalization strategy implementation but can also reflect the situation of the enterprise in terms of resource integration, marketing capability, market competitiveness, and brand image building from a professional perspective. The questionnaires were distributed and collected through the Wen Juan Xing platform. A random sampling of employees was conducted in communication with the human resources management department of Ideal NEV. Employees within the research scope were able to evaluate the enterprise's brand internationalization and provide relevant suggestions based on their actual work experience.

## 1.5 Significance of the Study

The significance of this study is theoretical and practical. It plays a crucial role in promoting the internationalization of Ideal New Energy Vehicle Brand (NEV) Brand and the globalization of China's new energy industry. The impact mechanisms of resource integration capability, international marketing capability, market competitiveness, and brand image on brand internationalization are important. This study enriches the research content on brand internationalization. As a technology-intensive and policy-oriented industry, the new energy sector exhibits notable differences in its internationalization path compared to traditional manufacturing. However, existing theoretical research focuses on traditional industries, with limited attention to the new energy sector. This study combines the unique characteristics of the new energy industry to explore the internal logic and external driving factors of brand internationalization strategies, thereby addressing theoretical deficiencies and providing a new perspective and framework for research on internationalization strategies in the new energy industry.

This study focuses on the practical challenges faced by Ideal NEV during its internationalization process, conducting an in-depth analysis of the enterprise's shortcomings and challenges in resource integration, marketing strategies, market competitiveness, and brand image building. Through questionnaires and empirical analysis, this study identifies bottlenecks in Ideal NEV's international market expansion, such as inefficient resource allocation, lack of depth in marketing strategies, inadequate response mechanisms to international competition, and limited global reach of its brand image. Revealing these issues helps Ideal NEV recognize its deficiencies and guides enhancing its global market competitiveness and brand influence through targeted optimization strategies. The experience summarized in this study regarding Ideal NEV's internationalization also holds significant value for industry promotion. As new energy represents a strategic emerging industry for global development, the achievements and challenges in Chinese enterprises have broad reference significance for other enterprises. This study provides solutions for the development of Ideal NEV and offers insights for decision-making in the brand internationalization process for other Chinese new energy enterprises. This study promotes the high-quality development of China's new energy industry globally. The internationalization of the new energy industry is crucial for enterprises and has a profound impact on global sustainable development. By promoting the popularization of new energy technologies and products through brand internationalization, Ideal NEV can accelerate the promotion and application of green energy, thereby contributing to the realization of the global carbon neutrality goal.

## 1.6 Definition of Key Terms

Internationalization strategy refers to the strategic planning formulated by enterprises to expand international markets and cross national boundaries in order to enhance their global competitiveness by engaging in cross-border operations to access more resources and markets.

Resource integration capability refers to the comprehensive ability of enterprises or individuals to effectively identify, acquire, allocate, utilize, and optimize various internal and external resources during their operations and development processes.

International marketing capability refers to the ability of enterprises to integrate and utilize their knowledge, skills, and various resources in a complex global environment to design products or services that meet market demands for international markets and provide these products or services to customers in appropriate ways, thereby gaining competitive advantages in the global market.

Market competitiveness refers to the abilities and advantages enterprises exhibit in a specific market relative to their competitors.

Brand image refers to the personality traits exhibited by an enterprise or a particular brand in the market and the minds of the public, reflecting the evaluations and perceptions of the brand by the public, especially consumers.

## **Chapter 2 Literature Review**

### **2.1 Introduction**

The literature review of this study is grounded in brand internationalization strategies, analyzing the influencing factors of Ideal New Energy Vehicle (NEV) Brand's internationalization strategy. The literature review elucidates relevant research on resource integration capability, international marketing capability, market competitiveness, and brand image. Based on the relationships among these variables, a conceptual model is constructed to ascertain the impact of each factor on the internationalization strategy of Ideal NEV Brand.

### **2.2 Literature Review**

#### **2.2.1 Concept of Brand**

The concept of brand has continually enriched and evolved alongside socio-economic advancements. Initially seen as an identification tool, a brand primarily served to differentiate product origins and establish trust. With the advent of the Industrial Revolution, the scale of commodity production expanded, and market competition intensified, further highlighting the importance of brands and broadening their connotations (Brienza et al., 2024). Scholars began to focus on the role of brands as a bridge of communication between enterprises and consumers (Huang, 2024). A brand can distinguish one product from another, offering consumers greater satisfaction and a higher price than generic products. There lies a profound cultural connotation behind a brand, influencing consumers' choices in favor of their preferred branded products (Zhang et al., 2022). A brand differentiates a product or service from its competitors, making it easier to identify.

The definition of brand has undergone multiple developments and refinements. Early research viewed brand as a logo that enterprises use to distinguish their products from competitors, encompassing elements such as names, logos, symbols, or designs (Zhao & Han, 2020). As research into markets and consumer behavior deepened, the essence of brand transcended mere visual identification, becoming a crucial vehicle for enterprises to convey value and establish emotional connections. Brand is a symbol but also encompasses various aspects of brand equity, such as brand awareness, brand associations, brand loyalty, and perceived brand quality determine a brand's market performance and consumer preferences (Sultoni et al., 2022).

Brands are endowed with emotional and cultural significance. Cultural branding theory posits that brands are part of social culture, through which consumers express their self-identity and social status (Golestanizadeh et al., 2023). This perspective



emphasizes that brands are economic tools possessing symbolic meaning and cultural value. Brand personalization and co-creation by consumers have also emerged as research hotspots. Brand personality theory proposes that brands can be endowed with human-like personality traits, making them more vivid and aligned with consumer needs. Consumers are co-creators of brand value, and the interaction and engagement between brands and consumers play a pivotal role in shaping brand meaning (Xu et al., 2014).

The concept of brand has evolved from a functional identifier to a multi-dimensional value carrier. Current research focuses not only on the economic utility of brands but also on their socio-cultural attributes and consumer psychological impacts. This multi-dimensional research on brands provides a rich theoretical foundation for understanding brand management and practical guidance for enterprises formulating brand strategies (Gong et al., 2012).

### **2.2.2 Brand Internationalization**

Brand internationalization refers to transforming a brand into an international one with significant influence within its industry on a global scale. This process involves establishing international branches, investments in manufacturing facilities, and achieving comprehensive expansion (Ma et al., 2017). Brand internationalization entails transcending geographical and cultural differences to establish a unified brand image in the international market. It was the successful penetration of a brand into every corner of the world through various means. For enterprises, brand internationalization manifests as gaining market recognition and consumer identity when entering international markets (Dong & Liu, 2020). In brand internationalization, enterprises infiltrate target markets with a unique brand identity and communication approach, achieving economies of scale by reducing marketing costs associated with market differentiation across different regions. Brand internationalization is an interactive process through which enterprises make expansion decisions using their brands as promotional vehicles to seek recognition in the global market (Liu et al., 2018; Ma et al., 2017). Brand internationalization is often adopted as a strategic plan by enterprises and implemented in international practice. It involves practical issues such as brand culture, identity, and traits. Brand internationalization and cross-border marketing complement each other, with brand internationalization also being regarded as a process for enterprises to accumulate brand equity and disseminate corporate culture in international marketing (Chu & Majumdar, 2022).

Brand internationalization from various disciplinary perspectives was determined. From a sociological perspective, brand internationalization involves establishing relationships between products and consumers in different countries. From a psychological perspective, it involves creating unique consumer experiences across national boundaries (Wang et al., 2019). From a cultural perspective, brand

internationalization is exporting culture through products to other countries and gaining recognition within their cultural environments. From a marketing perspective, it involves dynamic cross-border marketing strategies balancing localization and internationalization. From a management perspective, brand internationalization represents an enterprise's international development strategy, shaping its future orientation (Won Jun Jang et al., 2019).

Brand internationalization for automotive enterprises refers to establishing their brand equity and securing a market share. The internationalization of automotive brands is a complex and diverse process involving market strategies, cultural adaptation, technological competition, and other aspects. In the wave of globalization, automotive manufacturers need to sell their products worldwide and establish brand identity in different markets (Huang et al., 2020). A deep understanding of the culture of target markets and enhancing local production and service capabilities. When entering the North American market, Japanese brands such as Toyota and Honda adjusted their product lines to cater to local consumer needs lowering costs and earning market trust through localized manufacturing. German brands like BMW and Mercedes-Benz positioned themselves as synonyms for global premium brands by emphasizing "engineering quality" and "luxury experiences." In recent years, Chinese brands such as BYD and Greely have gradually ascended the international stage, making a name for themselves in European and American markets with their new energy technologies and cost-effective products (Sajjadi et al., 2021). The core of automotive brand internationalization lies in maintaining unique brand characteristics while establishing emotional connections with local consumers, a dynamic process of continuous adjustment and innovation (Peng, 2017).

### **2.2.3 Core Competence Theory**

The Core Competence Theory suggests that a firm's core competence is a capability that enables it to maintain an advantage in long-term competition. Core competence is a series of technologies, knowledge, and resource integration abilities that can be transformed into products (Park, 2015). The three key characteristics of core competence include: creating customer value, being difficult for competitors to imitate, and enabling entry into diversified markets. This theory provides a framework for modern enterprises to formulate strategies in complex market environments. The defining feature of core competence theory is the competitive advantage that distinguishes a company from its competitors (Park, 2015; Ryan & Deci, 2000). The formation of core competence is a lengthy and complex process and allows the enterprise to maintain a leading position in specific situations. Core competence cannot be replicated by others (Ljungquist, 2007). For a company to internationalize its brand, it must possess core competence in the international market. Only by acquiring a core competence can an enterprise gain recognition from more consumer groups, enhance its resilience in the market, and establish a firm footing (Ljungquist, 2007; Qing, 2000).

Resource integration capability is the foundation of core competence, requiring enterprises to coordinate and efficiently utilize internal and external resources, including technology research and development, manufacturing, supply chain management, and market information (Kimble & Hua, 2013). The Core Competence Theory emphasizes that resource integration capabilities should create long-term value for the enterprise and form unique competitive advantages. International marketing capability is crucial to the competitiveness of new energy vehicle brands in the global market (Tu & Yang, 2019). According to the Core Competence Theory, a company's technological and knowledge reserves can be disseminated internationally, entering more markets and gaining customer trust. The theory supports enterprises in achieving scaled growth and brand recognition through sharing in the global market (Du et al., 2018). Market competitiveness is the external manifestation of core competence, embodied in technological leadership, cost advantages, and rapid response capabilities. Competition in the new energy vehicle industry is fierce, and a company's market competitiveness mainly stems from technological innovation, cost control capabilities, and rapid adaptation to market changes. Core competence enables enterprises to optimize products and services (Khorasanizadeh et al., 2016), enhance market share, and maintain a leading position in intense competition. Brand image is the value perception formed by enterprises in the minds of consumers and is an externalization of core competence. The success of new energy vehicle brands hinges on their ability to innovate and meet market demands.

Ideal New Energy Vehicle Brand establishes competitive advantages based on core competence in resource integration capability, international marketing capability, market competitiveness, and brand image. The resource integration capability, international marketing capability, market competitiveness, and brand image of new energy vehicle brands all originate from the Core Competence Theory (Lancaster, 2019). By integrating technology, supply chain, and market resources, enterprises can build competitive advantages that are difficult to imitate and convert these advantages into market influence on a global scale. The Core Competence Theory provides clear strategic guidance for new energy vehicle brands. The Core Competence Theory emphasizes that enterprises must allocate resources and innovate based on their strengths to stand out in global competition and achieve sustainable development (Lancaster, 2019; Rosen, 2022).

#### (1) Resource Integration Capability

Resource integration capability is a factor for enterprises to gain competitive advantages in the global market. It has garnered extensive attention in academic circles and practical fields. Resource integration capability refers to an enterprise's ability to integrate and utilize various resources, encompassing capital, core technologies, marketing channels and strategies, products, and more (Sari, 2021; Van Steenburg & Naderi, 2019). In the process of brand internationalization, resource integration

capability becomes crucial. It is instrumental in enabling enterprises to establish themselves and sustainably develop in the international market. Scholars often define resource integration capability from the perspective of the resource-based view of the firm, emphasizing how enterprises identify, acquire, configure, and utilize internal and external resources to create and maintain competitive advantages (Morgan & Hunt, 2020). The resource-based view of the firm, first proposed in research, views enterprises as a collection of resources, with resource integration capability serving as the core driving force for their growth and evolution. Resource integration capability is key to enterprises acquiring resources and maintaining competitive advantages.

In brand internationalization, resource integration is particularly prominent. Studies indicate that enterprises need to effectively integrate resources to cope with the complexity and uncertainty of overseas markets. On the one hand, enterprises must integrate technological resources worldwide to enhance product quality and technological innovation capabilities, thereby satisfying the diverse needs of international consumers (Grant, 2021). Multinational corporations can accelerate product innovation and technology diffusion, further boosting brand competitiveness. On the other hand, the integration of marketing channels and strategic resources is also crucial for the success of brand internationalization. Enterprises need to flexibly adjust marketing strategies and channel layouts according to the characteristics of target markets to achieve effective brand communication and global market penetration. Marketing requires enterprises to maintain brand consistency while emphasizing the implementation of localization strategies, which is inseparable from the effective integration of marketing resources (Amit & Schoemaker, 2021). Despite the significance of resource integration capability for brand internationalization, enterprises still face numerous challenges in practical operations. Cultural differences, market access barriers, legal and regulatory restrictions, and other factors all impact the effectiveness of resource integration. Scholars have proposed a series of strategic recommendations (Zhang et al., 2020). By establishing multinational strategic alliances, implementing localized operational strategies, and enhancing cross-cultural communication, enterprises can enhance the flexibility and effectiveness of their resource integration. The development of digital technology has also provided new means and tools for resource integration. The application of big data, cloud computing, artificial intelligence, and other technologies enables enterprises to more accurately identify market demands, optimize resource allocation, and improve operational efficiency. Research shows that these emerging technologies are pathways for enterprises to enhance their resource integration capabilities (Reinoso-Carvalho et al., 2019).

## (2) International Marketing Capability

International marketing capability is a vital component of an enterprise's globalization strategy. It requires enterprises to possess insight into overseas markets and the ability to respond to market changes (Grossman & Hart, 2019). International marketing capability encompasses various aspects such as market research, market segmentation, target market selection, and the formulation and execution of marketing strategies. Research emphasizes the driving role of international marketing capability in promoting the internationalization of enterprise brands (Shi et al., 2019). With international marketing capability, enterprises can better understand cultural preferences and needs, formulating more targeted marketing strategies and enhancing brand awareness and reputation (Shi et al., 2019; Suárez-Eiroa et al., 2019). The process model of brand internationalization points out that through continuous learning and experience accumulation, enterprises gradually enhance their international marketing capability and resource integration capability, thereby driving the process of brand internationalization. The eclectic theory of international production emphasizes the importance of ownership advantages, internalization advantages, and location advantages of enterprises in international marketing and resource integration, providing theoretical support for brand internationalization (Dumont et al., 2016).

### (3) Market Competitiveness

Brand internationalization is a means for enterprises to achieve globalization strategies. Its success is influenced by various factors. Market competitiveness is a crucial factor. Market competitiveness determines an enterprise's position and performance in the international market. It refers to the advantages an enterprise has compared to its competitors in the market, including product quality, price, service, brand awareness, and other aspects (Fuerst & McAllister, 2011). In brand internationalization, market competitiveness directly affects an enterprise's market share, brand influence, and profitability. Enterprises with strong market competitiveness can occupy larger market shares. By providing high-quality products and services, enterprises can attract more consumers, thereby establishing a stable customer base in the international market. When entering markets, enterprises successfully occupy market shares in multiple countries by relying on high-quality products and services (Jiang & Kim, 2015).

Enterprises with strong market competitiveness possess high brand awareness and reputation. These enterprises can shape a positive brand image in the international market, enhancing consumers' cognition and trust in the brand. Brand influence helps enterprises establish brand barriers in the market to resist the impact of competitors. Product quality is the core of market competitiveness (Chen, 2016). High-quality products can win consumers' trust and loyalty, improving a brand's market competitiveness. In the process of internationalization, enterprises should focus on improving product quality to meet the needs and standards of the international market. Brand internationalization is a brand management strategy that extends the same brand with the same name, packaging, and advertising planning to different countries. Market

competitiveness is one of the key factors for the success of brand internationalization (Brienza et al., 2024). Chinese enterprises face small scale, limited funds, and inadequate advertising investment in brand internationalization, resulting in weak market competitiveness (Huang, 2024). Besides unifying marketing elements such as brand image and brand positioning globally, other elements should be adjusted according to the specific conditions of local markets to improve the brand's adaptability to the market. This viewpoint emphasizes the importance of market research and the formulation of differentiated competition strategies in internationalization.

#### (4) Brand Image

Brand internationalization is a path for enterprises to expand into global markets and enhance their international competitiveness. In brand internationalization, the brand image is a vital bridge between enterprises and consumers (Cakmak, 2019). Brand image refers to the unique impression and cognition formed by enterprises in the minds of consumers, encompassing aspects such as brand names, logos, slogans, product attributes, and service quality (Burmam et al., 2007). A positive brand image can strengthen consumers' trust and loyalty to the brand, enhancing its market competitiveness.

The importance of brand image is particularly prominent in the context of brand internationalization. It not only aids enterprises in establishing a unique brand image in the international market but also elevates the brand's international fame and reputation, attracting more international consumers (Mudzakkir & Nurfarida, 2021). A strong brand image boosts the brand's recognition. Through consistent brand image design, advertising, and public relations activities, enterprises can forge a distinctive brand image in the market, capturing consumers' attention and recognition.

Brand image significantly influences brand loyalty. During brand internationalization, enterprises need to enhance consumer loyalty to the brand by providing high-quality products and services and actively promoting the brand image (Amit & Schoemaker, 2021). Furthermore, brand image facilitates the process of brand internationalization. When an enterprise establishes a good brand image in the international market, it attracts more international partners and investors, accelerating the brand's internationalization (Amit & Schoemaker, 2021; Zhang et al., 2020). A brand image enhances the enterprise's competitiveness in the market, enabling it to address the challenges of the international market. In brand internationalization, enterprises need to unify their brand image design, including brand names, logos, slogans, and other aspects. This helps consumers enhance their international fame and reputation (Reinoso-Carvalho et al., 2019). Product quality and service are integral components of brand image. Enterprises must focus on product quality and service levels to meet consumers' needs and expectations. High-quality products and services can win consumers' trust and loyalty, enhancing the brand image.

#### **2.2.4 Research on the Internationalization of Ideal New Energy Vehicle Brand**

As global environmental issues become increasingly severe, new energy vehicles (NEV), characterized by their environmental friendliness, energy efficiency, and high performance, have gradually emerged as a significant development direction for the future automotive industry (Grossman & Hart, 2019; Reinoso-Carvalho et al., 2019). Chinese NEV brands have also embarked on the path of internationalization. NEV brands compete fiercely in the international market, where market share, product features, and technological advantages are factors determining success (Dong & Liu, 2020; Liu et al., 2018). Consumer demands exhibit diversified characteristics, prompting enterprises to conduct market surveys and user interviews to understand consumers' preferences and needs for NEV, formulating effective product and marketing strategies. The internationalization of NEV brands is influenced by multiple factors, including core competitiveness, resource integration capabilities, brand factors, and marketing abilities. In internationalization, Chinese NEV enterprises should clarify their brand positioning, enhance brand awareness and reputation, strengthen technology research and development (R&D) and innovation capabilities, study policy environments and market demands, etc., to enhance their overall competitiveness. At the same time, they can draw on the experiences of internationally successful enterprises to provide references for the internationalization process of Chinese NEV brands (Chu & Majumdar, 2022; Wang et al., 2019).

Research on the internationalization of Ideal NEV Brands focuses on marketing abilities, resource integration, brand marketing, and market competition. Against the backdrop of the rapid development of the global NEV industry, the internationalization of Ideal NEV is a strategic choice for corporate growth and a typical case of industry development (Huang et al., 2020; Peng, 2017). Technological R&D and resource integration capabilities are the core driving forces behind Ideal's internationalization. The R&D center in Munich, Germany, is a significant milestone. By focusing on R&D in intelligent driving, electric propulsion, and new energy technologies in the European market, Ideal NEV aim to build a technology system that meets the demands of the international market. Ideal NEV enhanced their competitiveness in the global market (Huang, 2024; Zhang et al., 2022). This global R&D layout supports Ideal NEV's technological capabilities and lays the foundation for meeting Europe's stringent environmental and safety regulations. Building a brand image is an indispensable part of the internationalization process (Chen, 2016; Jiang & Kim, 2015). Existing research shows that Ideal NEV attempt to win the favor of international consumers through precise market positioning and localized marketing. For the European market, Ideal NEV particularly emphasized the promotion of environmental technologies while highlighting the two core values of "intelligent driving" and "family experience," establishing a differentiated brand positioning for Ideal NEV. Ideal NEV also participates in global auto shows and disseminate their technological advantages

through international media, enhancing brand recognition and market penetration (Zhao & Han, 2020).

In market competitiveness, Ideal NEV faces challenges such as achieving product differentiation and balancing technology development costs and end-user prices. Research indicates that Ideal NEV's positioning as family-oriented NEV SUVs, combined with their unique features such as intelligence and battery life technology, has helped them gain a certain advantage in the international mid-to-high-end market. By integrating the global supply chain system, Ideal has improved production efficiency and optimized the cost structure, making its products more price-competitive (Dong & Liu, 2020; Liu et al., 2018). However, there are many bottlenecks and issues in the internationalization process of Ideal NEV. The international layout is still in its early stages, and Ideal NEV's brand awareness lags behind European and American automakers and pioneers like Tesla. The enterprise needs further improvement in supporting services, adaptability to international regulations, and the construction of after-sales networks. According to the theory of core competitiveness, enterprises must find the optimal balance between unique technologies, market resource integration, and brand value. For Ideal NEV, enhancing internationalization capabilities requires continuous efforts in these areas while drawing on the experiences of globally leading automakers to achieve long-term sustainable development (Chu & Majumdar, 2022; Dong & Liu, 2020). Ideal NEV's internationalization exploration provides a valuable reference case for the Chinese NEV industry. With the synergistic effects of technology-driven innovation, brand positioning, and resource integration, its internationalization strategy is gradually becoming clearer (Chu & Majumdar, 2022; Dong & Liu, 2020; Huang et al., 2020; Wang et al., 2019). How to further develop the market and adapt to diversified cultures and regulations in the future will be crucial for enhancing its global competitiveness.

### **2.3 Introduction to Ideal New Energy Vehicle Inc.**

Ideal New Energy Vehicle Inc. is a Chinese new energy vehicle brand dedicated to the design, research and development, manufacturing, and sales of luxury electric vehicles. Founded by Li Xiang in July 2015, Ideal New Energy Vehicle Inc. is headquartered in Beijing, China, with its production base located in Changzhou, Jiangsu Province, and a research and development center in Shanghai. The mission of Ideal New Energy Vehicle Inc. is to provide family users with safe, convenient, and comfortable products and services through innovations in products, technology, and business models. In October 2018, Ideal New Energy Vehicle Inc. unveiled its first product, the smart electric midsize SUV, the Li ONE. On July 30, 2020, Ideal New Energy Vehicle Inc. was listed on the Nasdaq stock market in the United States. On August 12, 2021, Ideal New Energy Vehicle Inc. was listed on the main board of the Hong Kong Stock Exchange. Ideal New Energy Vehicle Inc. has continuously introduced new products, including the family six-seat flagship SUV, the Li L9



(released in June 2022), the family five-seat flagship SUV, the Li L7 (released in February 2023), the first 5C high-voltage pure electric model, the Li MEGA (to be launched on March 1, 2024), and the family five-seat luxury SUV, the all-new Li L6 (to be released in April 2024). Li Auto is a pioneer in successfully commercializing extended-range electric vehicles (EVs) in China and has built a pure electric platform while adhering to this technological route. The company's independent research and development efforts primarily focus on its unique extended-range system, innovative electric vehicle technology, and vehicle solutions.

Ideal New Energy Vehicle Inc. has taken multiple strategic initiatives to enhance its global competitiveness. On January 17, 2025, Ideal New Energy Vehicle Inc. established its first overseas research and development center in Munich, Germany, marking the official launch of its global research and development strategy. This center will collaborate with the Chinese research and development team to focus on technical research in forward-looking design, power semiconductors, intelligent chassis, and electric propulsion. The German research and development center will also assist Ideal New Energy Vehicle Inc. in gaining a deeper understanding of the European market, establishing development and testing capabilities that comply with European automotive regulations, and adapting to local user needs. Chinese new energy vehicle enterprises are advancing internationalization through diversified models such as product trade, overseas production, brand building, and technological cooperation. The proportion of new energy vehicles in vehicle exports has increased from less than 1% in 2018 to approximately 25% currently, with most being independent brands, indicating that the internationalization of China's new energy vehicle industry has entered a new stage. However, enterprises also face challenges in the internationalization process. The National Development and Reform Commission of China points out that although China's new energy vehicles are accelerating their entry into the international market, the internationalization capacity-building of enterprises is still inadequate, facing issues such as imperfect support, and insufficient international operation capabilities and levels. Therefore, through new internationalization methods such as branding, competitiveness, and resource integration, enterprises need to continuously extend into the deeper layers of the industrial value chain.

## **2.4 Conceptual Framework**

This study conducts research on Ideal New Energy Vehicle Inc., a new energy vehicle company, to extract various factors influencing the internationalization of its brand. Finally, an integrated analytical framework for the factors affecting the internationalization strategy of Ideal New Energy Vehicle Brand is developed. The model is illustrated in Figure 2.1.

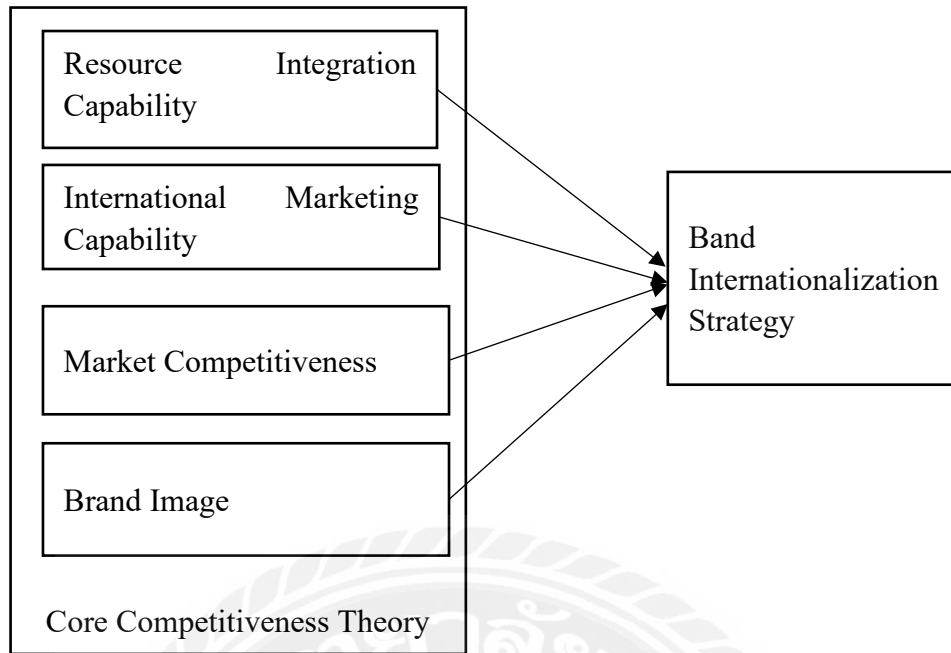


Figure 2.2 Conceptual Framework

## **Chapter 3 Research Methodology**

### **3.1 Research Design**

This study designed a conceptual model to examine the influencing factors of the internationalization strategy of Ideal New Energy Vehicle Brand. It incorporated four independent variables: resource integration capability, international marketing capability, market competitiveness, and brand image, with brand internationalization strategy serving as the dependent variable. Data were collected through questionnaire surveys and analyzed using quantitative methods.

### **3.2 Population and Sample**

The target population of this study comprised employees of Ideal New Energy Vehicle Inc. The respondents were all permanent staff working in the company for at least two years. This group included staffs with varying characteristics of gender, years of experience, position, and education. The sample, selected randomly from the total population, intended to represent the broader population for research and analysis. The selection of samples needs to follow certain principles and methods to ensure their reliability. For this study, sample was chosen via the Wen Juan Xing online platform, with questionnaires being randomly distributed to the research subjects for completion, to mitigate the influence of subjective biases on the research findings. To ensure the stability and reliability of the research results, a sample size of 400 individuals was determined.

### **3.3 Hypothesis**

This study aims to empirically analyze the specific impacts of resource integration capability, international marketing capability, market competitiveness, and brand image on the international branding strategy of Ideal New Energy Vehicle, providing theoretical support and practical guidance for optimizing the company's international branding strategy. Therefore, the following hypotheses are proposed in this study:

H1: Resource integration capability has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.

H2: International marketing capability has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.

H3: Market competitiveness has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.

H4: Brand image has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.

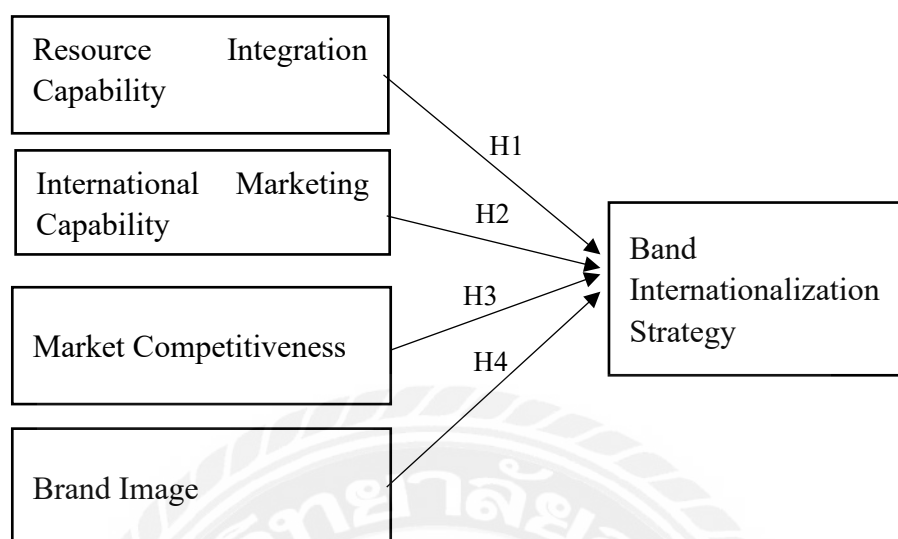


Figure 3.1 Hypotheses

### 3.4 Research Instrument

The tool used in this study for data collection was a questionnaire survey. A questionnaire was designed using a five-point Likert scale, with items design for each of the four variables.

For Resource Integration Capability, five items were set, covering technical resource integration, market resource integration, financial resource integration, talent resource integration, and cross-cultural resource integration.

For International Marketing Capability, five items were designed, encompassing market research and analysis, brand positioning and communication, channel expansion and management, cross-cultural marketing, and promotional and event planning capabilities.

For Market Competitiveness, five items were included, addressing price competitiveness, product innovation, brand influence and popularity, customer service, and after-sales support, and distribution channels and network coverage.

For Brand Image, five items were formulated, which involve brand recognition, brand reputation and trust, brand differentiation, brand social responsibility and sustainability, and brand loyalty.

For Brand Internationalization Strategy, six items were established, covering brand social responsibility and sustainability, market penetration strategy, the degree of brand internationalization, cross-cultural adaptability, international marketing and communication, and long-term internationalization planning. In total, the questionnaire contains 21 items, as shown in Table 3.1.

Table 3.1 Measurement Items

Measurement Item	NO.
<b>Resource Integration Capability</b>	
Our Ideal New Energy Vehicle Brand excels at efficiently integrating advanced technological resources from both domestic and international markets to enhance product competitiveness.	Q1
Our Ideal New Energy Vehicle Brand is capable of accurately identifying and integrating resources in target markets, including sales channels and customer relationships.	Q2
Our Ideal New Energy Vehicle Brand is adept at raising funds through multiple channels and effectively managing financial resources to support the implementation of its internationalization strategy.	Q3
Our Ideal New Energy Vehicle Brand attracts and retains international talent, fostering a diversified and high-performance team.	Q4
Our Ideal New Energy Vehicle Brand understands and respects cultural differences, effectively integrating cross-cultural resources to address cultural disparities in the internationalization process.	Q5
<b>International Marketing Capability</b>	
Our Ideal New Energy Vehicle Brand conducts in-depth international market research, accurately analyzing consumer needs, competitive landscapes, and market trends in target markets.	Q6
Our Ideal New Energy Vehicle Brand has a clear positioning in the international market and enhances brand awareness and image through effective communication strategies.	Q7
Our Ideal New Energy Vehicle Brand successfully expands and effectively manages international sales channels, including online platforms and offline physical stores.	Q8
Our Ideal New Energy Vehicle Brand understands and respects consumer differences across different cultural backgrounds, formulating and implementing targeted strategies accordingly.	Q9
Our Ideal New Energy Vehicle Brand provides excellent customer service and after-sales support in the international market, enhancing customer loyalty.	Q10
<b>Market Competitiveness</b>	
Our Ideal New Energy Vehicle Brand designs and executes attractive international promotional activities, such as discounts and giveaways, to attract consumers and boost sales.	Q11
Our Ideal New Energy Vehicle Brand offers competitive pricing in the international market, providing better value for money compared to	Q12

competitors.	
Our Ideal New Energy Vehicle Brand continuously introduces innovative products to meet international consumers' demand for new technologies.	Q13
Our Ideal New Energy Vehicle Brand enjoys high visibility and influence in the international market, attracting more potential consumers.	Q14
Our Ideal New Energy Vehicle Brand has extensive distribution channels and network coverage in the international market, facilitating easy access to target consumers.	Q15
<b>Brand Image</b>	
Our Ideal New Energy Vehicle Brand is widely recognized and familiar to consumers in the international market.	Q16
Our Ideal New Energy Vehicle Brand enjoys a good reputation in the international market and is trusted by consumers.	Q17
Our Ideal New Energy Vehicle Brand has distinct features and differentiated advantages in the international market, distinguishing it from other brands.	Q18
Our Ideal New Energy Vehicle Brand actively fulfills social responsibilities in the international market, emphasizing sustainable development and environmental protection.	Q19
Our Ideal New Energy Vehicle Brand has a highly loyal consumer base in the international market, who are willing to continue purchasing and recommending our products.	Q20
<b>Brand Value</b>	
Our Ideal New Energy Vehicle Brand's internationalization strategy is very clear, clearly outlining target markets, product positioning, and entry strategies.	Q21
Our Ideal New Energy Vehicle Brand has successfully implemented effective market penetration strategies, making significant progress in emerging or mature markets.	Q22
Our Ideal New Energy Vehicle Brand has established brand recognition in multiple countries or regions and successfully achieved localized sales of its products.	Q23
Our Ideal New Energy Vehicle Brand adapts well to market demands and consumer preferences in different cultural backgrounds.	Q24
Our Ideal New Energy Vehicle Brand adopts effective marketing and communication strategies in the international market, enhancing brand awareness and reputation.	Q25
Our Ideal New Energy Vehicle Brand has a clear long-term internationalization plan, encompassing market expansion, product innovation, and risk management.	Q26

### 3.5 Reliability and Validity Analysis of the Scale

#### 3.5.1 Questionnaire Reliability Analysis

Table 3.2 Variable Reliability Test

Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	0.744	0.851	0.855
Q2	0.723	0.853	
Q3	0.756	0.845	
Q4	0.799	0.812	
Q5	0.789	0.825	
Q6	0.703	0.851	0.856
Q7	0.776	0.852	
Q8	0.776	0.850	
Q9	0.713	0.846	
Q10	0.754	0.832	
Q11	0.788	0.845	0.876
Q12	0.759	0.870	
Q13	0.739	0.867	
Q14	0.769	0.875	
Q15	0.778	0.871	
Q16	0.767	0.860	0.877
Q17	0.787	0.856	
Q18	0.789	0.874	
Q19	0.766	0.856	
Q20	0.760	0.869	
Q21	0.723	0.872	0.899
Q22	0.769	0.882	
Q23	0.793	0.829	
Q24	0.794	0.836	
Q25	0.798	0.882	
Q26	0.799	0.811	

Reliability analysis is a statistical method used to assess the stability and consistency of the results obtained from a measurement tool. It reflects the degree to which measurement indicators can accurately capture the characteristics being studied. The more consistent the results, the stronger the representativeness of the data for the overall characteristics, and the higher the level of reliability. Through reliability assessment, research can judge the scientific validity of the scale design, identify potential issues, and optimize the questionnaire to reduce categorization errors. Cronbach's Alpha is a commonly used indicator for measuring the internal consistency

of test items. A higher Alpha value indicates consistency among various measurement items. When the Alpha coefficient of a sub-scale reaches above 0.7 indicates good reliability; if the Alpha coefficient falls within the range of 0.6 to 0.7, it is also considered an acceptable level; and when the Alpha coefficient of the overall scale reaches 0.8 or higher, it indicates excellent overall reliability of the scale.

In this study, Cronbach's Alpha was adopted as an indicator to test the reliability of the questionnaire. A Cronbach's Alpha value greater than 0.8 indicates that the scale is reliable. The closer the Cronbach's Alpha value is to 1, the higher the reliability and the smaller the error in the measurement results. Through data analysis, Cronbach's Alpha values for Resource Integration Capability, International Marketing Capability, Market Competitiveness, Brand Image, and the overall scale are 0.855, 0.856, 0.876, 0.877, and 0.899, respectively. The internal consistency of the questionnaire is good, and the reliability is high, as shown in Table 3.2.

### 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 0.866, 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, the cumulative explanatory rate of resource integration capability, international marketing capability, market competitiveness, brand image, and brand internationalization strategy are 79.775%, respectively, more significant than 0.5. This indicates that they are suitable for factor analysis. Five valid factors were obtained from the factor analysis: resource integration capability, international marketing capability, market competitiveness, brand image, and brand internationalization strategy.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.866
Bartlett's Test of Sphericity	Approx. Chi-Square	25441.871
	df	129
	Sig.	0.000

All the questionnaire 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 was consistent with the original topic division. The factor loading of the questionnaire measurement items is 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, employees of Ideal New Energy Vehicle Inc. with at least 2 years of experience were selected as research subjects, and the data collection period was from November 2024 to January 2025. The questionnaires were distributed and collected mainly with the help of the Questionnaire Star online platform, which sent links to the research subjects to fill in the questionnaires. A total of 400 questionnaires were distributed. During the questionnaire collection process, the research team conducted a rigorous check to eliminate invalid questionnaires, including those that were incomplete or with apparently inconsistent answers. A total of 311 responses were collected, of which 89 were considered invalid due to incomplete, contradictory answers and coping phenomena that could not be used for statistical analysis. Finally, 311 valid questionnaires were collected, and the validity rate of questionnaire recovery was 77.75%.

### **3.7 Data Analysis**

#### **3.7.1 Descriptive Statistics**

The software used in the descriptive statistics included Excel and SPSS, and the statistical analysis on the mean, standard deviation, percentage, normal distribution, kurtosis value, and skewness value were mainly conducted on the demographic characteristics of sample. Descriptive statistics provided basic support for further analysis of the data.

#### **3.7.2 Factor Analysis**

Exploratory factor analysis was conducted on the survey data through SPSS to extract common factors and determine the common dimensions of band internationalization strategy. The reliability and validity of the constructed model were determined, which provided a theoretical basis for the improvement of the band internationalization strategy.

#### **3.7.3 Multiple Regression**

Multiple regression was conducted in this study. Through the multiple regression

method, the research can overcome the limitations of model analysis, which not only enriched the content and level of the research but also improved the accuracy and practicality of the research, providing strong support and guidance for the company's band internationalization strategy.



## Chapter 4 Findings and Discussion

### 4.1 Findings

#### 4.1.1 Demographic Characteristics of Participants

The research results present the statistical demographics of participants involved in the study on the internationalization strategy of Ideal New Energy Vehicle Brand. The study targeted employees of Ideal New Energy Vehicle Inc., totaling 311 individuals. In terms of gender, males were in the majority, accounting for 64.95%, while females comprised 35.05%. Regarding work experience, the majority of participants had 5-10 years of work experience, representing 51.45% of the sample. Employees with 10-15 years of experience accounted for 19.94%. Those with 15-20 years and over 20 years of experience constituted 18.97% and 9.65% respectively. In terms of job positions, frontline general staff made up the proportion, reaching 61.41%, followed by middle managers at 16.08%, and senior managers at only 1.93%. 20.58% of respondents were industry professionals. In terms of educational background, participants with a bachelor's degree were the most numerous, accounting for 52.41%, followed by those with a master's degree at 25.72%. High school graduates and below accounted for only 2.25%, while the remaining 19.61% of participants may have had other types of vocational or professional educational backgrounds. Detailed information is shown in Table 4.1.

Table 4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	202	64.95%
	Female	109	35.05%
Years of Experience	5-10 Years	160	51.45%
	10-15 Years	62	19.94%
	15-20 Years	59	18.97%
	Above20 Years	30	9.65%
Positions	General Staff	191	61.41%
	Middle Management	50	16.08%
	Top Management	6	1.93%
	Others (Industry Insiders)	64	20.58%
Education	High School And Below	7	2.25%
	Undergraduate	163	52.41%
	Master's Degree	80	25.72%
	Others	61	19.61%
Total		311	100.0

The research results reflect the characteristics of the participants, providing fundamental information on the sample structure for studying the internationalization

strategies. This distribution indicates that the sample is somewhat representative, encompassing employees with different years of work experience, job levels, and educational backgrounds, which can offer a multidimensional perspective for the research.

#### 4.1.2 Correlation Analysis

This study conducted a correlation analysis of five variables: resource integration capability, international marketing capability, market competitiveness, brand image, and brand internationalization strategy. The findings are presented in the form of a Pearson correlation coefficient matrix. The data reveal that there are significant positive correlations among these variables, with most correlation coefficients reaching a significance level of  $P < 0.01$ . Resource integration capability demonstrates strong positive correlations with other variables, including a correlation coefficient of 0.660 with brand internationalization strategy, indicating its substantial influence on the latter.

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	Resource Integratio n Capabilit y	Internationa l Marketing Capability	Market Competitiv eness	Brand Image	Band Internationa lization Strategy
Resource Integration Capability	1				
International Marketing Capability	.677**	1			
Market Competitivenes s	.644**	.734**	1		
Brand Image	.651**	.722**	.730**	1	
Band Internationalizat ion Strategy	.660**	.741**	.737**	.749**	1

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

The correlation coefficient between international marketing capability and brand internationalization strategy is 0.741, highlighting the pivotal role of international marketing capability in driving brand internationalization. Market competitiveness and brand image exhibit high correlation levels with brand internationalization strategy, at 0.737 and 0.749 respectively, suggesting their significant contributions to the strategy. The results showcase the correlations among the independent variables. Specifically,

the correlation coefficient between international marketing capability and market competitiveness is 0.734, and that between brand image and market competitiveness is 0.730, indicating a certain degree of synergy among these variables in actual business operations.

The correlation analysis in Table 4.2 reveals close positive relationships among the variables. Resource integration capability, international marketing capability, market competitiveness, and brand image all exert considerable influences on brand internationalization strategy. These results provide a theoretical foundation for subsequent in-depth analysis and underscore the importance of considering the combined effects of these key factors when formulating brand internationalization strategies.

#### **4.1.3 Multiple Regression Analysis**

The results of the multiple regression analysis reveal the extent to which resource integration capability, international marketing capability, market competitiveness, and brand image influence brand internationalization strategy. According to the results, the regression model demonstrates a high degree of fit, with an R square of 0.755 and an adjusted R square of 0.734, indicating that the model can explain 73.4% of the variability in brand internationalization strategy, thereby possessing strong explanatory power.

Additionally, the F-value is 58.66, with a significance level of  $P < 0.001$ , suggesting that the model is overall significant. The effects of all independent variables on brand internationalization strategy are highly significant ( $P < 0.001$ ), and the standardized regression coefficients (Std. Beta) indicate the relative magnitude of these effects. Specifically, the standardized regression coefficient for resource integration capability is 0.675, for international marketing capability, is 0.645, for market competitiveness is 0.573, and for brand image is 0.600. This suggests that resource integration capability impacts brand internationalization strategy, while international marketing capability, brand image, and market competitiveness also exert significant, albeit slightly lesser, influences. The variance inflation factor (VIF) for all variables is close to 1, indicating the absence of multicollinearity and no impact on the reliability of the regression analysis results. The Durbin-Watson value is 1.951, close to 2, suggesting that there is no severe autocorrelation among the residuals and that the model is relatively robust.

The results of the multiple regression analysis in Table 4.3 demonstrate that resource integration capability, international marketing capability, market competitiveness, and brand image significantly affect brand internationalization strategy, with resource integration capability and international marketing capability standing out as particularly influential. This analysis provides specific theoretical support for companies when formulating internationalization strategies, emphasizing

the importance of prioritizing and optimizing these key capabilities.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F	Durbin- Watson
C	0.741		9.193	0.000		58.66 ***	1.951
Resource Integration Capability	0.680	0.675	9.075	0.000	1.022		
International Marketing Capability	0.666	0.645	9.441	0.000	1.101		
Market Competitiveness	0.578	0.573	8.670	0.000	1.002		
Brand Image	0.619	0.600	7.711	0.000	1.003		
R Square	0.755						
Adjusted R Square	0.734						

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

Therefore, according to the results of the data analysis, resource integration capability has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand, which supports Hypothesis 1. International marketing capability has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand, which supports Hypothesis 2. Market competitiveness has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand, which supports Hypothesis 3. Brand image has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand, which supports Hypothesis 4.

## 4.2 Discussion

### 4.2.1 Resource Integration Capability Has a Significant Effect on the Internationalization Strategy of Ideal New Energy Vehicle Brand

Resource integration capability impacts the internationalization strategy of ideal new energy vehicle brands. This result underscores the pivotal role of resource integration in corporate internationalization. As a technology-intensive industry, the new energy vehicle sector necessitates enterprises to possess robust resource integration capabilities to coordinate the efficient synergy of technology, capital, supply chains, and market resources, thereby addressing the complexity and diversity of international markets. Resource integration capability influences enterprises' adaptability and

competitive advantage in internationalization. By integrating global supply chains, research and development efforts, and market resources, Ideal New Energy Vehicle Inc. can optimize its cost structure and enhance technological innovation and market fit. In international markets, different countries have varying regulations, policies, and consumer demands that enterprises swiftly integrate localized resources.

The role of resource integration capability in brand internationalization strategies is also evident in global synergies. By integrating advantageous resources from different regions, enterprises can enhance overall operational efficiency, achieve scale effects, and simultaneously reduce the risks associated with market entry. This capability enables Ideal New Energy Vehicle Inc. to maintain flexibility and achieve sustainable development in the face of potential competitive pressures, technical barriers, and market uncertainties during internationalization. The research findings illustrate the importance of resource integration capability. When formulating internationalization strategies, enterprises must clarify their strategic objectives. Managers should prioritize enhancing resource integration capability as a core task, further strengthening the enterprise's international competitiveness by reinforcing cross-departmental collaboration, building global supply chain networks, and cultivating diversified management teams, thereby laying a solid foundation for the success of internationalization strategies.

#### **4.2.2 International Marketing Capability Has a Significant Effect on the Internationalization Strategy of Ideal New Energy Vehicle Brand**

The research results indicate that international marketing capability impacts the internationalization strategy of ideal new energy vehicle brands. These findings highlight the crucial role of international marketing capability in facilitating enterprises' entry into global markets, expanding brand influence, and enhancing market competitiveness. International marketing capability represents the key ability of enterprises to identify market demands, formulate marketing strategies, and implement brand promotion in a cross-border environment. In the new energy vehicle industry, the complexity of international markets is reflected in the diversification of consumer demands, the differentiation of policies and regulations, and the variability of competitive landscapes. By enhancing its international marketing capability, Ideal New Energy Vehicle Inc. can effectively address these challenges and achieve successful brand expansion in international markets.

Ideal New Energy Vehicle Inc. needs to accurately identify the demand characteristics of target markets through the improvement of its international marketing capability. In different countries and regions, consumers have varying focus areas when it comes to new energy vehicles. For instance, European consumers emphasize environmental performance and carbon emissions, while the Southeast Asian market may prioritize pricing and durability. Therefore, Ideal New Energy Vehicle Inc. needs

to adjust its product positioning and marketing strategies according to the characteristics of different markets to enhance the attractiveness of its brand to local consumers. International marketing capability is embodied to build a global brand image and market recognition. Ideal New Energy Vehicle Inc. should conduct comprehensive marketing activities by integrating online and offline channels. By showcasing its product technology advantages at internationally renowned auto shows, interacting with target customers on social media platforms, and inviting local celebrities as brand ambassadors, Ideal New Energy Vehicle Inc. aims to enhance its global brand influence. Such initiatives help Ideal New Energy Vehicle Inc. quickly open up markets and effectively strengthen consumers' trust and loyalty towards the brand.

International marketing capability also assists enterprises in addressing competitive pressures in the market. Ideal New Energy Vehicle Inc. will face formidable competitors such as Tesla and BMW. This necessitates Ideal New Energy Vehicle Inc. leveraging its marketing capability to precisely position its differentiated advantages, such as emphasizing its intelligent technology, range capacity, and cost-effectiveness, thereby establishing its market competitiveness through differentiated marketing strategies. International marketing capability also encompasses sensitivity to policy and cultural differences. When entering new markets, Ideal New Energy Vehicle Inc. should consider local policies and regulations. It is necessary to respect new energy vehicle subsidy policies, import tariffs, and technical standards, and integrate them into local cultural characteristics to avoid negative impacts on brand image due to cross-cultural misunderstandings. International marketing capability is a driving factor for Ideal New Energy Vehicle Inc.'s internationalization strategy. By accurately identifying market demands, shaping brand image, formulating differentiated marketing strategies, and flexibly addressing policy and cultural differences, Ideal New Energy Vehicle Inc. can establish a solid competitive position in international markets, further advancing its brand's globalization process.

#### **4.2.3 Market Competitiveness Has a Significant Effect on the Internationalization Strategy of Ideal New Energy Vehicle Brand**

The research results demonstrate that market competitiveness impacts the internationalization strategy of ideal new energy vehicle brands. In an increasingly competitive global market, a company's market competitiveness is one of the key factors determining the success of its internationalization strategy. In the new energy vehicle industry, with the promotion of green energy policies by governments worldwide, more and more traditional automakers and emerging brands are entering the market, further intensifying competitive pressures.

Market competitiveness refers to the advantages compared to competitors, encompassing product technological innovation, brand influence, price competitiveness, channel layout, and after-sales service. In the process of



internationalization, whether Ideal New Energy Vehicle Inc. can gain a foothold in the global market largely depends on its competitiveness performance in various target markets. Technological innovation is a core factor in enhancing its market competitiveness. The new energy vehicle industry has high technological barriers and technological innovation capability directly determines a product's market performance. Ideal New Energy Vehicle Inc. should continuously invest in research and development in areas such as battery technology, intelligent driving, and driving range to ensure its products are technologically ahead of competitors. Technological advantages can help Ideal New Energy Vehicle Inc. stand out among similar products and effectively meet the policy requirements of various countries, becoming a competitive weapon for the company.

Ideal New Energy Vehicle Inc.'s brand influence also occupies an important position in market competitiveness. Brand influence reflects consumers' cognition, trust, and loyalty toward a brand, which can directly influence their purchasing decisions. In globalization, Ideal New Energy Vehicle Inc. should strengthen brand building to establish a strong brand influence in the international market. Ideal New Energy Vehicle Inc.'s brand should enhance its international fame and credibility through global advertising campaigns, collaborations with influential local celebrities or media, and participation in international auto shows. The brand internationalization will help Ideal New Energy Vehicle Inc. attract more consumers in a highly competitive market and differentiate itself from other well-known brands.

#### **4.2.4 Brand Image Has a Significant Effect on the Internationalization Strategy of Ideal New Energy Vehicle Brand**

The research findings indicate that brand image has a significant impact on the internationalization strategy of ideal new energy vehicle brands. This discovery emphasizes the pivotal role of brand image in expanding into global markets. Brand image concerns consumers' perceptions and emotional connections with a brand, and it also influences the brand's market positioning, consumers' purchasing decisions, and the brand's international competitiveness. During internationalization, the brand image becomes particularly prominent, especially when navigating the diverse cultures, consumer habits, and market demands of different countries and regions. Consumers' identification with a brand is built upon their understanding of the brand's values, quality, and social responsibility. When Ideal New Energy Vehicle Inc. enters new markets, it can leverage the brand image established in the Chinese market, but this image must be adjusted and optimized according to the cultural backgrounds and consumer psychologies of different markets.

Ideal New Energy Vehicle Inc.'s brand image should emphasize innovation and technological leadership. In the new energy vehicle industry, technological innovation is a core concern for consumers. By positioning intelligence and environmental

friendliness as the brand's core values, Ideal New Energy Vehicle Inc. can communicate its leading position in new energy vehicle technology. Ideal New Energy Vehicle Inc.'s brand image should highlight its autonomous driving, connected vehicle technology, and efficient battery technology, which can enhance consumers' trust in the brand, especially in the technologically demanding European and North American markets, where innovation and technological leadership will be support for the brand image. Quality and safety are the foundations for Ideal New Energy Vehicle Inc. to establish a good brand image in the global market. When purchasing new energy vehicles, consumers typically prioritize product quality and safety, with safety being one of the primary factors in their purchasing decisions. Ideal New Energy Vehicle Inc. should ensure image conveys quality and safety by strengthening product quality control, obtaining certifications from authoritative institutions, and intensifying safety performance promotions. Ideal New Energy Vehicle Inc. should also focus on shaping its social responsibility and environmental image.

Table 4.4 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Resource integration capability has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.	Supported
H2	International marketing capability has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.	Supported
H3	Market competitiveness has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.	Supported
H4	Brand image has a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand.	Supported

As global environmental awareness increases, consumers are paying more attention to environmental protection and sustainable development. Ideal New Energy Vehicle Inc. can enhance its brand's environmental image by highlighting features such as low carbon emissions, renewable materials, and green manufacturing. By participating in international environmental protection public welfare activities and collaborating with green environmental organizations, Ideal New Energy Vehicle Inc. can further internationalize its image and enhance its brand recognition globally. Ideal New Energy Vehicle Inc.'s brand image also needs to focus on cultural localization. Given the significant cultural differences in international markets and the varying perceptions of brands among consumers in different regions, Ideal New Energy Vehicle Inc. needs to make cultural adaptations to create a brand image that aligns with local culture and consumer psychology. Brand image plays a crucial role in Ideal New Energy Vehicle Inc.'s internationalization strategy. By emphasizing technological innovation, enhancing brand quality and safety, shaping an environmental image, and making cultural localization adjustments, Ideal New Energy Vehicle Inc. can build a

strong brand image in the global market, thereby winning the favor of more consumers and occupying a favorable position in the international market.



## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

The factors influencing the internationalization strategy of Ideal New Energy Vehicle Brand were sorted out through a literature review. The collected questionnaires were analyzed using quantitative research methods to determine the reliability and validity of the collected data. Descriptive statistics, correlation analysis, and regression analysis were performed on the data to identify the relationship between the variables. Through the analyses, the hypotheses were verified and the interactions between the variables in the model were clarified.

The internationalization strategy of Ideal New Energy Vehicle Brand is affected by a variety of factors. The analysis results show that resource integration capability, international marketing capability, market competitiveness, and brand image have a positive influence on band internationalization strategy of Ideal New Energy Vehicle Brand. Resource integration capability, international marketing capability, market competitiveness, and brand image become the core factors of Ideal New Energy Vehicle Brand enhancement framework.

Resource integration capability is the key to establishing a connection between band internationalization strategy and markets. Through resource integration capability, enterprises can significantly enhance band internationalization. International marketing capability is the core of enterprise development and an important driving force for brand internationalization. Enterprises can stimulate the band internationalization strategy through international marketing capability, providing strong support for brand enhancement. Market competitiveness is an important support for band internationalization. Through market competitiveness, enterprises can improve the performance of band internationalization. The brand image is an important guarantee for band internationalization. By optimizing brand image, enterprises can enhance the band internationalization.

In short, resource integration capability, international marketing capability, market competitiveness and brand image have a significant effect on the internationalization strategy of Ideal New Energy Vehicle Brand. Enterprises should continue to deepen the strategy and implementation of these aspects, and constantly enhance the band internationalization, to provide consumers with better quality products and services.

### **5.2 Recommendation**

#### **(1) Enhancing Resource Integration Capabilities**

In the context of an internationalization strategy, resource integration capability is the foundation for the success of Ideal New Energy Vehicle brands. This capability refers to the effective allocation and coordination of internal and external resources to achieve optimal resource allocation and maximization of utilization.

Ideal New Energy Vehicle Inc. needs to build a global supply chain system. The international market environment is complex and volatile, with significant differences in production costs, component supplies, and logistics conditions among countries. By integrating global supplier resources, Ideal New Energy Vehicle Inc. can select the highest quality and most cost-effective suppliers while establishing regional production and distribution centers to enhance supply chain efficiency and reduce operating costs. This global supply chain layout enhances the company's responsiveness to international markets.

Ideal New Energy Vehicle Inc. should strengthen its integration of technological resources. The new energy vehicle industry thrives on technological innovation, and the success of an internationalization strategy depends on technological resources. Ideal New Energy Vehicle Inc. can collaborate with international top-tier research institutions, technology companies, and universities to access cutting-edge advancements in battery technology, intelligent driving systems, and new energy power train systems. Through strategic mergers, acquisitions, and partnerships, Ideal New Energy Vehicle Inc. will acquire patents and top technical teams from leading technology companies, significantly enhancing its development capabilities and technological resources.

Ideal New Energy Vehicle Inc. needs to integrate diversified capital resources to support its international expansion. An internationalization strategy requires substantial capital investment, including infrastructure construction, channel development, and marketing promotion in new markets. The company can obtain diversified financial support through attracting international investment, issuing overseas bonds, or partnering with overseas capital institutions. By integrating capital resources and establishing regional partnerships, Ideal New Energy Vehicle Inc. can share risks and benefits, thereby reducing the financial risks potentially faced during internationalization.

In resource integration, Ideal New Energy Vehicle Inc. should focus on the collaborative integration of external stakeholders. The internationalization process necessitates cooperation with multiple stakeholders, including local governments, industry associations, partners, and customers. Ideal New Energy Vehicle Inc. can partner with governments in target markets to secure policy support. Resource integration capability is the core competitiveness for Ideal New Energy Vehicle brands in implementing an internationalization strategy. By optimizing supply chain layout, integrating technological and capital resources, and collaborating with external stakeholders, Ideal New Energy Vehicle Inc. can better address the challenges of

international markets, establish competitive advantages globally, and provide a solid foundation for the brand's long-term development.

## (2) Optimizing International Marketing Capabilities

Ideal New Energy Vehicle brands should focus on market research and demand analysis to enhance their marketing capabilities in different regions. Each country and region has unique consumer needs, competitive landscapes, and policy environments. By strengthening localized market research, Ideal New Energy Vehicle Inc. can understand the demand characteristics and consumer preferences in various markets and formulate personalized marketing strategies accordingly. By implementing unique product features and targeted marketing strategies, Ideal New Energy Vehicle Inc. can significantly increase its appeal to consumers around the globe.

Ideal New Energy Vehicle Inc. needs to strengthen its brand globalization efforts, enhancing its market competitiveness by boosting its international reputation and image. Ideal New Energy Vehicle brands can increase brand exposure by participating in international auto shows, collaborating with globally renowned media outlets, and sponsoring large-scale international sporting events. They should also intensify brand communication efforts that align with local culture and consumer needs. Ideal New Energy Vehicle brands can enhance their international marketing capabilities through digital marketing. With the rapid development of digital technology, digital marketing has become a crucial means of global marketing. Ideal New Energy Vehicle Inc. can expand its online influence in international markets through social media, e-commerce platforms, content marketing, and other methods. By placing targeted digital advertisements, Ideal New Energy Vehicle Inc. will effectively capture the attention of potential customer groups and elevate brand recognition. Ideal New Energy Vehicle brands can leverage big data and artificial intelligence technologies to analyze consumer behavior and needs, formulating more precise marketing strategies.

Ideal New Energy Vehicle brands should strengthen their after-sales service and customer experience to enhance their international competitiveness. In the process of internationalization, consumers have high expectations for product quality and service. Ideal New Energy Vehicle Inc. should establish a comprehensive after-sales service network worldwide, including charging infrastructure, maintenance services, and technical support, to ensure consumers have a good experience during purchase and use. By providing high-quality after-sales service, Ideal New Energy Vehicle Inc. can improve customer satisfaction and increase customer loyalty and brand reputation. Ideal New Energy Vehicle Inc. should pay attention to cross-cultural management and localized team building. When entering new markets, understanding local cultural differences, consumption habits, and language communication methods is particularly important. Ideal New Energy Vehicle Inc. can strengthen the cross-cultural communication abilities of its team by recruiting marketing and management personnel with local experience, enabling better execution of international marketing strategies.

Cultivating a diversified team can help the company make more localized decisions in different cultural contexts, thereby better addressing the complex challenges in multinational markets.

By strengthening market research, enhancing brand globalization, deepening digital marketing, improving after-sales service, and strengthening cross-cultural management, Ideal New Energy Vehicle brands can significantly enhance their international marketing capabilities. This will enable them to address the challenges in internationalization, expand their global market share, and enhance their international competitiveness.

### (3) Enhancing Market Competitiveness

To elevate the market competitiveness of Ideal New Energy Vehicle Brand and propel their internationalization, the brand should strengthen its advantages in multiple aspects. Ideal New Energy Vehicle Inc. should increase investment in technological innovation and research and development. It should maintain a leading position in core technology areas such as battery technology, intelligent driving systems, and endurance capacity. Through continuous technological breakthroughs, Ideal New Energy Vehicle Inc. can establish its brand image as a technology leader in the global market. Ideal New Energy Vehicle Brand should also tailor its technology products to meet local demands based on the characteristics of different markets. Market-customized technological innovations will help Ideal New Energy Vehicle Brand stand out in the market.

Ideal New Energy Vehicle Brand should highlight its technical advantages in intelligence and electrification. This will enable Ideal to form a unique market perception in global competition. In European and American markets, Ideal New Energy Vehicle Brand can emphasize the intelligent driving and environmental protection features of its new energy vehicles. In Asian markets, it should focus on providing cost-effective products. Ideal New Energy Vehicle Brand enhances its market adaptability through flexible strategies. This diversified brand positioning helps Ideal attract specific consumer groups in different international markets.

Ideal New Energy Vehicle Inc. should optimize its pricing strategy to improve cost-effectiveness. By reducing production costs, enhancing production efficiency, and optimizing supply chain management, Ideal New Energy Vehicle Brand can offer competitive prices, attracting more price-sensitive consumers. When entering price-sensitive markets, Ideal New Energy Vehicle Brand should adopt reasonable pricing strategies to ensure that its products differentiate from competitors in price while maintaining technology and quality.

Ideal New Energy Vehicle Inc. should strengthen its global channel layout and after-sales service network construction. In international markets, consumers typically

have high expectations for after-sales service. Ideal New Energy Vehicle Inc. needs to establish a global service network providing comprehensive services, including charging stations, maintenance services, and technical support. By enhancing customer experience, Ideal New Energy Vehicle Inc. can not only strengthen brand loyalty but also maintain long-term market share in fiercely competitive markets. These measures can further enhance Ideal New Energy Vehicle Inc.'s market competitiveness and help it achieve greater success in the internationalization process.

#### (4) Shaping an International Brand Image

Ideal New Energy Vehicle Brand should emphasize technological innovation and a leading image. It should position brand intelligence, autonomous driving, and battery technology as its core selling points. Ideal New Energy Vehicle Brand should continuously increase investment in research and development. It should ensure its technological leadership in the global new energy vehicle industry in electric vehicle endurance, intelligent connected vehicle technology, and autonomous driving technology. In international markets, Ideal New Energy Vehicle Brand can attract consumer and industry attention by publicly announcing new technological achievements, participating in international auto shows, and attending technology forums. Ideal New Energy Vehicle Brand should focus on enhancing its technological research and development capabilities through cooperation with internationally renowned technology companies to ensure its technological image is recognized and accepted in different markets. Ideal New Energy Vehicle Inc. should prioritize enhancing the brand's quality and safety image, which is particularly important in markets such as Europe and the United States. The idea can enhance product quality management standards, strengthen product safety performance, and ensure products comply with local market quality and safety requirements. Ideal New Energy Vehicle Inc. can strengthen cooperation with internationally authoritative safety testing institutions to obtain more certifications and awards, further enhancing brand credibility and consumer trust. The idea should vigorously promote the brand's advantages in quality and safety through advertising, social media, and other channels to strengthen consumer brand identification.

Ideal New Energy Vehicle Brand should actively shape its social responsibility and environmental image. As global environmental awareness continues to increase, Ideal New Energy Vehicle Brand can highlight the low-carbon emission characteristics of its new energy vehicles to demonstrate its efforts in green environmental protection. Ideal New Energy Vehicle Brand can join international environmental organizations, participate in global environmental protection activities, and convey the brand's social responsibility to consumers. By advocating environmental protection and sustainable development, Ideal New Energy Vehicle Brand can align with global environmental trends, enhance its brand's social value, and add points to the brand. Ideal New Energy Vehicle Brand should focus on the cultural localization of the brand. When entering international markets, Ideal New Energy Vehicle Brand must adjust its



brand image based on the culture and consumer demands of different regions. Ideal New Energy Vehicle Brand should establish emotional connections with local culture and consumers through localized marketing strategies. Adopting local languages, symbols, and images in marketing enhances the cultural fit between the brand and consumers. Ideal New Energy Vehicle Brand should also cultivate teams with experience to ensure the brand can smoothly enter and adapt to different markets. Ideal New Energy Vehicle Inc. should strengthen global brand communication. In internationalization, Ideal New Energy Vehicle Brand should increase brand exposure through multiple channels and platforms. This includes participating in international auto exhibitions, holding technology launches, and interacting with consumers through social media. Additionally, Ideal New Energy Vehicle Brand should further enhance brand awareness and reputation by cooperating with local celebrities and sponsoring large-scale international events.

### **5.3 Further Study**

Future research can further explore the impact of brand image on internationalization strategies in different market environments. Although this study has already demonstrated the significance of brand image in the internationalization strategy of Ideal New Energy Vehicles, the differences in culture, economic development levels, and consumer needs across different countries and regions may exert varying influences on brand image construction and consumer brand identification. Future research can conduct cross-national comparative studies to deeply analyze the cultural backgrounds and consumer behaviors of markets, thereby providing more precise guidance for brand image shaping and market positioning. Additionally, future research can examine the long-term relationship between resource integration capability and internationalization strategies. This study has shown that resource integration capability impacts the internationalization strategy of Ideal New Energy Vehicle Brand; however, most studies have primarily focused on short-term effects. Future research can adopt longitudinal studies to explore how resource integration capability affects brands at different stages of the internationalization process, thus forming a more systematic theoretical framework. Specifically, it can investigate how to adjust resource integration strategies at stages of internationalization. Future research can delve into the impact of green technology and sustainable development on the internationalization strategy of Ideal Vehicles. As global environmental awareness increases, the new energy vehicle industry is facing increasingly stringent environmental protection policies and regulations. Ideal Vehicles' green technology research and development, low-carbon emission standards, and sustainable development strategies in different countries may become crucial factors in their internationalization process. Future research can employ case studies, policy analyses, and other methods to deeply explore how green technology promotes the internationalization strategy of Ideal Vehicles and enhances their brand image.

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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	1	2	3	4	5
<b>Resource Integration Capability</b>					
Our Ideal New Energy Vehicle Brand excels at efficiently integrating advanced technological resources from both domestic and international markets to enhance product competitiveness.					
Our Ideal New Energy Vehicle Brand is capable of accurately identifying and integrating resources in target markets, including sales channels and customer relationships.					
Our Ideal New Energy Vehicle Brand is adept at raising funds through multiple channels and effectively managing financial resources to support the implementation of its internationalization strategy.					
Our Ideal New Energy Vehicle Brand attracts and retains international talent, fostering a diversified and high-performance team.					

Our Ideal New Energy Vehicle Brand understands and respects cultural differences, effectively integrating cross-cultural resources to address cultural disparities in the internationalization process.					
<b>International Marketing Capability</b>					
Our Ideal New Energy Vehicle Brand conducts in-depth international market research, accurately analyzing consumer needs, competitive landscapes, and market trends in target markets.					
Our Ideal New Energy Vehicle Brand has a clear positioning in the international market and enhances brand awareness and image through effective communication strategies.					
Our Ideal New Energy Vehicle Brand successfully expands and effectively manages international sales channels, including online platforms and offline physical stores.					
Our Ideal New Energy Vehicle Brand understands and respects consumer differences across different cultural backgrounds, formulating and implementing targeted strategies accordingly.					
Our Ideal New Energy Vehicle Brand provides excellent customer service and after-sales support in the international market, enhancing customer loyalty.					
<b>Market Competitiveness</b>					
Our Ideal New Energy Vehicle Brand designs and executes attractive international promotional activities, such as discounts and giveaways, to attract consumers and boost sales.					
Our Ideal New Energy Vehicle Brand offers competitive pricing in the international market, providing better value for money compared to competitors.					
Our Ideal New Energy Vehicle Brand continuously introduces innovative products to meet international consumers' demand for new technologies.					
Our Ideal New Energy Vehicle Brand enjoys high visibility and influence in the international market, attracting more potential consumers.					
Our Ideal New Energy Vehicle Brand has extensive distribution channels and network coverage in the international market, facilitating easy access to target consumers.					
<b>Brand Image</b>					
Our Ideal New Energy Vehicle Brand is widely recognized and familiar to consumers in the international market.					
Our Ideal New Energy Vehicle Brand enjoys a good reputation in the international market and is trusted by consumers.					
Our Ideal New Energy Vehicle Brand has distinct features and differentiated advantages in the international market,					

distinguishing it from other brands.					
Our Ideal New Energy Vehicle Brand actively fulfills social responsibilities in the international market, emphasizing sustainable development and environmental protection.					
Our Ideal New Energy Vehicle Brand has a highly loyal consumer base in the international market, who are willing to continue purchasing and recommending our products.					
<b>Brand Value</b>					
Our Ideal New Energy Vehicle Brand's internationalization strategy is very clear, clearly outlining target markets, product positioning, and entry strategies.					
Our Ideal New Energy Vehicle Brand has successfully implemented effective market penetration strategies, making significant progress in emerging or mature markets.					
Our Ideal New Energy Vehicle Brand has established brand recognition in multiple countries or regions and successfully achieved localized sales of its products.					
Our Ideal New Energy Vehicle Brand adapts well to market demands and consumer preferences in different cultural backgrounds.					
Our Ideal New Energy Vehicle Brand adopts effective marketing and communication strategies in the international market, enhancing brand awareness and reputation.					
Our Ideal New Energy Vehicle Brand has a clear long-term internationalization plan, encompassing market expansion, product innovation, and risk management.					