



**THE INFLUENCING FACTORS OF INTERNATIONALIZATION  
STRATEGY OF FU YAO GROUP**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
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### ABSTRACT

As China economy continues to integrate into the global economic landscape, the development of China manufacturing industry has increasingly ventured into international markets. Fu Yao Group, as a major global supplier and technology leader in automotive glass, holds a significant market share in the international arena. The remarkable achievements of Fu Yao internationalization efforts were attributed to its strategic decisions in this regard.

This study reviewed existing research on enterprise internationalization strategies, delved into the influencing factors of internationalization strategies, analyzed the relationships between these factors and internationalization strategies, and proposed targeted improvement suggestions for Chinese manufacturing enterprises engaged in cross-border operations and management. Specifically, this study explored the impact of four factors on Fu Yao Group's internationalization strategy. The four factors were international management, international talent, international brand, and international innovation.

Adopting a quantitative research approach, a total of 400 questionnaires were distributed, with 351 valid responses, yielding an effective response rate of 87.8%. The study found that international management, international talent, international brand, and international innovation have significant effects on the internationalization strategy of Fu Yao Group. Based on the findings, the following recommendations are proposed: (1) Building an enterprise global management system; (2) Emphasizing the cultivation of international talent; (3) Building brand characteristics and leveraging brand influence; (4) Pursuing independent technological innovation.

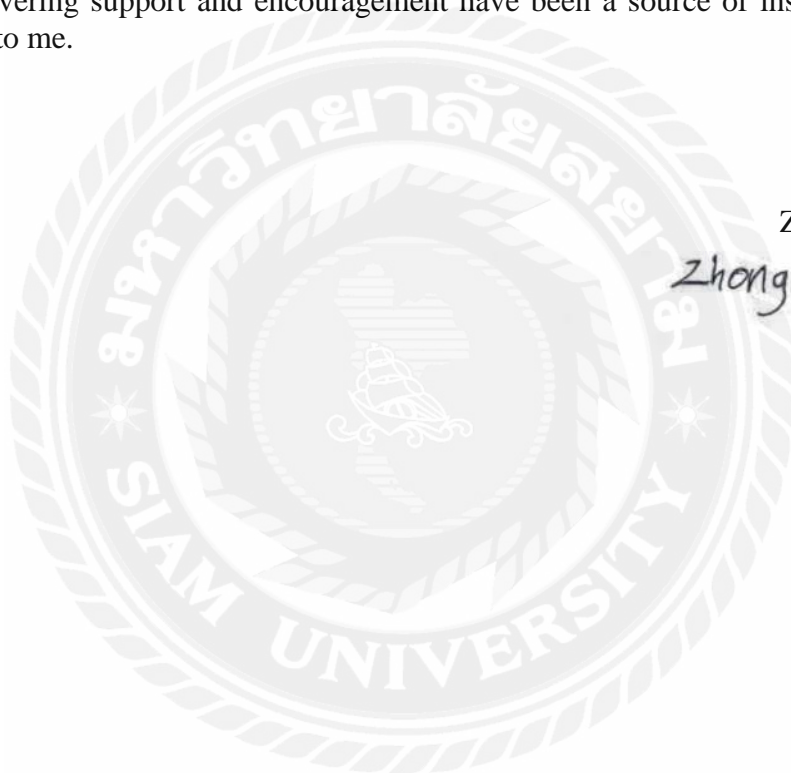
**Keywords:** internationalization strategy, Fu Yao Group, influencing factors

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## DECLARATION

*I, Zhong Tianyi, hereby certify that the work embodied in this independent study entitled “The Influencing Factors of Internationalization Strategy of Fu Yao Group” is result of original research and has not been submitted for a higher degree to any other College or institution.*

Zhong Tianyi

(Zhang Tianyi)

Sep 25, 2024



# CONTENTS

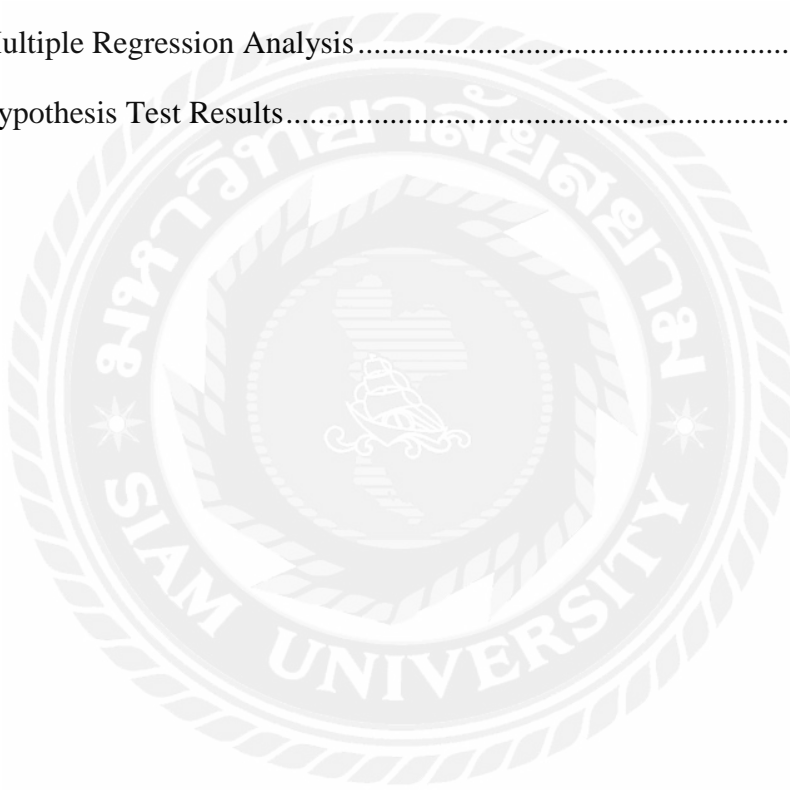
ABSTRACT.....	I
ACKNOWLEDGEMENT .....	II
DECLARATION .....	III
CONTENTS.....	IV
LIST OF TABLES .....	VI
LIST OF FIGURES .....	VII
Chapter 1 Introduction .....	1
1.1 Background of the Study .....	1
1.2 Questions of the Study .....	2
1.3 Objectives of the Study .....	2
1.4 Scope of the Study .....	3
1.5 Significance of the Study .....	3
1.6 Definition of Key Terms .....	4
Chapter 2 Literature Review .....	5
2.1 Introduction.....	5
2.2 Literature Review.....	5
2.3 Company Profile .....	13
2.4 Conceptual Framework.....	14
Chapter 3 Research Methodology.....	15
3.1 Research Design.....	15
3.2 Population and Sample .....	15
3.3 Hypothesis.....	16
3.4 Research Instrument.....	17
3.5 Reliability and Validity Analysis of the Scale .....	19
3.6 Data Collection .....	21

3.7 Data Analysis .....	21
Chapter 4 Findings and Discussion.....	23
4.1 Findings.....	23
4.2 Discussion .....	26
Chapter 5 Conclusion and Recommendation.....	31
5.1 Conclusion .....	31
5.2 Recommendation .....	31
5.3 Further Study .....	35
References .....	36
Appendix.....	39



## LIST OF TABLES

Table 3.1 Measurement Items.....	17
Table 3.2 Reliability Test.....	19
Table 3.3 KMO and Bartlett's Test .....	21
Table 4.1 Descriptive Statistical Analysis of Participants .....	23
Table 4.2 Correlation Between Variables (Pearson Correlation Matrix) .....	24
Table 4.3 Multiple Regression Analysis .....	25
Table 4.4 Hypothesis Test Results.....	30





## LIST OF FIGURES

Figure 2.1 Conceptual Framework .....	14
Figure 3.1 Hypotheses .....	16



# **Chapter 1 Introduction**

## **1.1 Background of the Study**

Following China's accession to the World Trade Organization (WTO), the pace of its opening-up policy has further accelerated. The "going-out" strategy has strengthened Chinese enterprises' foreign cooperation, expanded their global market share through investments, mergers, and acquisitions, and enhanced their international competitiveness, providing more opportunities and support for Chinese enterprises to invest, cooperate, and develop globally. The "Made in China 2025" strategy requires Chinese enterprises to improve production efficiency, product quality, and technological levels, and engage in technological innovation, which has also driven Chinese enterprises to expand into overseas markets. The continuous advancement of the "Belt and Road" Initiative has created platforms for international economic cooperation and exchange, promoting the development of multinational enterprises. Economic globalization has greatly facilitated international trade, with more and more enterprises entering international markets through export sales, cooperative development, and joint ventures, thereby seizing more business opportunities (Benito et al., 2016).

In recent years, the internationalization of Chinese enterprises has been accelerating, with an increasing number of multinational enterprises becoming important forces in global economic development. However, as the international order evolves, the risks and opportunities brought about by globalization are also constantly changing. The advancement of globalization and digitization has expanded the business scope of multinational corporations, enabling them to respond to changes in the global market with greater flexibility and agility. Yet, the increase in trade barriers and protectionism has made internationalization more challenging for enterprises. Today's world faces tremendous changes, industrial revolutions, and social transformations. When pursuing international development, enterprises need to fully recognize and assess these impacts and challenges and adopt effective countermeasures. Cultural identity has become a significant topic that cannot be ignored in enterprise internationalization. An open and inclusive attitude towards world cultures can help enterprises better understand and adapt to different market demands. Therefore, enterprises must seriously consider how to formulate more effective globalization strategies in this environment to address challenges and seize opportunities.

Accelerating globalization strategies, exploring new markets, and seeking new revenue growth points have become inevitable choices for the sustainable development of Chinese manufacturing enterprises. In practice, enterprises need to enhance their innovation capabilities and competitiveness, actively engage in technology research and development, and talent cultivation to adapt to the demands and competition of the international market. At the same time, enterprises must

strengthen international cooperation and exchanges, actively participate in global governance and rule-making, and create a favorable international environment and conditions for their development (Lahiri et al., 2020). Among them, Fu Yao Group has achieved significant breakthroughs and gained valuable experience in its internationalization process, providing a reference for other Chinese enterprises.

## **1.2 Questions of the Study**

This study took the internationalization strategy of Fu Yao Group as its research object and employed a comprehensive approach including literature review, questionnaire surveys, and quantitative analysis. A questionnaire survey was conducted among Fu Yao Group employees. Supported by the theories of internationalization strategy and innovation, this study identified the influencing factors of Fu Yao Group's internationalization strategy and proposed targeted recommendations for its implementation. Based on the above research background, four questions were raised throughout the study:

(1) Does international management influence the internationalization strategy of Fu Yao Group?

(2) Does international talent influence the internationalization strategy of Fu Yao Group?

(3) Does international brand influence the internationalization strategy of Fu Yao Group?

(4) Does international innovation influence the internationalization strategy of Fu Yao Group?

## **1.3 Objectives of the Study**

This study began by elucidating the research background and significance of studying the internationalization strategy of Fu Yao Group. It reviewed scholars' research on internationalization strategies, including the concept of the internationalization strategy theory, related research, management strategies, and influencing factors. The study organized the factors influencing Fu Yao Group's internationalization strategy into four aspects: international management, international talent, international brand, and international innovation. The primary objectives were as follows:

(1) To explore the effect of international management on the internationalization strategy of Fu Yao Group.

(2) To explore the effect of international talent on the internationalization strategy of Fu Yao Group.

(3) To explore the effect of international brand on the internationalization strategy of Fu Yao Group.

(4) To explore the effect of international innovation on the internationalization strategy of Fu Yao Group.

## **1.4 Scope of the Study**

The respondents for this questionnaire were employees of Fu Yao Group who have worked in the company for at least two years. The surveyed employees need to have a certain understanding of Fu Yao Group's internationalization strategy and be able to make reasonable evaluations of the company. The study investigated the respondents' gender, years of experience, income and education. The research focused on a comprehensive assessment of various aspects of the company, including international management, international talent, international brand, and international innovation. Additionally, combining the characteristics of Fu Yao Group and global market trends, the study analyzed the weaknesses in its strategic planning and proposed corresponding control measures and improvement suggestions. To ensure wide coverage of the target group and efficient recovery of the questionnaires, this study chose WenJuanXing, a highly rated online questionnaire tool renowned for its user-friendliness, ease of operation, and powerful data analysis capabilities.

## **1.5 Significance of the Study**

This study possesses significant theoretical and practical importance, as it not only deepens the understanding of corporate internationalization strategies but also offers practical guidance to Chinese manufacturing enterprises in their international endeavors. It fosters the transformation and upgrading of China's manufacturing industry while propelling the globalization of China's economy.

By reviewing existing research on corporate internationalization strategies and delving into the influencing factors of such strategies, this study further complements and enhances the theoretical framework of corporate internationalization. It aids both academic scholars and practitioners in gaining a deeper insight into the formulation and implementation of corporate internationalization strategies, as well as the roles played by various factors involved.

This study conducted an in-depth analysis of Chinese manufacturing enterprises engaged in cross-border operations and management, with a particular focus on the

case of Fu Yao Group. Quantitative research methods reveal the impact of four factors: international management, international talent, international branding, and international innovation. These findings provide concrete and actionable improvement suggestions for Chinese manufacturing enterprises in their internationalization process, enabling them to address the challenges of international markets better. Additionally, this study provides robust support for advancing the globalization of China's economy.

## **1.6 Definition of Key Terms**

Enterprise internationalization refers to the process by which a company engages in cross-border operations, enters global markets, leverages global resources and market advantages, to obtain profits, enhance brand recognition, and expand market share.

Internationalization strategy refers to the guiding plan formulated by a company when expanding its global business. It has a significant impact on the internationalization process and determines the future development of the company in international markets. It encompasses a series of decisions aimed at ordering the company's growth and enhancing its international competitiveness.

International management refers to a series of management strategies and methods adopted by enterprises during their cross-border operations to adapt to the cultural, legal, economic, and other environments of different countries and regions.

International talent refers to individuals who possess an international perspective, cross-cultural communication skills, and professional expertise. These talents not only need to have professional knowledge but also need to understand the cultural, legal, and economic environments of different countries and regions to better integrate into the local market and promote the development of the enterprise.

International brand refers to a brand that has recognition and influence on a global scale. By continuously improving product quality, strengthening brand marketing and promotion, and other means, enterprises enhance the international competitiveness of their brands.

International innovation refers to the process by which enterprises continuously introduce, absorb, and re-innovate advanced international technologies and management experiences during their cross-border operations to drive their sustained development.

## **Chapter 2 Literature Review**

### **2.1 Introduction**

This section focuses on reviewing and analyzing previous research findings on the internationalization strategy, aiming to delve deeply into the notable achievements and existing deficiencies of these studies, thereby laying a solid theoretical and practical foundation for the smooth progress of this research. Through in-depth reading and analysis of the literature, we could observe that previous research has yielded fruitful results in defining the connotation of internationalization strategy, identifying its influencing factors, and exploring its mechanisms of action. At the same time, there were shortcomings, such as a lack of depth and breadth in some studies, relatively monotonous research methods, and limited sample selection. The existence of these issues provides new entry points and research directions for this study, prompting more attention to the comprehensiveness, depth, and innovativeness of the research in the field of internationalization strategy, with the hope of achieving breakthroughs and advancements.

### **2.2 Literature Review**

#### **2.2.1 Research on Internationalization Strategy**

Regarding the models of corporate internationalization strategies, Williamson (1975) was the first to propose the theory of gradual enterprise internationalization. This theory, based on the research methodology of enterprise behavior theory, discusses the internationalization process of small and medium-sized enterprises (SMEs), arguing that enterprise internationalization is a gradually developing process. Williamson (1985) believed that in the process of enterprise internationalization, it is necessary to compare market transaction costs and control costs to make reasonable entry decisions. Madhok (1997) presented a new perspective on selecting enterprise entry modes, arguing that the success factors of enterprise internationalization strategies depend not only on resource complementation and technology utilization but also on the organizational management capabilities of the company to absorb and utilize tacit knowledge. Anand & Delios (2002), using industry growth rate as a control variable, found that the entry mode decisions of multinational enterprises are influenced by the characteristics of industrial structures, with industry growth rates positively correlated with the preference for mergers and acquisitions. In studies on the relationship between enterprise internationalization and strategy, Petrou et al. (2020) argued that enterprise internationalization is an integral part of business activities. Buccieri (2018) found that multinational enterprises can effectively accelerate their internationalization process and expand their international market presence through strategic and organizational innovation strategies.

In research on the relationship between enterprise internationalization and management, Wu et al. (2016) emphasized the importance of a top management team with a global perspective for enterprise internationalization. Such a team not only focuses on changes in the domestic market within their business scope but also actively collects information from international markets to promptly identify and seize market opportunities, formulate more effective internationalization strategies, reduce the risk of failure, improve the success rate of internationalization, and further enhance the enterprise's internationalization capabilities and competitiveness. Hervé et al. (2020) pointed out that the internationalization process of enterprises requires an efficient management team. This team should possess diverse backgrounds and experiences, be familiar with the cultures, customs, and environments of different countries and regions, and have a high degree of sensitivity to capture opportunities and challenges in international markets promptly. Especially when facing other countries and cultures, enterprises need to have a global perspective to adapt to and understand the business cultures and legal systems of different countries and regions, thereby better conducting international business.

Corporate internationalization strategies have always been a focal topic of attention among scholars, yielding rich research results. Scholars' research primarily focuses on international investment patterns, multinational enterprise management, and the implementation of corporate internationalization strategies. Research on enterprise internationalization is extensive, covering both theoretical and practical analyses. There are perspectives from the product life cycle, branding, and the global value chain, among others. Studies have shown that implementing enterprise internationalization strategies can bring significant competitive advantages and economic benefits to enterprises.

### **2.2.2 Theory of Internationalization Strategy**

Internationalization strategy refers to the strategic choice of enterprises to expand their business activities geographically beyond their home country and to extend their market reach to other countries and regions worldwide. The implementation of the internationalization strategy aimed to promote and sell enterprise products globally, maximize corporate profits, and leverage the resources of international markets (Tallman & Pedersen, 2015).

When formulating an internationalization strategy, enterprises need to consider various factors, including politics, economics, culture, technology, and other aspects. These significant factors that influence the degree of internationalization must be focused on and considered during the process of enterprise internationalization. Meanwhile, the internationalization strategy of an enterprise should align with its positioning, advantages, and available resources, with a reasonable development path established early on. The key lies in making decisions based on competition and

environmental conditions overseas. Enterprise internationalization strategies can be classified into home-country-centrism strategy, multi-domestic strategy, and global strategy (Głodowska et al., 2019).

### (1) Home-Country-Centrism Strategy

The home-country-centrism strategy is one of the most common strategies adopted by enterprises in the process of internationalization. It is based on the advantages and resources of the enterprise in its home country, achieving the goal of expanding international business by focusing on core operations there. When implementing the home-country-centrism strategy, enterprises typically regard their home country as the core hub for international business, centrally controlling core operations such as production, research and development, and management, and building the expansion of international business on the strengths of the home country.

For enterprises, the advantage of the home-country-centrism strategy lies in leveraging the economic, political, and cultural advantages to meet the demands of international markets, thereby achieving international development. At the same time, the home-country-centrism strategy can reduce risks in the process of internationalization, as enterprises can better grasp changes and development trends in the home market, thereby better predicting and controlling risks in international markets.

### (2) Multi-Domestic Strategy

The multi-domestic strategy refers to the establishment of independent business centers by enterprises in different countries, decentralizing core operations such as production, research, and development, and granting a certain degree of independence to these centers to better adapt to the market and policy environments of various countries and enhance market competitiveness.

This strategy requires enterprises to conduct an in-depth understanding and analysis of the markets, cultures, policies, and other factors in different countries, formulating different business strategies and management measures according to varying needs and environments. Additionally, the multi-domestic strategy necessitates that enterprises possess the ability to coordinate business, resources, and information among different centers to ensure consistent operation across the entire enterprise and form overall market competitiveness. This approach can improve product adaptability and market responsiveness in host countries.

### (3) Global Strategy

The global strategy is one where enterprises seek optimal resource allocation and production locations. Its objective is to view the world as a unified market, requiring



enterprises to integrate resources, enhance efficiency, and reduce costs to achieve economies of scale. Simultaneously, they need to establish strong market positions in different countries and regions to meet the needs of global customers and improve overall performance, enabling enterprises to obtain the best resources and promote their products globally. To implement this strategy, companies establish interconnected subsidiaries that are linked through a global decision-making system, enabling them to make strategic decisions that are best suited to their global operations. By leveraging the global resource network, companies can access a wide range of resources, such as talent, technology, and raw materials, which can help them achieve cost efficiency and economies of scale.

Furthermore, by utilizing global sales channels, companies can gain access to new customers and markets, thereby expanding their revenue sources and enhancing their competitiveness. Although this strategy has become the main trend in enterprise internationalization, it required high-level management expertise and substantial investment in management capital (Głodowska et al., 2019; Petrou et al., 2020).

### **2.2.3 International Management**

International management refers to the process by which enterprises, in the context of cross-border operations, formulate and implement a series of management strategies, systems, and processes to achieve optimal allocation of global resources, enhance international competitiveness, address cross-cultural challenges, and manage risks. In the context of globalization, international management has become one of the key factors for the success of enterprises.

Before entering international markets, enterprises need to conduct in-depth market research to understand the laws and regulations, cultural backgrounds, and consumer demands of the target markets, to carry out precise market positioning and product development. To adapt to the needs of cross-border operations, enterprises often needed to adjust their organizational structures, establish global management teams, clarify the responsibilities and authorities of each department, and ensure efficient decision-making and execution (Leroux, 2009; Tallman & Pedersen, 2015). Cross-cultural management was a challenge that enterprises must face in the process of internationalization. Enterprises need to reduce conflicts and misunderstandings caused by cultural differences through training, communication, and cultural integration, enhancing employees' cross-cultural communication skills. International management also includes effective allocation of global financial resources and risk management. Enterprises need to establish a sound financial management system to ensure the security, liquidity, and appreciation of funds. When investing and building factories overseas, enterprises can focus on localized operations, hire local employees, and understand and comply with local laws, regulations, and cultural customs, to reduce cultural conflicts and legal risks. By establishing overseas research and development

centers, enterprises can continuously introduce and develop new technologies, improving product quality and competitiveness. In the process of internationalization, enterprises need to establish a comprehensive risk management system to effectively identify and control risks such as exchange rate risk, political risk, and legal risk.

Enterprises need to reduce conflicts and misunderstandings arising from cultural differences through training, communication, and cultural integration. They have a thorough understanding of and comply with local laws and regulations to avoid legal risks. The international market was highly competitive, and enterprises needed to continuously enhance their competitiveness and innovation capabilities to address challenges from both domestic and foreign competitors (Głodowska et al., 2019). Fluctuations in exchange rates can impact an enterprise's financial condition and operating performance. Therefore, enterprises need to utilize financial instruments and management strategies to mitigate exchange rate risks.

International management is a crucial component of an enterprise's internationalization strategy. By formulating and implementing effective international management strategies, enterprises can optimize global resource allocation, enhance international competitiveness, address cross-cultural challenges, and manage risks. With the deepening development of globalization, international management will continue to be one of the key factors for enterprise success (John & Lawton, 2017).

#### **2.2.4 International Talent**

Some scholars defined international talent as outstanding individuals who possess the global perspective, humanistic sentiments, innovative spirit, practical abilities, and foreign language proficiency necessary to be an international citizen, as well as the ability to engage in cross-cultural exchanges (Wu et al., 2017). Other scholars defined international talent as individuals who have completed a university education or higher, possess certain professional knowledge, understand international rules, have a global perspective, demonstrate excellent innovative abilities, and possess cross-cultural communication skills (Sika & Othoo, 2022). By analyzing the extensive research and representations of international talent in academia, we can summarize the core elements of international talent as three pillars: international knowledge, international capabilities, and an international mindset.

International knowledge serves as an indispensable cornerstone for international talent. It not only encompasses a deep understanding and study of the political systems, historical backgrounds, and geographical environments of countries beyond one's own but also requires mastering the latest advancements and cutting-edge developments in international research within one's professional field. Furthermore, international talent needs to possess a broad perspective, with an in-depth understanding and familiarity with the evolution of the world political landscape, the operation of economic systems,

the manifestation of cultural diversity, and the distribution of military power. This comprehensive knowledge structure enables them to navigate challenges and opportunities on the global stage.

International capabilities are the outstanding qualities demonstrated by international talent in practice. They are divided into three levels: Firstly, international understanding, which refers to the ability to perceive changes in the international situation and comprehend cultural differences. Secondly, international communication skills, which encompass fluent language proficiency, cross-cultural communication techniques, and good manners and demeanor displayed in international settings. Lastly, international competitiveness signifies having strong competitiveness in the global market and the ability to stand out in intense international competition, thereby winning honor and benefits for one's country and nation (Li & Xue, 2022).

An international mindset serves as the inner spiritual pillar for international talent. It manifests in their respect and acceptance of the civilizations and traditions of different countries, as well as their profound concern for the shared destiny of mankind. International talent is not only committed to being the transmitters of human civilization, promoting the excellent cultures and traditions of various countries, but also actively engaging in the construction of a global community with a shared future, contributing their efforts to promote world peace and development. This open, inclusive, and positive international mindset makes them bridges and ties connecting different countries and cultures, injecting new vitality into the prosperity and progress of the world.

The rapid development of global economic integration has dictated that the approach to talent cultivation must be internationalized, and nurturing international talent with a perspective is a crucial condition for a country to gain a global competitive edge. Scholars' research on strategies for cultivating international talent focuses on the specific strategies for the internationalization of universities, based on investigations into university internationalization. In terms of research subjects, the focus is primarily on universities in developed European and American countries. Canadian scholar Jane Knight, through surveys of some European and American universities, proposed strategies for the internationalization of universities from the perspectives of activities and organizations, mainly including specific programs such as "research and academic collaboration, international relations, and extracurricular coursework" (Kiehl, 2007). Additionally, some scholars have put forward five strategies for cultivating international talent in universities: internationalization of curricula, enhancing student mobility, increasing the recruitment of international students, providing support for international students to integrate into campus life, and internationalization of faculty (Boardman & Vining, 2020).

As research deepens, scholars have begun to pay attention to the degree of influence. Some scholars have focused the research on the relationship between

university internationalization and community development, incorporating communities into university-based internationalization strategies (Kuzhabekova & Lee, 2020). Scholars emphasize practical exploration in the research on strategies for cultivating international talent, paying attention to investigations into the relevant circumstances of cultivating international talent.

### **2.2.5 International Brand**

Scholars have been studying brand image since 1993. Selnes (1993) proposed that brand image is related to consumers' attitudes towards the brand, which indirectly reflects their purchase intentions. In terms of research on brand image, the foreign academic community has mainly explored it from the following four different perspectives.

Firstly, Kotler & Gertner (2022) proposed from the consumer perception perspective that brand image is consumers' cognition of the brand. Chernatony (2014) suggested that brand image is the overall impression and judgment formed by consumers after prolonged exposure to the brand. Secondly, Vuong & Khanh Giao (2019) conducted research from the consumer personality perspective, arguing that brand image can be integrated with consumers' personalities, and the characteristics that a brand assigns to its products can directly reflect consumers' personalities. Thirdly, Banerjee (2017) analyzed the essence of brand image from the brand meaning perspective, believing that brand image is a valuable asset. Anand & Delios (2002) agreed that a brand is an important asset for a company, and every company should cultivate a positive brand image because brand image influences consumers' attitudes. Finally, Putra et al. (2020) starting from the brand image itself, proposed that brand image should focus on the meaning to enhance consumer loyalty to the brand.

Research on international brand image has been conducted in-depth by various scholars from different perspectives. Gligor & Bozkurt (2021) believed that the international brand image is a multidimensional concept that is influenced not only by objective information such as product characteristics and market performance, but also by subjective information such as consumers' cultural backgrounds, values, and past experiences. The formation of this image is a comprehensive manifestation of consumers' complex emotions and profound perceptions towards the brand, encompassing both direct feelings about brand quality and the cultural significance and social values conveyed by the brand. Putra et al. (2020) conducted research on the advantages of the international brand image and found that a positive international brand image brings competitive advantages to enterprises. Companies with strong international brands can gain higher recognition and trust in the global market. An international brand helps to increase market share and sales and also brings sustained competitive advantages to the enterprise. An international brand can enhance

consumer brand loyalty, improve product pricing power, facilitate market acceptance of new products, and bring broader international influence to the brand.

A positive brand image has a favorable impact on consumers' purchase intentions, as brand image and service quality influence consumers' perceptions, which are manifested through their purchase intentions. Parent et al. (2012) found that a strong brand image not only facilitates communication between the brand and the market but also attracts customers, enhances consumer loyalty, and enables the brand to achieve reputation premiums. Some scholars have also extended existing brand image measurements to a new context, namely electronic word-of-mouth. Chen et al. (2021) found that brand image is an important cue for consumers to judge a brand and is crucial for consumers to make purchasing decisions.

### **2.2.6 International Innovation**

Dalziel (2012) argued that enterprise innovation encompasses not only the innovation of internal, single components but also necessitates openness and collaboration, continuous learning, and borrowing methods and experiences from other enterprises to compensate for one's deficiencies, thereby achieving technological innovation and progress. Enterprise innovation relies not only on internal knowledge, resources, and elements within the organization but also requires drawing creative ideas, knowledge, and other innovative resources from the outside in an open environment, thereby tapping into the enterprise's potential and achieving the goal of strengthening its innovation capabilities.

Since the 1980s, global trade has become increasingly frequent, and the trend of economic globalization has become increasingly prominent. Under the general trend of economic globalization, enterprises must go international, actively participate in exchanges and cooperation among global enterprises, and transition from domestic operations to international operations to enhance competitiveness and achieve long-term development. Meanwhile, as multinational corporations expand globally, they continuously establish research and development (R&D) institutions in overseas subsidiaries, spreading their technological innovation activities worldwide. This has led to the emergence of R&D internationalization characterized by the globalization of innovative resources, the internationalization of talents, and the networking of innovative organizations (Hurtado-Torres et al., 2018). For multinational corporations going international, R&D internationalization can achieve effective reallocation of their strategic resources. By investing in overseas R&D and establishing overseas R&D centers, enterprises can optimize the allocation of innovative elements such as capital, knowledge, human resources, and new technologies across different regions, stimulate internal innovation potential, and enhance competitiveness.

The innovation capability of enterprises can be measured in terms of independent innovation capability, technological diversification, and core technological

competence. Independent innovation capability refers to the ability of the innovation subject to obtain intellectual property rights and innovative benefits through technological innovation. Among various indicators, patent applications can truthfully reflect the level of independent innovation capability (Bahoo et al., 2020). Core technologies play a central role in the production process, characterized by high R&D investment, high risks, high thresholds, long cycles, disruptiveness, and intense talent requirements (Chernatony, 2014). Core technological competence referred to the ability of enterprises to create core technologies that were difficult to imitate through their unique technical skills (Kuzhabekova & Lee, 2020). Possessing core technology R&D and core product manufacturing capabilities represented the core competitiveness of modern enterprises. Enhancing core technological competence can boost enterprises' international competitiveness, enterprises with stronger core technological competence were also more likely to encounter obstacles from competitors (Sika & Othoo, 2022; Vuong & Khanh Giao, 2019). Technological innovation enterprises can deeply learn and utilize unique technological innovation elements to improve the efficiency of technological R&D and the quality of innovative products, thereby obtaining more substantial profits.

## **2.3 Company Profile**

Fu Yao Group (full name: Fu Yao Glass Industry Group), founded in Fuzhou, China, in 1987, is a large multinational corporation specializing in automotive safety glass. Fu Yao Group has established modern production bases and business operations in 18 provinces and municipalities in China, as well as in 12 countries including the United States, Russia, Germany, Japan, and South Korea. With 10 design centers and 2 research and development centers in China, the United States, Germany, and Japan, the company employs approximately 30,000 people worldwide. Fu Yao's products have been certified and selected by globally renowned automakers and major car manufacturers, including Bentley, Mercedes-Benz, BMW, Audi, General Motors, Toyota, Volkswagen, Ford, and Chrysler, providing them with global OEM supporting services and comprehensive automotive glass solutions. It has been recognized as a "Global Excellent Supplier" by major automakers.

Guided by knowledge and driven by innovation, Fu Yao Group leverages intelligent manufacturing to provide customers with glass that has a soul. The company ranks among the top in the global industry in terms of information technology and production automation. In recent years, Fu Yao Group has received numerous innovation honors and qualifications, including the "China Quality Award," "Smart Manufacturing Demonstration Enterprise," "National Innovation Demonstration Enterprise," and "National Enterprise Technology Center."

The primary business of Fu Yao Group is to provide safety glass and automotive component solutions for various modes of transportation, such as automotive float glass, automotive glass, and locomotive glass. The company operates globally, offering

comprehensive services to customers, including design, production, sales, and after-sales support. Pursuing a brand development strategy of technological leadership and rapid response, the company focuses on technological innovation and quick responsiveness, works closely with customers, strengthens the construction of the entire industry ecosystem chain, and meets evolving needs systematically and professionally.

## 2.4 Conceptual Framework

This study explores Fu Yao Group's internationalization strategy, identifies various factors influencing this strategy, and ultimately develops an integrated analytical framework for analyzing the influencing factors of Fu Yao Group's internationalization strategy. The model is shown in Figure 2.1.

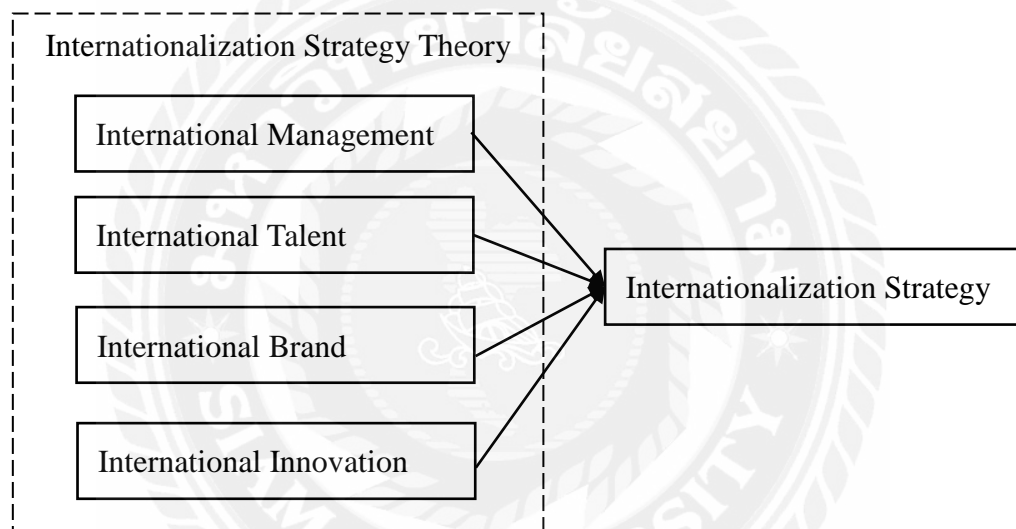


Figure 2.1 Conceptual Framework

## **Chapter 3 Research Methodology**

### **3.1 Research Design**

As a leading enterprise in the global automotive glass industry, Fu Yao Group's internationalization strategy holds significant importance for the company's global market expansion and competitiveness enhancement. This study aimed to conduct an in-depth analysis of Fu Yao Group's internationalization strategy, identified key factors influencing it, and provided insights and guidance for the internationalization development of other enterprises.

This research was based on a questionnaire survey combined with quantitative analysis to comprehensively and deeply explore Fu Yao Group's internationalization strategy. The research process encompasses multiple stages, including questionnaire design, data collection, data analysis, and result interpretation.

The questionnaire covers four aspects: international management, international talent, international brand, and international innovation, aiming to comprehensively reflect the implementation status of Fu Yao Group's internationalization strategy. The questionnaire adopted a Likert five-point scale and was distributed online to target employees and management of Fu Yao Group. This study employed quantitative analysis methods to analyze the collected questionnaire data. Specific methods included descriptive statistical analysis, correlation analysis, and regression analysis. Through these analytical methods, the study revealed the specific impacts of the four variables—international management, international talent, international brand, and international innovation—on the implementation effectiveness of Fu Yao Group's internationalization strategy and suggestions for the internationalization development of other enterprises.

### **3.2 Population and Sample**

The objective of the research on Fu Yao Group's internationalization strategy was to explore the factors of the strategy and to provide beneficial insights and guidance for the internationalization development of enterprises. The research targeted employees of Fu Yao Group who have worked for more than two years, including management, technicians, front line staff, and others. This group comprised employees with varying characteristics of gender, years of experience, income and education. The sample, selected randomly from this population, represented the overall group for research and analysis. The selection of the sample must adhere to random principles and methods to ensure its representativeness and reliability. In this study, the sample was selected by randomly distributing questionnaires through the WenJuanXing online platform. To ensure the stability and reliability of the research results, a sample size of 400 was chosen. By utilizing scientific research methods and analytical tools, this study can



reveal the influencing factors that enhance Fu Yao Group's internationalization strategy, providing strong support for its improvement.

### 3.3 Hypothesis

This study aimed to verify the specific impacts of international management, international talent, international brand, and international innovation on Fu Yao Group's internationalization strategy through factorial analysis, providing theoretical support and practical guidance for optimizing the internationalization strategy. Therefore, the following hypotheses were proposed in this study:

H1: International management has a significant effect on the internationalization strategy of Fu Yao Group.

H2: International talent has a significant effect on the internationalization strategy of Fu Yao Group.

H3: International brand has a significant effect on the internationalization strategy of Fu Yao Group.

H4: International innovation has a significant effect on the internationalization strategy of Fu Yao Group.

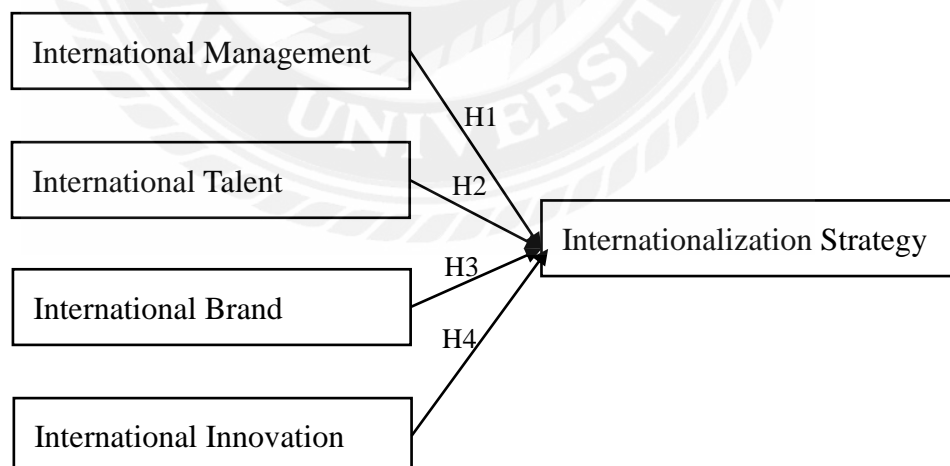


Figure 3.1 Hypotheses

### 3.4 Research Instrument

The framework of this questionnaire design was primarily based on the internationalization strategy theory. For the dimension of international management, the study investigated cultural differences, supplied chain integration capabilities, talent management strategies, marketing strategies, and risk management. For the dimension of international talent, the study examined talent reserves, talent development, actual contributions of talent, talent incentives, and talent innovation. Regarding international brands, the study examined brand awareness, brand fit, brand investment, brand reputation, and brand influence. For international innovation, the study examined product development, marketing strategy innovation, collaborative innovation, innovation incentives, and customer service innovation. In terms of the internationalization strategy, the study examined six aspects: clarity of the internationalization strategy, environmental adaptability, brand awareness, resource integration, competitive advantage, and flexibility.

The questionnaire consists of a total of 30 items, which can be divided into two major parts based on the differences in item types:

The first part contains four questions, which are primarily set to collect the basic personal information of the respondents, including gender, years of work experience, income and education.

The second part includes 26 questions, which are specifically designed to address the influencing factors of Fu Yao Group's internationalization Strategy. Corresponding items are set for the four dimensions of international management, international talent, international brand, and international innovation, as shown in Table 3.1.

Table 3.1 Measurement Items

Influencing Factor	Measurement Item	NO.
International Management	The formulation of international management strategies fully considers cultural differences across countries and regions.	1
	An effective global supply chain management system has been established to ensure product quality and delivery efficiency.	2
	Emphasis is placed on cultivating talents with cross-cultural communication skills to meet the demands of the international market.	3
	Advanced international marketing strategies are adopted to enhance brand awareness and market share.	4
	A comprehensive international risk management mechanism has been established to address potential risks.	5

International Talent	The company possesses several talents with cross-cultural communication skills.	6
	Regular training on professional skills and language abilities is provided for international talents.	7
	International talents play a pivotal role in projects.	8
	They actively engage in international exchanges and cooperation to enhance their brand image.	9
	Innovation and risk-taking are encouraged among international talents to drive the implementation of internationalization strategies.	10
International Brand	The brand is widely recognized globally.	11
	The brand image aligns with its internationalization strategy.	12
	Advertising and marketing activities are leveraged to boost brand awareness in international markets.	13
	The brand has earned a good reputation and trust in international markets.	14
	By participating in international exhibitions, the brand's influence in international markets is enhanced.	15
International Innovation	New products or technologies are regularly developed to meet international market demands.	16
	Innovative marketing strategies are adopted to expand international markets.	17
	New technologies and management experiences are introduced through international cooperation or mergers and acquisitions.	18
	Employees are encouraged to propose innovative ideas, and a platform for international implementation is provided.	19
	Innovative service models are employed to enhance customer satisfaction in international markets.	20
Internationalization Strategy	The company's internationalization strategy is clear and specific, encompassing target markets, product positioning, and competitive strategies.	21
	When implementing an internationalization strategy, the company takes full account of the cultural, legal, and regulatory environments of the local markets.	22
	The internationalization strategy has effectively enhanced the company's brand recognition in international markets.	23
	During the process of internationalization strategy, the company has successfully integrated global resources.	24
	The internationalization strategy aids the company in addressing competitive challenges in international markets and enhances its competitive advantages.	25

	In response to changes in international markets, the company flexibly adjusts its internationalization strategy to adapt to new market trends and opportunities.	26
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### 3.5 Reliability and Validity Analysis of the Scale

#### 3.5.1 Questionnaire Reliability Analysis

Reliability analysis is a statistical process that reflects the degree of a measured characteristic based on the consistency or stability of test scale results. The more unified the test results, the stronger the representativeness of the data for the whole, and the higher the reliability. Through reliability analysis, the study can assess whether the questionnaire design is reasonable and make corrections to avoid classification errors. Cronbach's alpha evaluates the internal consistency of test items. A higher Cronbach's alpha value indicates a higher degree of consistency among items. When the reliability coefficient of a sub-scale is above 0.7, the reliability coefficient of the questionnaire is considered good; when it is between 0.6 and 0.7, it is also acceptable; when the reliability coefficient of the overall scale needs to reach above 0.8, it indicates good overall reliability.

This study utilized Cronbach's Alpha as an indicator to assess 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 of the measurement results and the smaller the error. Through data analysis, Cronbach's Alpha values for the influencing factors of international management, international talent, international brand, international innovation, and internationalization strategy are 0.834, 0.871, 0.861, 0.874, and 0.856, respectively. The internal consistency of the questionnaire is good, and its reliability is high, as shown in Table 3.2.

Table 3.2 Reliability Test

Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	0.723	0.824	0.834
Q2	0.755	0.854	
Q3	0.721	0.865	
Q4	0.798	0.892	
Q5	0.767	0.871	
Q6	0.774	0.866	0.871
Q7	0.702	0.844	
Q8	0.765	0.823	
Q9	0.757	0.847	

Q10	0.721	0.887	0.861
Q11	0.774	0.887	
Q12	0.711	0.888	
Q13	0.741	0.843	
Q14	0.755	0.883	
Q15	0.707	0.887	
Q16	0.749	0.854	0.874
Q17	0.758	0.837	
Q18	0.774	0.824	
Q19	0.798	0.874	
Q20	0.741	0.871	
Q21	0.765	0.873	0.856
Q22	0.778	0.887	
Q23	0.781	0.838	
Q24	0.742	0.838	
Q25	0.781	0.872	
Q26	0.729	0.874	

### 3.5.2 Questionnaire Validity Analysis

The KMO compares the simple correlation coefficients 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 above indicates that the data on the scale is "very suitable" for factor analysis. Survey data shows that the overall KMO value is 0.872, with a significance level of 0.000, which is less than 0.05 and reaches a significant level, indicating that factor analysis can be conducted. This study employed Confirmatory Factor Analysis (CFA). According to the factor analysis results of the variables, the cumulative explanatory rates for the influencing factors of international management, international talent, international brand, international innovation, and internationalization strategy are 84.543%, with significance levels greater than 0.5. This suggests their suitability for factor analysis. The factor analysis yields four valid factors: international management, international talent, international brand, and international innovation.

Through CFA, all question items are classified into four dimensions. From the results of the dependent variable factor analysis, a total of five question items with characteristic values greater than 1 are extracted, which are consistent with the original topic categorization. Additionally, the factor loading of each measurement item in the questionnaire are all greater than 0.5, and the discriminant validity between dimensions is good, indicating good independence among the dimensions. This demonstrates that the overall validity of the questionnaire is good. The test results are presented in Table 3.3.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.872
Bartlett's Test of Sphericity	Approx. Chi-Square	2402.58
	df	125
	Sig.	0.000

### 3.6 Data Collection

This study selected employees of Fu Yao Group as the research subjects, with data collection conducted between October 2024 and November 2024. The distribution of questionnaires was primarily facilitated through the online platform WenJuanXing. A total of 400 questionnaires were distributed. During the questionnaire collection process, the research team conducted rigorous checks to eliminate invalid questionnaires, including those that were incomplete or showed significant inconsistencies. A total of 351 valid responses were collected, resulting in a questionnaire recovery rate of 87.8%. Through this process, the research team successfully obtained a large amount of valuable data, allowing for an in-depth analysis of the factors influencing the internationalization strategy of the Fu Yao Group.

### 3.7 Data Analysis

#### 3.7.1 Descriptive Statistics

The software used for descriptive statistics included Excel and SPSS, which were employed to conduct statistical analysis on the demographic characteristics of the sample, including mean, standard deviation, percentage, normal distribution, kurtosis, and skewness. Descriptive statistics provided basic support for further data analysis.

#### 3.7.2 Factor Analysis

Exploratory factor analysis was conducted on the survey data using SPSS to extract common factors and determine the common dimensions of the influencing factors of the internationalization strategy. This process established the reliability and validity of the constructed model, providing a theoretical basis for improving the system of influencing factors of the internationalization strategy.

#### 3.7.3 Multiple Regression

In this study, the multiple regression analysis was a comprehensive and in-depth exploration approach that greatly enhances the dimensionality and accuracy of the research. By using the multiple regression analysis, this study overcame the limitations of univariate model analysis. It not only enriched the content and hierarchy of the research but also improved its accuracy and practicality, providing strong support and guidance for the enhancement of the internationalization strategy.



## Chapter 4 Findings and Discussion

### 4.1 Findings

#### 4.1.1 Demographic Characteristics of Participants

When analyzing the data from the study on Fu Yao Group's internationalization strategy, the basic characteristics and distribution of employees were analyzed, thereby providing a reference for formulating a more suitable internationalization strategy.

Table 4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	207	59.0
	Female	144	41.0
Years of Experience	2-5 Years	105	29.9
	6-10 Years	114	32.5
	11-15 Years	71	20.2
	Above 15 Years	61	17.4
Income	Below 3000	33	9.4
	3001-6000	101	28.8
	6001-10000	82	23.4
	10001-20000	75	21.4
	Above20000	60	17.1
Education	High School and Below	67	19.1
	Undergraduate	123	35.0
	Master's Degree	93	26.5
	Others	68	19.4
Total		351	100.0

Male employees account for 59.0%, which is 1.44 times that of female employees (41.0%). This indicates that males dominate the workforce at Fu Yao Group. Employees with 2-5 years of work experience account for 29.9%, representing a younger group with some work experience. Those with 6-10 years of work experience have the highest proportion, at 32.5%, serving as the backbone of the company. Employees with 11-15 years and over 15 years of experience account for 20.2% and 17.4% respectively, constituting the senior employee group within the company. These figures reveal that Fu Yao Group possesses a workforce with a reasonable age structure and rich work experience. When formulating the internationalization strategy, the company should fully leverage the experience and skills of these employees while emphasizing the cultivation and growth of younger employees.

In terms of income distribution, the low-income group (below 3,000 yuan) accounts for 9.4%, representing the lowest-income bracket. The middle-income group



(3,001-10,000 yuan) accounts for 52.2%. The high-income group (above 10,001 yuan) accounts for 38.4%, representing the high-value employees of the company. In terms of educational background, employees with a high school diploma or below account for 19.1%, representing the lower-educated group. Those with a bachelor's degree have the highest proportion (35.0%), serving as the main educational group within the company. Employees with a master's degree account for 26.5%, representing the highly educated employees. Employees with other educational backgrounds account for 19.4%. When formulating its internationalization strategy, Fu Yao Group should fully consider factors such as employees' gender, work experience, income, and educational background. By optimizing the talent structure, enhancing employee quality, and meeting employee needs, the company can provide strong support for its international development.

#### 4.1.2 Correlation Analysis

In the study of Fu Yao Group's internationalization strategy, the following data analysis was conducted:

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	International Management	International Talent	International Brand	International Innovation	Internationalization Strategy
International Management	1				
International Talent	.655**	1			
International Brand	.634**	.742**	1		
International Innovation	.643**	.774**	.741**	1	
Internationalization Strategy	.671**	.743**	.753**	.747**	1

The correlation coefficient between international management and internationalization strategy is 0.671, indicating a strong positive correlation. There is also a significant positive correlation between international management and international brands. This suggests that effective international management can enhance the company's internationalization strategy.

The correlation coefficient between international talent and internationalization strategy is 0.743, indicating a stronger positive correlation. This implies that international talent typically possesses broader horizons and innovative capabilities, which can drive the company to enhance its internationalization strategy.

The correlation coefficient between international brand and internationalization strategy is 0.753, showing a strong positive correlation. By emphasizing the shaping of international brands, companies can improve their internationalization strategy.

The correlation coefficient between international innovation and internationalization strategy is 0.747, indicating a significant positive correlation. Innovation within the company can further support the implementation of the Internationalization strategy.

Overall, the analysis of these data shows that international management, international talent, international brand, and international innovation have a significant effect on Fu Yao Group's internationalization strategy. Therefore, the focus of improving the company's internationalization strategy should be on enhancing these factors.

#### 4.1.3 Multiple Regression Analysis

When analyzing the influencing factors of Fu Yao Group's internationalization strategy, we can draw some key conclusions from the provided regression analysis results.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F
C	0.742		7.163	0.000		44.47 ***
International Management	0.754	0.702	6.240	0.000	1.037	
International Talent	0.671	0.673	6.631	0.000	1.053	
International Brand	0.632	0.647	6.671	0.000	1.441	
International Innovation	0.671	0.657	6.663	0.000	1.163	
R Square	0.755					
Adjusted R Square	0.769					

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

The standardized regression coefficient (Std. Beta) for international management is 0.702, indicating a significant positive impact of international management on the internationalization strategy. The standardized regression coefficient for international talent is 0.673, suggesting that international talent is also an important positive influencing factor. The standardized regression coefficient for international brands is 0.647, demonstrating a positive impact of international brands on the internationalization strategy. The standardized regression coefficient for international innovation is 0.657, indicating that international innovation similarly has a positive effect on the internationalization strategy.

The significance levels of all independent variables are 0.000, far below the commonly used significance levels (such as 0.05 or 0.01), showing that the impact of these independent variables on the internationalization strategy is statistically significant. The Variance Inflation Factor (VIF) values of all independent variables are less than 2, indicating that there is no serious multicollinearity issue among the independent variables. The R Square (coefficient of determination) is 0.755, indicating that the independent variables in the model can explain 75.5% of the variability in the dependent variable. The Adjusted R Square (adjusted coefficient of determination), which considers the impact of the number of independent variables on the model's explanatory power, is still relatively high at 0.769, suggesting that the model has a good fit.

In summary, international management, international talent, international brand, and international innovation affect Fu Yao Group's internationalization strategy. These factors all have significant positive impacts on the internationalization strategy, and the model overall has good explanatory power and fit. To improve its internationalization strategy, the company can focus on these aspects.

Therefore, based on the data analysis results, international management has a significant effect on the internationalization strategy of Fu Yao Group, supporting Hypothesis 1; International talent has a significant effect on the internationalization strategy of Fu Yao Group, supporting Hypothesis 2; International brand has a significant effect on the internationalization strategy of Fu Yao Group, supporting Hypothesis 3; International innovation has a significant effect on the internationalization strategy of Fu Yao Group, supporting Hypothesis 4.

## **4.2 Discussion**

### **4.2.1 International Management Has a Significant Effect on the Internationalization Strategy of Fu Yao Group**

International management refers to a series of management strategies and methodologies during cross-border operations to adapt to the cultural, legal, economic, and market environments of different countries and regions. Internationalization strategy, on the other hand, represents the long-term plans and action plans formulated by enterprises to achieve expansion and growth in global markets. The impact of international management on internationalization strategy is significant.

International management requires enterprises to possess a high degree of adaptability and flexibility to cope with the market environments of different countries and regions. This adaptability is not only reflected in products, services, and marketing strategies but also organizational structures, human resource management, and

corporate culture. Through effective international management, enterprises can more quickly adapt to market changes, adjust their internationalization strategy, seize market opportunities, and reduce business risks. Cross-cultural management is an important component of international management. Enterprises need to establish effective communication channels among employees, customers, and partners from different cultural backgrounds to facilitate cultural integration. Cultural integration helps enterprises better understand local market demands and consumer behaviors, thereby formulating more precise internationalization strategies. International management also necessitates enterprises to establish a sound compliance system to ensure that their business activities in various parts of the world comply with local laws and regulations. This helps reduce legal risks and protects the legitimate rights and interests of enterprises. At the same time, international management requires enterprises to possess risk management capabilities to address uncertainties such as political risks, exchange rate risks, and market risks. Through effective risk management, enterprises can ensure the smooth implementation of their internationalization strategies. International management demands enterprises possess global resource integration capabilities to achieve optimal resource allocation and synergies. By integrating global resources, enterprises can reduce production costs, improve operational efficiency, and enhance market competitiveness. Additionally, the complementary nature of resources from different countries and regions can help enterprises expand into new business areas and markets.

The impact of international management on internationalization strategy is multifaceted and far-reaching. By implementing effective international management measures, enterprises can better adapt to the development trends of the globalized market, enhance their international competitiveness, and achieve sustainable development.

#### **4.2.2 International Talent Has a Significant Effect on the Internationalization Strategy of Fu Yao Group**

The impact of international talent on internationalization strategy is indeed significant. International talent refers to individuals who possess cross-cultural communication skills, a global perspective, professional expertise, and international experience, playing a crucial role in driving the internationalization process of enterprises.

International talent typically possesses excellent cross-cultural communication skills, enabling them to overcome language and cultural barriers and effectively communicate with people from different countries and regions. This ability is crucial for understanding local market demands, consumer behaviors, and cultural sensitivities, which helps enterprises formulate more precise and locally tailored internationalization strategies. International talent often has extensive international experience and a global perspective, enabling them to identify trends and changes in

global markets. They can assist enterprises in recognizing new market opportunities, assessing potential risks, and formulating corresponding response strategies. This insight is of great significance for enterprises in terms of resource allocation, market expansion, and brand building on a global scale.

International talent typically possesses profound professional knowledge and rich industry experience, providing professional guidance and support during the implementation of internationalization strategies. Their professional skills and innovative capabilities help enterprises solve various technical and management problems encountered in the internationalization process, driving technological and business model innovation. International talent often has extensive international connections and resource networks, enabling them to establish and maintain good relationships with international customers. This relationship network is crucial for enterprises to expand their business, acquire resources, and enhance their competitiveness in the international market.

In driving enterprise internationalization, international talent also promotes the international integration of corporate culture. They can help enterprises shape a more open, inclusive, and diversified corporate culture to meet the needs of the global market. This cultural integration helps enhance corporate cohesion and centripetal force, as well as improve employees' international awareness and cross-cultural capabilities.

International talent plays an indispensable role in driving the internationalization process of enterprises. They help enterprises formulate and implement more precise and effective internationalization strategies. Therefore, enterprises should attach great importance to the cultivation and recruitment of international talent, laying a solid talent foundation for their international development.

#### **4.2.3 International Brand Has a Significant Effect on the Internationalization Strategy of Fu Yao Group**

The impact of an international brand on internationalization strategy is profound and significant. An international brand not only represents the image and reputation of a company but also serves as a vital asset for competing in the global market. An international brand can gain broader recognition and acceptance worldwide, thereby enhancing the company's visibility and influence. This aids in establishing the brand's image on the international market and fosters consumer trust and loyalty towards the brand. Through continuous product innovation, quality customer service, and proactive brand promotion, an international brand can earn positive reviews and a strong reputation among consumers. An improved reputation helps the company establish a positive brand image in the international market, attracting more potential customers.

An international brand enables a company to enter new international markets, expand its business areas, and increase market share. This assists in achieving a global market layout and enhances the company's market competitiveness. As the brand continues to be promoted and recognized globally, the influence of an international brand will gradually strengthen. This will bring more business opportunities and partners to the company, driving its internationalization process. An international brand stands out in the international market through its unique brand image and positioning. This helps the company gain a competitive edge in the fierce market competition, enhancing brand value and competitiveness. International brands possess stronger innovation capabilities, enabling them to launch new products and services that meet market demands. This helps the company maintain a leading position in the international market, enhancing the brand's competitiveness and influence.

The impact of an international brand on the internationalization strategy is multifaceted and profound. When formulating an internationalization strategy, companies should fully consider the role and value of an international brand. By building an international brand, companies can enhance their visibility and reputation, expand the market size and influence, strengthen international competitiveness, reduce market risks, and facilitate cultural integration and exchange.

#### **4.2.4 International Innovation Has a Significant Effect on the Internationalization Strategy of Fu Yao Group**

The impact of international innovation on internationalization strategy is significant and far-reaching. International innovation enables enterprises to continuously launch products or services with differentiated competitive advantages, catering to the needs of diverse global markets. This differentiation is not only reflected in product functionality but also brand image, marketing strategies, and various other aspects. Innovation aids enterprises in breaking through traditional market barriers, entering new markets, and expanding international operations. Through technological innovation, management innovation, and other means, enterprises can overcome obstacles such as cultural differences and legal restrictions, achieving effective penetration into global markets.

International innovation allows enterprises to promptly capture trends in global technological development, facilitating technological upgrades and process improvements. Enterprises can maintain a technological advantage in international market competition, enhancing product quality and reducing costs. By collaborating and exchanging with internationally leading enterprises, they can absorb advanced innovation concepts and methodologies. This improvement in innovation capabilities aids enterprises in maintaining a leading position in the global market. International innovation necessitates a well-structured and flattened management system for support. Enterprises need to provide corresponding resources and environments for innovation,

including funding, talent, technology, etc., to ensure the smooth progress of innovation activities.

International innovation attracts and retains talent with a global perspective and innovative spirit. These individuals not only possess extensive professional knowledge but also bring new ways of thinking and innovative ideas to the enterprise.

International innovation enables enterprises to quickly adapt to market changes, flexibly adjusting strategies and business models. Through international innovation, enterprises can pursue diversified business models, including cross-border mergers and acquisitions, establishing foreign research and development institutions, etc. International innovation enhances an enterprise's brand image and reputation. By launching innovative products and services, enterprises can establish a positive brand image in the global market.

The influence of international innovation on internationalization strategy is multifaceted. It not only assists enterprises in expanding markets and enhancing competitiveness but also drives technological upgrades and process improvements, optimizes organizational structures and talent pools, facilitates strategic transformation and business model innovation, and strengthens brand influence and international competitiveness. Therefore, when formulating an internationalization strategy, enterprises should focus on cultivating and enhancing international innovation, providing a solid foundation for the internationalization strategy.

Table 4.4 Hypothesis Test Results

NO.	Hypothesis	Result
H1	International management has a significant effect on the internationalization strategy of Fu Yao Group.	Supported
H2	International talent has a significant effect on the internationalization strategy of Fu Yao Group.	Supported
H3	International brand has a significant effect on the internationalization strategy of Fu Yao Group.	Supported
H4	International innovation has a significant effect on the internationalization strategy of Fu Yao Group.	Supported

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

When exploring the influencing factors of Fu Yao Group's internationalization strategy, it is found that international management, international talent, international brand, and international innovation have significant impacts on it. This conclusion is of great significance for understanding the key elements of Fu Yao Group's international success, optimizing its internationalization strategy, and providing insights for the international development of other enterprises.

International management involves multiple aspects such as an enterprise's organizational structure, operational processes, and cross-cultural communication in the global market. During its internationalization process, Fu Yao Group has continuously optimized its management system to adapt to changes in the global market. International talent is crucial for the implementation of an enterprise's internationalization strategy. It serves as a vital safeguard for the success of Fu Yao Group's internationalization strategy. The international brand is the core manifestation of an enterprise's global competitiveness. Brand advantage assists Fu Yao Group in expanding its business and increasing its market share in the global market. International innovation is the key driving force for the sustainable development of an enterprise's internationalization strategy. By introducing advanced technology, optimizing production processes, exploring emerging markets, and other means, enterprises can continuously promote the upgrading of products and services to meet the diverse needs of global customers.

### **5.2 Recommendation**

#### **(1) Building an Enterprise Global Management System**

In an increasingly globalized business environment, a highly efficient and adaptable international management model is crucial for enterprises to stand out in the international market. An enterprise's globalization management system is not merely a framework or strategy; it is a dynamic system that integrates global wisdom and practice. This requires enterprises to continuously learn and absorb advanced manufacturing technologies and management concepts, which may originate from lean production in manufacturing or customer relationship management and digital operations in the service industry. Through in-depth cooperation with leading enterprises, companies can accelerate their progress in technological innovation, process optimization, and market expansion.



Enterprises need to establish dedicated strategic planning departments responsible for collecting and analyzing information on global market trends, competitive landscapes, consumer demands, and other relevant factors. Through market research, they can clarify their positioning in the global market and identify target markets and customer segments. Based on market analysis, enterprises should formulate strategic plans at the corporate, business unit, and project levels. Corporate-level strategies should encompass the enterprise's development goals and strategic directions on a global scale. Business unit strategies should outline corresponding development goals and strategic measures based on market and competitive conditions. Project-level strategies are used to guide the implementation of specific projects and ensure the execution of strategies.

Enterprises need to adjust and optimize their organizational structures to meet the demands of globalization management. They should set up multinational management teams responsible for coordinating and managing businesses worldwide. Strengthening communication and collaboration between headquarters and overseas branches is essential to ensure consistent strategic execution. Enterprises need to introduce advanced business process management concepts and methodologies. They should comprehensively review and optimize existing business processes to improve efficiency and reduce costs. Establishing a standardized business process system is crucial to ensure the standardization and consistency of operations globally.

Enterprises need to actively recruit talents with an international perspective and cross-cultural communication skills. They should establish a comprehensive training system to provide training in international management, language communication, cultural adaptation, and other relevant areas for employees. By encouraging employees to participate in international exchanges and cooperation projects, enterprises can enhance their global vision and cross-cultural work capabilities. Establishing a sound risk management system is necessary for enterprises to assess and monitor risks associated with their operations worldwide. By adopting risk management tools and methodologies, such as SWOT analysis and risk matrices, enterprises can effectively address various risks.

When building a globalization management system, enterprises need to comprehensively enhance their globalization management capabilities and competitiveness by focusing on multiple aspects, including strategic planning and positioning, organizational structure and process optimization, talent development and team building, technological innovation and product research and development, social responsibility and sustainable development, as well as risk management and compliance operations.

## (2) Emphasizing the Cultivation of International Talent

Talent is a vital resource for enterprise development, especially in today's era of globalized competition. Enterprises must strive to build a talent pool that meets international standards. By adopting talent internationalization as a key strategic objective, enterprises aim not only to adapt to market demands but also to enhance their internationalization level and core competitiveness.

Firstly, enterprises need to strengthen the cultivation of their employees' innovation and practical abilities. They should also establish close ties with higher education institutions and research organizations to jointly cultivate relevant talents, enhance technological exchanges, improve the independent innovation capabilities of skilled workers, and nurture composite talents with the necessary professional qualities and academic backgrounds for modern international enterprises. This will lay a solid foundation of talent for the internationalization and sustainable development of enterprises. Secondly, when entering international markets, building localized teams is crucial. These teams can better understand the local market and culture, helping enterprises grasp local market demands and trends, and effectively adjust their product and service strategies. Additionally, hiring experienced international business managers can strengthen the formulation and implementation of corporate strategies, accelerating the integration with international markets and enhancing the enterprise's internationalization level.

Enterprises should continuously enhance their international talent pool and competitiveness by strengthening talent development, recruiting international talent, and establishing effective incentive mechanisms. Meanwhile, enterprises should also focus on cultivating employees' cross-cultural communication skills and global perspectives to better adapt to the demands and challenges of the globalized market.

### (3) Building Brand Characteristics and Leveraging Influence

The achievements of Fu Yao Group today cannot be separated from the support of its corporate brand. The focus of future global competition lies in brands, and enterprises should increase their investment in branding during the process of internationalization, paying attention to brand building and assuming social responsibility.

Firstly, enterprises must enhance product quality and service levels to establish a positive brand image, continuously strengthening their brand's competitiveness and influence. For enterprises, a brand is an important asset and one of the key factors distinguishing them from competitors. Enterprises should strengthen product quality and service levels, ensuring the reliability, efficiency, and stability of products and services, thereby establishing a positive brand image. At the same time, enterprises should strengthen brand promotion and publicity through multiple channels and means, allowing more consumers to understand, recognize, and accept their brands, thereby enhancing the brand's global popularity and reputation.

Secondly, enterprises should actively assume social responsibility, establish a good social image, and gain social recognition and support. Enterprises need to assume corresponding responsibilities in multiple aspects such as economics, environment, and society. In terms of economic responsibility, enterprises should prioritize the rights and interests of stakeholders, ensure the fairness and transparency of corporate governance, protect the rights and interests of all parties, and win social trust. In terms of environmental responsibility, enterprises should actively adopt protection measures, reduce environmental pollution and resource waste, assume protection responsibilities, and promote sustainable development. In terms of public welfare responsibility, enterprises should actively participate in social welfare and charity donations, enhancing their corporate image and social recognition.

In summary, to succeed in the international market, enterprises must focus on brand building and assuming social responsibility. Only by establishing a positive brand image and assuming social responsibility can they win the trust and support of consumers.

#### (4) Pursuing Independent Technological Innovation

Fu Yao Group adheres to the principle of "independence and self-reliance, research and development, and application," pursuing an open and inclusive strategic path, intensifying efforts in the development and deployment of independent intellectual property rights. By strengthening independent innovation, improving product quality and technological levels, and breaking through foreign monopolies and technological blockades, it gradually achieves its international strategic goals, providing innovative inspiration for enterprises seeking to venture overseas.

Firstly, as international market competition intensifies, enterprises must possess a sustained spirit of innovation to establish themselves in the market. They should actively collaborate with renowned enterprises, enhance technical exchanges and cooperation, improve their core competitiveness and innovation capabilities, and better adapt to the demands and changes of the international market. Secondly, enterprises should focus on improving product quality and technological levels, continuously strengthening independent innovation to break technological monopolies and blockades, gradually enhancing product competitiveness and influence, and winning the trust and recognition of customers. Enterprises should be mindful of market changes and demands, flexibly adjust product structures and market strategies, and improve their market competitiveness and survival capabilities. Lastly, enterprises should prioritize their intellectual property rights to avoid infringement and theft. Based on their technological and innovative achievements, enterprises can apply for patents to safeguard their intellectual property rights, enhancing their market competitiveness and technological innovation capabilities.

In summary, innovation is the inevitable path for enterprises to enter the international market. Enterprises should uphold the spirit of innovation and an open mindset, adhere to the strategic path of technological innovation and independence, focus on improving product quality and technological levels, flexibly respond to market changes and demands, prioritize intellectual property protection, establish and improve intellectual property management systems, strengthen awareness of intellectual property protection and rights defense, enhance their intellectual property protection capabilities, effectively prevent intellectual property risks, and safeguard their innovative technologies and products.

### **5.3 Further Study**

Although rigorous controls and operations were implemented in the research methodology of this study, there are still certain limitations and deficiencies. Firstly, this study focuses on a single school as the research subject, thus the universal applicability of the research conclusions to other schools and age groups needs further exploration. Secondly, this study employs a questionnaire survey method, which may result in certain deviations and inadequacies in capturing the actual performance and behaviors of the subjects. Therefore, in subsequent research, various methods and technological means, such as eye-tracking and physiological indicators, can be adopted to further delve into the cognitive and behavioral characteristics during the learning process. In summary, this study only selected four indicators to investigate the influencing factors of internationalization strategies. However, an organization's internationalization strategy is closely related to factors such as family environment and social support. Therefore, future research can further explore the impact of these factors on internationalization strategies.

Future research can adopt more diversified research methods and technological means, such as mixed-methods research, field observations, and interviews, to further explore the multi-faceted characteristics and influencing factors of learning. At the same time, it is also necessary to pay attention to the actual needs and problems of the learners and explore effective educational teaching strategies and intervention measures to provide more scientific and effective support and assistance for their learning and development.

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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. Years of Experience?    A 2-5 Years                      B 6-10 Years  
   C 11-15 Years                      D Above 15 Years
3. Income?                      A Below 3000                      B 3001-6000  
   C 6001-10000                      D 10001-20000                      F Above20000
4. 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>International Management</b>					
he formulation of international management strategies fully considers cultural differences across countries and regions.					
An effective global supply chain management system has been established to ensure product quality and delivery efficiency.					
Emphasis is placed on cultivating talents with cross-cultural communication skills to meet the demands of the international market.					
Advanced international marketing strategies are adopted to enhance brand awareness and market share.					



A comprehensive international risk management mechanism has been established to address potential risks.					
<b>International Talent</b>					
The company possesses several talents with cross-cultural communication skills.					
Regular training on professional skills and language abilities is provided for international talents.					
International talents play a pivotal role in projects.					
They actively engage in international exchanges and cooperation to enhance their brand image.					
Innovation and risk-taking are encouraged among international talents to drive the implementation of internationalization strategies.					
<b>International Brand</b>					
The brand is widely recognized globally.					
The brand image aligns with its internationalization strategy.					
Advertising and marketing activities are leveraged to boost brand awareness in international markets.					
The brand has earned a good reputation and trust in international markets.					
By participating in international exhibitions, the brand's influence in international markets is enhanced.					
<b>International Innovation</b>					
New products or technologies are regularly developed to meet international market demands.					
Innovative marketing strategies are adopted to expand international markets.					
New technologies and management experiences are introduced through international cooperation or mergers and acquisitions.					
Employees are encouraged to propose innovative ideas, and a platform for international implementation is provided.					
Innovative service models are employed to enhance customer satisfaction in international markets.					
<b>Internationalization Strategy</b>					
The company's internationalization strategy is clear and specific, encompassing target markets, product positioning, and competitive strategies.					
When implementing an internationalization strategy, the company takes full account of the cultural, legal, and regulatory environments of the local markets.					
The internationalization strategy has effectively enhanced the company's brand recognition in international markets.					

During the process of internationalization strategy, the company has successfully integrated global resources.					
The internationalization strategy aids the company in addressing competitive challenges in international markets and enhances its competitive advantages.					
In response to changes in international markets, the company flexibly adjusts its internationalization strategy to adapt to new market trends and opportunities.					



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