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Department of Sociology, Economic
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International Economics and Business

GRADUATION THESIS

on

Multinational Enterprises in Modern Economy

Master's degree student

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ASSIGNMENT
FOR THE GRADUATION THESIS OF

Master's degree student Zhang XinZhi, group 24ЭЭВам1, full-time mode of study

1 The topic of the graduation thesis: "Multinational Enterprises in Modern Economy" was approved by the university order dated « _____ » _____ 20 ____ no. _____

2 The deadline for the Master's degree student to complete the graduation thesis is 15.06.2026.

3 The input data for the graduation thesis is the regulatory and legal framework, scientific literature and reference books, and Internet data.

4 The list of issues to be studied includes theoretical basis and research background of the topic; overview and current situation analysis of company H.; Problems, Challenges and Countermeasures in the Implementation of Company H's Development Strategy

5 The list of visuals contains tables and figures.

6 The date of setting the assignment is 8.10.2024.

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Schedule for completing the graduation thesis

№ п/п	Content of the thesis	Deadline for completion	Due date, signature of the academic adviser
First year of study			
1	Substantiating of the research topic and methodology, subject and object of research	1.09.2024 – 31.10.2024	
2	Framing the scientific concept of research	1.11.2024 – 18.12.2024	
3	Collection of scientific literature for the thesis	19.12.2024 – 15.01.2025	
4	Substantiating the relevance, concept, and novelty of the research	16.01.2025 – 19.02.2025	
5	Framing of a detailed plan and layout of the research	20.02.2025 – 12.03.2025	
6	Studying new literature sources within the topic of the thesis	13.03.2025 – 26.03.2025	
7	Conducting theoretical research within the first chapter of the thesis	27.03.2025 – 30.04.2025	
8	Preparing the first chapter of the thesis	1.05.2025 – 30.06.2025	
Second year of study			
9	Conducting analytical research within the second chapter of the thesis	1.09.2025 – 22.10.2025	
10	Preparing the second chapter of the thesis	23.10.2025 – 24.12.2025	
11	Conducting analytical research within the third chapter of the thesis	25.12.2025 – 25.02.2026	
12	Preparing the third chapter of the thesis	26.02.2026 – 21.04.2026	
13	Preparing the introduction and conclusion	22.04.2026 – 12.05.2026	
14	Completing the graduation thesis	13.05.2026 – 27.05.2026	
15	Handing in the thesis for compliance control and antiplagiat	28.05.2026 – 11.06.2026	
16	Getting acquainted with the feedback and review	13.06.2026	
17	Presenting the written thesis	15.06.2026	

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The assignment was accepted by Master's degree student _____ / Zhang XinZhi /
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Summary

The graduation thesis comprises 70 pages, 3 chapters, 14 figures, 10 tables, 65 sources.

KEY WORDS: TRANSNATIONAL CORPORATIONS; GLOBALIZATION; DEVELOPMENT STRATEGY; INTERNATIONAL MARKET.

The target of research is the transnational development strategies of Chinese smart terminal multinationals, taking Company H as the core case. It covers transnational operation theories, corporate internal and external environments, strategic practice, overseas operational obstacles and supporting optimization schemes.

The goal of work is to study Company H's global operating environment with multiple analytical tools. It identifies its overseas development challenges and puts forward targeted strategic optimizations, while offering practical references for other Chinese tech enterprises going global.

The methodological framework of the paper is formed by the complex of theoretical and practical methods such as literature review, PEST, Porter's Five Forces, SWOT analysis and case study. These tools jointly complete theoretical sorting, environmental diagnosis, strategic matching and quantitative effect evaluation of Company H.

The results of research include: transnational operation theories and evaluates Company H's existing strategies and operational performance with real data. It summarizes three major overseas business challenges and puts forward matching solutions, plus a multi-dimensional system to assess strategic implementation effects.

The recommendations on disseminating and applying the results are as follows: Company H can adjust its supply chain, localization and risk management strategies based on the research conclusions.

The theoretical relevance of the thesis is established by innovatively integrating industrial practical dilemmas into classic multinational business theories to fill existing research gaps. It enriches localized case studies of Chinese technology multinationals and expands the application boundary of international operation strategic theories.

The target of research can be further explored through digital transformation research, macro trend analysis and multi-brand comparative studies. Subsequent scholars can expand the sample scope to carry out cross-brand comparison and explore the long-term impacts of green economy and regional trade agreements on global layout.

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Introduction

With the continuous deepening of economic globalization and increasingly fierce competition in the international market, multinational corporations have become the core pillar supporting global economic development. The formulation and implementation of transnational development strategies directly determine the survival space and long-term growth potential of high-tech enterprises worldwide. The smart terminal and smartphone industry features rapid technological iteration, deeply integrated global industrial chains, and complex operational constraints brought by geopolitical policies and cross-cultural differences. High-tech multinationals in this sector are commonly confronted with bottlenecks including core technology restrictions, rising overseas operational risks, scattered product layouts and complicated cross-cultural governance. As a world-leading smart terminal enterprise, Company H has encountered all the above realistic dilemmas in its global expansion. Therefore, an in-depth research on the transnational development strategies of Company H can effectively respond to the practical pain points of the industry, which fully demonstrates the strong practical relevance of this thesis.

Overseas scholars have formed a relatively mature theoretical system for multinational operation research, focusing on monopolistic advantage theory, internalization theory, eclectic theory of international production and globalization-localization integration theory. Existing foreign literature mainly explores global layout logic, transnational risk control and cross-cultural management of multinationals, yet most studies lack targeted analysis for consumer electronics and smart terminal enterprises. Domestic research concentrates on the “going global” path of Chinese tech companies, discussing practical issues such as international market entry modes and supply chain risk prevention. However, previous domestic and foreign studies rarely integrate technological constraints, product portfolio layout and cross-cultural conflicts into a unified SWOT strategic framework, and few put forward systematic composite strategy systems tailored to the actual predicaments of Chinese smart terminal multinationals. This research fills the research gap in existing literature and enriches relevant case studies.

Centering on the transnational development strategies of multinational high-tech enterprises in the smart terminal industry, the core goal of this research is to sort out classic strategic management theories, conduct multi-dimensional analysis on the internal and external operating environments of Company H, summarize mainstream types of transnational development strategies, explore feasible implementation paths for global strategies, identify prominent problems existing in the strategy execution process of Company H, and propose targeted, operable optimization countermeasures. Combined with empirical case analysis of Company H, this paper also clarifies the enterprise's overall strategic positioning, vision, mission and medium-and-long-term development goals, and constructs a complete core strategic system matching its global development demands.

This research sets two core research objectives. First, it intends to formulate practical, targeted optimization schemes for Company H's transnational development strategy, helping the enterprise strengthen global market competitiveness, break through external technological and policy constraints, and realize stable and sustainable global layout. Second, this study aims to provide systematic theoretical references and practical cases for other high-tech multinational enterprises engaged in smart terminal manufacturing. It can guide similar companies to formulate scientific, adaptive and long-term sustainable transnational development strategies, improve their ability to resist global operational risks and enhance comprehensive international competitiveness.

The research subject of this thesis refers to the core theoretical and practical research scope of the paper, namely the transnational development strategies adopted by high-tech multinational enterprises within the global smartphone and smart terminal industry. This subject covers multiple core dimensions: the theoretical basis of transnational operation, internal and external environmental analysis of smart terminal multinationals, classification of mainstream transnational development strategies, problems emerging during strategy implementation, and corresponding optimization strategies and supporting guarantee mechanisms. The research subject takes the whole industry as the macro perspective and lays a theoretical foundation for analyzing the specific operation of Company H.

As the concrete carrier of this paper's empirical analysis, Company H is a typical global high-tech smart terminal enterprise with comprehensive transnational layout. Its

business covers independent R&D of core chips, operating systems, full-series mobile phone products and full-scenario IoT ecological equipment, with long-term overseas revenue accounting for more than half of its total income. Faced with technical blockades, rising overseas compliance costs and intensified global industrial competition, Company H's strategic exploration and existing defects in international expansion are highly representative of the industry. Taking Company H as the research object can reflect the universal challenges and feasible strategic paths of Chinese smart terminal multinationals in the context of globalization, and the research conclusions drawn from this enterprise can be extended and referenced by other similar technology multinationals.

This research adopts a combination of multiple standardized academic research methods to ensure objectivity and comprehensiveness of analysis. Firstly, the literature research method is used to sort out domestic and foreign classic theories and frontier research results on strategic management and multinational operation. Secondly, PEST analysis and Porter's Five Forces Model are applied to evaluate the macro external environment and industrial competitive environment of Company H respectively. Thirdly, SWOT analysis is adopted to systematically summarize the enterprise's internal strengths, weaknesses, external opportunities and threats. In addition, empirical case analysis is taken as the core research method to deeply dissect the actual strategic operation status and practical dilemmas of Company H, and further propose targeted development strategies and supporting implementation guarantee measures.

This thesis possesses distinctive research novelty compared with prior literature. Different from previous studies that only carry out macroscopic overall analysis of multinationals, this research closely combines the unique industrial characteristics of smart terminal enterprises and the realistic operational predicaments of Company H. It innovatively incorporates three core restricting factors including core technology barriers, cross-cultural management difficulties and scattered product portfolio layout into the complete SWOT strategic analysis framework. On this basis, the paper constructs a targeted composite strategic system covering marketing innovation, cost leadership, quality leadership, product innovation and global brand building, and further designs multi-

dimensional implementation guarantee measures for the formulated strategies, which forms an innovative research framework exclusive to smart terminal multinational enterprises.

This research bears vital theoretical and practical dual significance. In terms of practical significance, it provides localized, operable strategic optimization schemes for Company H to cope with complex global geopolitical situations, solve prominent difficulties in transnational operation, stabilize its global market share and improve long-term profitability. In terms of theoretical significance, this paper enriches the case database and practical theoretical research achievements concerning the transnational development strategies of Chinese high-tech multinational corporations in the smart terminal track, expands the applied research scope of strategic management theories in consumer electronics industry, and offers reliable theoretical references for follow-up related academic research.

Chapter 1 Theoretical basis and research background of Multinational Enterprises Study

1.1 Relevant Concepts and Theoretical Basis

Connotation of Strategy and Corporate Development Strategy

Corporate development strategy refers to the integration of strategic thinking into an enterprise's operation and management activities. Specifically, an enterprise needs to comprehensively consider its own operation and management characteristics, systematically analyze its strengths and weaknesses in business compared with competitors, conduct scientific evaluation, and thus define a development path that meets its needs and characteristics. In his works, Ansoff emphasized that to give full play to the effect of strategy, an enterprise must first clarify the reasons for carrying out a certain task and ensure that the strategy can guide its business activities and expand its development space. In an integrated market economy with fiercer competition, enterprise decision-makers should select more suitable strategies according to the environment to seek competitive advantages. They must carefully analyze the internal and external environments and determine appropriate development strategies based on the enterprise's operation characteristics and actual conditions.

The logical operation logic of corporate development strategy is shown in Figure 1.

Definition of Transnational Corporations

Transnational corporations, also known as multinational companies, usually refer to large enterprise groups that conduct production and operation activities in two or more countries, possess a unified global strategic system, decision-making mechanism and management structure, integrate global resources and explore international markets through foreign direct investment, establishment of branches, construction of global industrial chains, etc., so as to maximize profits worldwide. Their core characteristics include cross-border business activities, global strategic layout, integrated management system and international resource allocation.

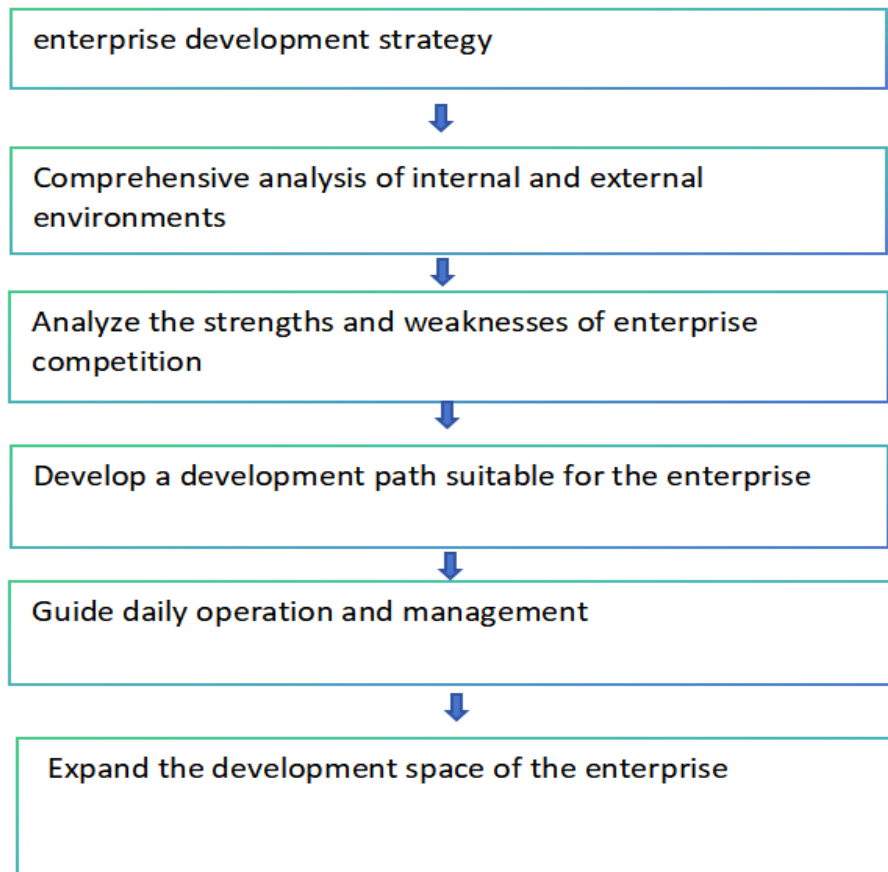


Figure 1 – Logical framework of enterprise development strategy

The core characteristics of transnational corporations are summarized in Figure 2.

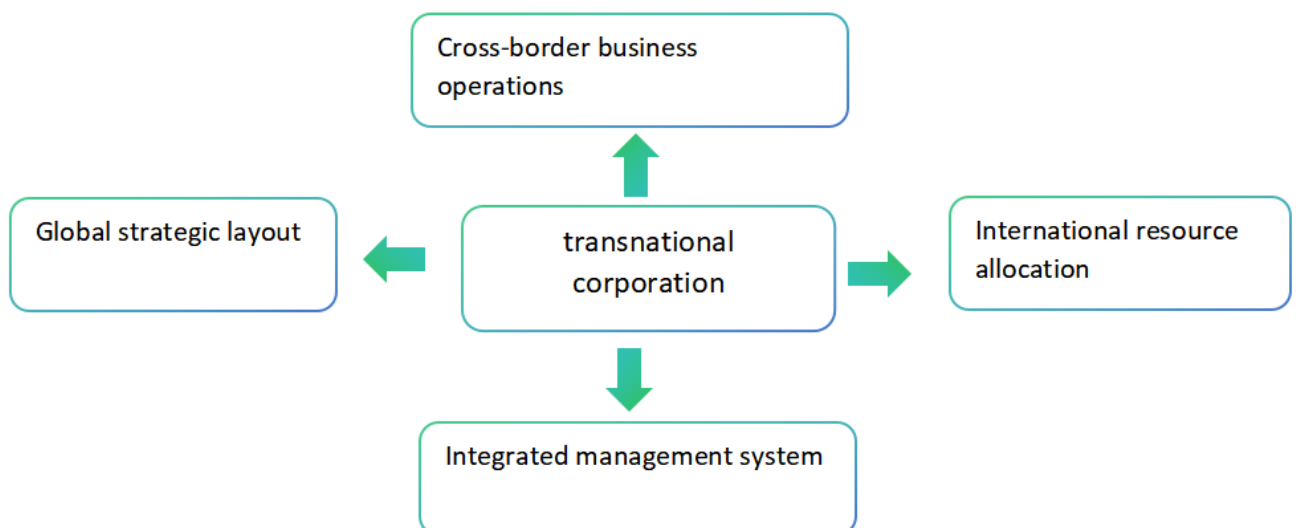


Figure 2 – Structural diagram of core characteristics of multinational corporations

Monopolistic Advantage Theory.

The Monopolistic Advantage Theory is a classic theory explaining the motivation for enterprises to conduct transnational operations, proposed by American scholar Hymer. The core viewpoint is that the fundamental reason for enterprises to carry out international operations and enter overseas markets is that they possess monopolistic competitive advantages that local enterprises in host countries do not have.[8] Such advantages are unique, scarce and hard to replicate, mainly including core technology patents, brand influence, mature management experience, strong financial strength, large-scale production capacity, global channel networks, etc.

For transnational corporations, monopolistic advantages can help them effectively overcome additional costs such as cultural differences, policy barriers and information asymmetry in overseas operations, gain an advantageous position in competition with local enterprises, and thus obtain excess profits. This theory provides the basic logic for enterprise internationalization: only with irreplaceable exclusive advantages can enterprises break through geographical restrictions and gain a foothold in the global market [13].

Internalization Theory

Proposed by British scholars Buckley, Casson and others, the Internalization Theory focuses on the internal motivation of enterprises to reduce external market transaction costs and avoid operational risks. The theory holds that the external market has defects such as opaque information, high transaction costs, unstable contracts and easy leakage of technologies, especially the external transaction of intermediate products (such as core components, patented technologies and management processes), which will greatly increase operational risks and costs for enterprises.

To solve this problem, enterprises build an internal business network to transform external market transactions into internal circulation within the enterprise, and allocate technologies, resources, products, services and other elements among global branches in a unified manner to reduce dependence on the external market. Relying on a global organizational structure, transnational corporations realize internal coordination of R&D, production, sales and supply chains, which can not only protect core technologies and trade

secrets but also improve resource allocation efficiency and reduce uncertainty [58], providing important theoretical support for enterprises to achieve steady global operations.

Eclectic Theory of International Production

Proposed by British economist Dunning, this theory integrates three core elements: ownership-specific advantages, internalization-specific advantages and location-specific advantages. Ownership-specific advantages refer to the monopolistic advantages such as technology, management and brand owned by the enterprise itself; internalization-specific advantages refer to the enterprise's ability to reduce costs and improve efficiency through internal transactions; location-specific advantages refer to the unique attractiveness of the host country in resources, labor, market, policies and other aspects. The three advantages jointly determine the mode, layout and strategic choice of an enterprise's transnational operations [1].

Globalization-Localization Integration Theory

In the process of globalization, transnational corporations need to balance global standardized operations and local differentiated adaptation. The globalization strategy achieves scale effect and reduces operating costs [3], while the localization strategy meets the market demand of the host country and adapts to local culture and policies. The organic integration of the two is the key for transnational corporations to achieve efficient global operations and take root in local markets.

The above four classic theories of transnational operation are sorted out in Table 1.

External Environment

The external environment refers to the macro conditions that enterprises cannot directly control but must highly adapt to, mainly including four dimensions: political and legal, economic, social and cultural, and technological, which directly affect the market access, operating costs, profit space and development prospects of transnational corporations [6].

Table 1 – Summary Framework of Classic Multinational Operation Theories

Theory Name	Proposer	Core View	Applicable Scenarios
Monopolistic Advantage Theory	Hymer (USA)	Conduct overseas operations relying on exclusive monopolistic advantages unavailable to local enterprises	Explaining the original motivation for corporate cross-border expansion
Internalization Theory	Buckley & Casson (UK)	Convert external market transactions into internal corporate transfers to cut transaction costs and risks	Global supply chains and group-operated enterprises
Eclectic Paradigm of International Production	Dunning (UK)	Decide overseas investment modes by combining ownership, internalization and location advantages	Comprehensive evaluation framework for corporate foreign investment decisions
Global-Local Integration Theory	Western academic scholars	Balance global standardization and regional localized operations	Consumer multinationals with multi-region layouts

Political and Legal Environment

Dynamic changes in the international political landscape, trade policies, foreign investment supervision, tax systems, industrial regulations and technical standards of various countries are the most direct external constraints faced by transnational corporations. At present, global trade protectionism is on the rise, and some countries have set up tariff barriers, technical barriers, security reviews and other restrictive measures, increasing the uncertainty of enterprises' overseas expansion. Meanwhile, regional economic cooperation organizations (such as RCEP) are deepening [19], promoting trade facilitation and tariff reduction, providing benefits for enterprises' cross-border operations. Political stability, policy continuity and legal compliance requirements directly determine the pace and risk level of transnational corporations' market layout.

Economic Environment

Global economic development is unbalanced: developed markets are mature but slow-growing and saturated in competition, while developing markets have great potential

but high risks of economic fluctuations. Exchange rate fluctuations, inflation, interest rate changes, cross-border capital flows and other factors directly affect enterprises' pricing strategies, revenue settlement, cost control and capital flow. In addition, trends such as consumption upgrading, digital economy and green economy not only change the global demand structure but also provide new growth points for transnational corporations. Economic cycles and regional economic differences require transnational corporations to have flexible financial control and market adjustment capabilities [10].

Social and Cultural Environment

There are significant differences in history and culture, religious beliefs, consumption concepts, living habits, aesthetic preferences and language communication among different countries and regions, which directly affect product acceptance, brand communication effect and management efficiency [4]. For example, European and American markets focus on individuality, privacy and design; emerging markets focus on cost performance and practicality; Middle Eastern markets value brand and service. Cross-cultural communication barriers, value conflicts and consumption behavior differences are long-term challenges that transnational corporations must cope with in overseas operations, and are also the core basis for localization strategies.

Technological Environment

Global technological innovation is accelerating, and technologies such as artificial intelligence, big data, Internet of Things, new energy and new materials are iterating rapidly, profoundly changing the rules of industrial competition. Technological innovation shortens the product life cycle, promotes the transformation and upgrading of production, marketing channels and management models, and intensifies global technological competition. For technology-based transnational corporations, R&D capabilities, patent layout and supply chain technical level directly determine the core barriers and industrial status of enterprises; the technological environment is both an important opportunity and a survival challenge [24].

Internal Environment

The internal environment refers to the resources, capabilities and culture owned by the enterprise itself, which is the core support for strategy formulation and implementation, and determines the opportunities that enterprises can seize and the risks that they can resist.

Corporate Resources

Including tangible and intangible resources such as financial strength, R&D patents, production equipment, global supply chain, channel network, brand assets and talent reserve. The adequacy, uniqueness and allocation efficiency of resources directly determine the scale, scope and competitiveness of enterprises' transnational operations, and are the basis for enterprises to build monopolistic advantages [21].

Corporate Capabilities

Covering core capabilities such as R&D and innovation, production and manufacturing, marketing, supply chain management, cross-cultural operation, risk prevention and control, and global resource integration. Corporate capabilities are the key to transforming resources into competitive advantages, and their strength directly affects the effect of strategy implementation and market performance.

Corporate Culture

It refers to the values, business philosophy, code of conduct and working atmosphere of the enterprise, which is the internal driving force for uniting the global team and ensuring coordinated operations. An excellent global corporate culture can reduce cross-cultural management costs, improve employee cohesion and execution, and support the long-term stable development of enterprises [15].

The overall framework of enterprise internal and external environment analysis is shown in Table 2.

Environmental Analysis

Mainstream Development Strategy Types of Transnational Corporations

Based on different market goals, resource conditions and environmental characteristics, transnational corporations usually adopt the following mainstream development strategies.

Table 2 – Overall Dimension Diagram of Corporate Internal and External

External Environment	Internal Environment
Political and legal environment	Corporate resources
Economic environment	Corporate capabilities
Social and cultural environment	Corporate culture
Technological environment	

Global Integration Strategy: Centered on global unified standards, it implements standardized products, unified production processes, consistent brand image and global coordinated marketing.[9] It achieves economies of scale through centralized R&D, large-scale production and global centralized procurement, reduces costs and strengthens the global influence of the brand. It is applicable to fields with homogeneous market demand and high industrial standardization.

Localization Adaptation Strategy: Oriented by the market demand of the host country, it makes localized adjustments to products, marketing, channels, management and supply chains, employs local talents, adapts to local culture and abides by local policies, so as to quickly integrate into the local market and improve user recognition and market share [12].

Diversification Strategy: Divided into product diversification, market diversification and industrial chain diversification. By expanding product categories, laying out diversified regional markets and extending upstream and downstream industrial chains, it reduces the risk of relying on a single business and market, broadens profit sources and improves risk resistance.

International M&A Strategy: Acquire and merge overseas local enterprises to quickly obtain technologies, brands, channels, production capacity and market access qualifications, shorten the entry cycle and avoid barriers, but bear the risks of integration and cultural integration [39].

Digital Innovation Strategy: Rely on digital technologies to promote the digital transformation of the whole process. Analyze demand through big data, intelligently optimize the supply chain, expand channels through cross-border e-commerce, improve

management efficiency through remote collaboration, build digital competitive advantages and adapt to the development requirements of the digital economy era.

The mainstream development strategies of transnational corporations are classified in Table 3.

Table 3 – Classification Diagram of Mainstream Development Strategies for Multinational Corporations

Mainstream Development Strategies for Multinational Corporations
Global Integration Strategy: Unified standards, scale-driven cost reduction
Localization Adaptation Strategy: Align with local market, culture and policies
Diversification Strategy: Mitigate risks from single business or single market reliance
Cross-border Merger & Acquisition Strategy: Rapid access to overseas technology, sales channels and brands

1.2 Domestic and Foreign Relevant Research of Multinational Enterprises

Foreign Research Status

The theoretical exploration of transnational operation strategies for multinational corporations (MNCs) in Western academia originated in the mid-20th century against the backdrop of post-WWII reconstruction of the global trade and investment order. Over decades of theoretical iteration and empirical verification, a sophisticated multi-tiered theoretical ecosystem has been fully established, covering the complete research spectrum of cross-border expansion incentives, overseas market entry modalities, multi-dimensional transnational risk transmission mechanisms, and international operation performance quantification. This systematic theoretical framework has laid a foundational analytical paradigm for interpreting the global layout behaviors of enterprises worldwide.

Early academic discussions revolved around the fundamental endogenous driving logic of corporate globalization, centering on resolving the core research question: what inherent strengths enable enterprises to surmount extra transaction costs and institutional barriers in overseas markets and carry out cross-border investment activities. Hymer's

Monopolistic Advantage Theory revolutionized the traditional neoclassical international trade framework premised on perfectly competitive markets and pioneered the analytical logic rooted in imperfect competition. The theory definitively argued that exclusive, hard-to-imitate monopolistic assets constitute the indispensable prerequisite for enterprises to offset additional overseas operating frictions arising from cross-border information asymmetry, institutional heterogeneity and cultural estrangement. The core monopolistic advantages identified by Hymer encompass proprietary cutting-edge technologies, differentiated intangible brand assets, and scale economies derived from mass standardized manufacturing. Kindleberger further expanded the connotation and extension of monopolistic advantages, incorporating globally integrated distribution networks, multi-level cross-border organizational governance capabilities, and cross-regional capital allocation flexibility into the scope of competitive edge. Nevertheless, this theoretical system bears inherent limitations: it merely elaborates on why enterprises possess the fundamental capacity for global expansion, yet fails to unpack the underlying mechanism whereby firms opt to establish wholly-owned overseas subsidiaries rather than adopt lightweight internationalization modes such as direct export and technology licensing.

Building upon this theoretical gap, Buckley and Casson's Internalization Theory shifted the core research lens from external competitive advantages to the optimization of intra-firm cross-border transaction costs, systematically elucidating the essential rationale for MNCs to set up physical overseas affiliates. The two scholars emphasized that knowledge-intensive intermediate products including core semiconductor chips, self-developed proprietary algorithms, confidential managerial know-how and exclusive production techniques feature prominent asset specificity and non-excludability. When traded via external open markets, two severe value losses inevitably emerge: on one hand, acute information asymmetry impedes accurate valuation of intangible knowledge assets between transaction counterparties, leading to systematic pricing distortion; on the other hand, external market transactions lack robust intellectual property protection mechanisms, exposing core proprietary technologies to irreversible spillover and leakage risks. By contrast, internalized cross-border resource allocation through integrated overseas subsidiary operations circumvents external market bargaining costs, contract supervision

expenditures and default dispute losses, while erecting internal barriers to safeguard core intellectual property. Even so, Internalization Theory confines its analytical scope solely to transaction cost optimization, excluding critical exogenous location factors such as host country resource endowments, preferential industrial policies and regional market demand characteristics, rendering this single-dimensional framework insufficient to explain complex multi-country investment decision-making scenarios.

Entering the 21st century, profound shifts toward a multipolar global market landscape, surging deglobalization sentiments and the proliferation of regional economic blocs have driven Western scholars to broaden the dimensionality of transnational operation research. Faced with the persistent tension between globally standardized operation and localized market adaptation, academia proposed the Glocalization Integration Theory, which has evolved into a core theoretical branch governing cross-border brand management. A wealth of case-based empirical research targeting consumer electronics, automotive and digital multinational conglomerates has corroborated that a purely standardized global product portfolio can deliver substantial scale economy dividends by amortizing R&D, manufacturing and supply chain expenditures, yet frequently generates mismatches with regional cultural preferences, consumption norms and host country regulatory compliance requirements, resulting in sustained declines in market penetration and consumer acceptance. Conversely, excessive unconstrained localization reform will fragment globally unified supply chain systems, erode scale cost advantages and push up comprehensive operational costs covering R&D, production and marketing. The hybrid glocalization strategy emerges as the Pareto-optimal solution: enterprises maintain standardized core underlying technologies, universal hardware platforms and unified global brand value propositions, while implementing differentiated adjustments to product functional modules, software ecosystem adaptation, marketing channel layout, after-sales service systems and compliance frameworks tailored to the institutional and cultural characteristics of individual host markets, thereby balancing global operational efficiency and regional market receptivity.

Contemporary frontier foreign literature over the past decade has redirected research focus toward emerging risks and digital transformation trends reshaping transnational operations, with four dominant research clusters taking shape: geopolitical risk shock

transmission, regional fragmentation and decoupling of global supply chains, digital upgrading of cross-border operational systems, and ESG-governed global brand asset management. Empirical findings demonstrate that escalating trade protectionism, targeted technological containment and recurrent regional geopolitical conflicts have drastically elevated the uncertainty of overseas industrial layout for high-tech enterprises. Against such systemic external shocks, diversified geographic deployment of production bases and multi-supplier decentralized supply chain architecture have evolved into core strategic instruments for risk mitigation. However, a prominent shortcoming persists within existing foreign empirical research: most sample datasets are drawn from European, American and Japanese multinational industry giants, with scarce targeted quantitative and qualitative analysis centering on Chinese smart terminal high-tech enterprises that endure unique discriminatory technological containment pressures. Few scholarly works integrate three interwoven challenges—chip supply restrictions, cross-cultural operational conflicts and decentralized multi-product portfolio management—into a holistic, unified strategic analytical framework, leaving a distinct research vacuum that this paper intends to address.

Domestic Research Status

Domestic academic research on the transnational development strategies of Chinese enterprises entered a rapid expansion phase following China's accession to the World Trade Organization, with a distinct research focus anchored in the localized "Going Global" institutional and industrial practices of Chinese indigenous firms, with particular emphasis on high-tech manufacturing, new energy industries and consumer electronics brand globalization. Early domestic literature primarily introduced, combed and empirically validated Western classical transnational operation theories through case evidence of Chinese enterprises, systematically dissecting diverse overseas market entry modalities including commodity export, overseas factory construction and cross-border M&A, while summarizing the primary driving motivations behind Chinese brands' outbound investment.

After 2010, alongside the explosive growth of domestic smartphone and intelligent terminal manufacturers that secured prominent global market shares, Chinese scholars gradually shifted research priorities to the unique structural dilemmas confronting Chinese tech multinationals. Such inherent and external predicaments include long-term reliance on

overseas suppliers for core foundational chips and key components, insufficient recognition of indigenous high-end brands within global mainstream consumer markets, immature cross-regional regulatory compliance management systems, and shortages of professional local teams capable of coordinating cross-cultural overseas operations.

A substantial volume of existing domestic academic papers has generalized the mainstream internationalization pathways adopted by Chinese smart terminal brands, encompassing prioritized market expansion within emerging economies, localized overseas production to circumvent tariff and non-tariff trade barriers, and integrated ecological layout to strengthen user stickiness and build closed-loop consumption ecosystems [36]. Multiple studies have also explored supply chain risk prevention and response mechanisms amid external technological sanctions, covering key component domestic substitution strategies and multi-regional supplier diversification architecture.

Nevertheless, conspicuous deficiencies remain unaddressed within current domestic research. First, the majority of extant literature separates external macro-environmental analysis, internal SWOT competitive evaluation and strategic formulation into isolated research segments, failing to construct a complete closed-loop strategic optimization system oriented toward a specific representative enterprise with distinctive industrial attributes. Second, scarce scholarly works quantify the actual implementation effectiveness of transnational strategies via multi-dimensional panel data metrics, including global market share distribution, segmented regional revenue composition, continuous R&D output indicators and quantified brand asset valuation. Third, existing research rarely proposes differentiated composite strategic frameworks that simultaneously coordinate marketing, cost control, quality governance, product iteration and global brand construction, lacking operable supporting guarantee mechanisms for full-cycle strategic execution [51]. This paper selects Company H as a typical representative case to remedy the above research deficiencies, enrich localized case empirical evidence for transnational strategy research targeting Chinese high-tech multinationals, and deliver actionable multi-dimensional strategic references for peer domestic intelligent terminal enterprises engaged in global expansion.

1.3 Research Background, Significance and Methods

Research Background

At present, the process of economic globalization is accelerating, barriers to international trade and cross-border investment are gradually decreasing, and the global industrial chain, supply chain and value chain are deeply integrated. The international development of enterprises has become an inevitable trend [37]. By allocating resources, exploring markets and integrating industrial chains worldwide, transnational corporations break through the limitations of local markets and achieve scale expansion and efficiency improvement. Meanwhile, the international political and economic landscape is complex and volatile, regional economic cooperation is deepening, and the digital economy is rising rapidly. The market environment, competitive situation and policy rules faced by transnational corporations have undergone tremendous changes, and the traditional development model can hardly adapt to the new situation [2]. In this context, formulating scientific, complete and flexible development strategies has become the core task for transnational corporations to cope with global challenges, seize development opportunities and achieve sustainable development.

As important subjects of international division of labor and resource allocation, transnational corporations are playing an increasingly important role in the global economic system. Through strategies such as R&D internationalization, market diversification and global resource allocation, transnational corporations not only improve their own competitiveness but also promote global economic development.

As the world's largest producer and consumer of smartphones, China has nurtured a number of transnational technology enterprises with global competitiveness. Relying on continuous R&D investment, global layout and full-scenario ecosystem construction, Company H has become a typical representative of Chinese enterprises "going global" [28]. However, in recent years, with rising global geopolitical risks, technological restrictions imposed by some countries, intensified competition in the industry and an obvious trend of consumption upgrading, Company H is facing unprecedented pressure in overseas market expansion, supply chain security, high-end breakthrough and strategic coordination.

Research Significance

Theoretical Significance

Taking transnational technology enterprises as the research object, this paper deeply integrates strategic management theory, globalization strategy theory and competitive strategy theory with the smartphone industry, enriches the research results on the development strategies of transnational corporations in the Chinese context, provides theoretical references and case support for the globalization strategy research of similar high-tech manufacturing enterprises [32] and improves the applied research of corporate strategic management in the consumer electronics field.

Practical Significance

This paper identifies the real pain points and challenges of Company H in transnational operations and proposes implementable, actionable and assessable development strategies and safeguard measures. This helps Company H clarify its global positioning and development direction, realize resource focus and efficient allocation, break through technological and supply chain constraints, enhance risk resistance and core competitiveness, optimize global operations and cross-cultural management, reduce overseas operational risks, and strengthen high-end brand and ecosystem construction to improve profitability and long-term value.

By analyzing the whole process of formulation, implementation and optimization of transnational corporations' development strategies and summarizing experiences and lessons combined with practical cases, this paper provides practical guidance for transnational corporations in global market layout, resource integration, risk prevention and competitive breakthrough, helps them avoid risks in international operations, optimize resource allocation efficiency, enhance core competitiveness, and achieve steady progress and sustainable profitability in transnational operations.

Research Methods and Content

Research Methods

This paper adopts the literature research method to sort out domestic and foreign literature on strategic management and international operations of transnational corporations and lay a theoretical foundation; uses the case analysis method to select

Company H, a transnational corporation, to dissect its development strategy practice and summarize rules and implications; and employs the qualitative analysis method to conduct theoretical analysis and logical deduction on the development environment, strategy types, problems and countermeasures of transnational corporations [44].

Research Content

Sort out relevant theories, research status and analysis tools of strategic management for transnational corporations; analyze the internal environment and external macro and industrial competitive environments of Company H; conduct SWOT analysis to determine the overall strategic positioning and strategic goals of Company H; formulate specific strategic choices for Company H's transnational development; propose safeguard measures and implementation paths for Company H's strategy implementation [20].

Research Objectives

Through in-depth analysis of Company H's development strategy, this paper aims to summarize its successful experiences in market entry, competitive strategies and product innovation, and analyze its deficiencies. Specifically, starting from the development history of Company H, this paper discusses its strategic choices and implementation paths in the process of globalization, and evaluates the strategy effect combined with relevant theories. On this basis, this paper hopes to provide referable development strategies for other transnational corporations to help them achieve sustainable development in the complex and volatile international environment. Meanwhile, it will point out the limitations of Company H's development strategy and provide directions for future relevant research.

The overall research route of this paper is presented in Figure 3.

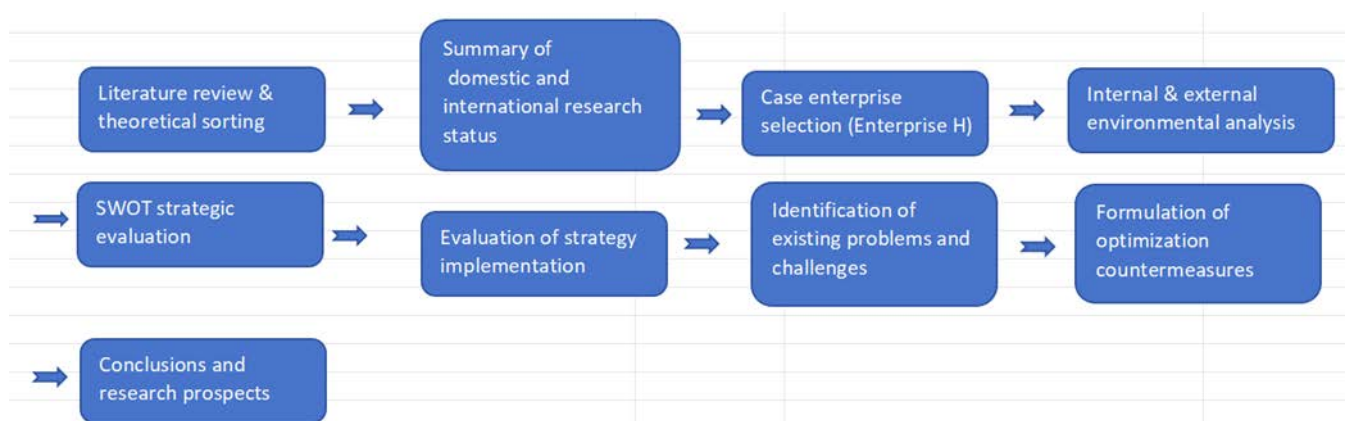


Figure 3 – Technical roadmap of this research

Chapter 2 Overview and Current Situation Analysis of Company H

2.1 Environment and Positioning of Company H

Corporate Profile

Founded in 1987, Company H is a world-leading provider of ICT infrastructure and smart terminals. Its core main business is smartphones, and it also covers a diversified ecosystem of smart home, wearable devices and related derivative businesses. In the smartphone sector, the company has launched a number of product lines covering different segments from entry-level to flagship models to meet the diverse needs of global consumers. In addition, Company H has actively expanded into the smart home field, and built a complete IoT ecosystem by launching smart speakers, smart TVs and other products. In terms of industrial chain extension, Company H has gradually achieved domestic substitution of key components through independent R&D of core technologies such as chips and operating systems, thus improving the independent controllability of the supply chain. This diversified business layout not only enhances the company's market competitiveness but also provides strong support for its future sustainable development.

Organizational Structure

Company H adopts a hybrid organizational structure of group control + business groups (BG) + regional headquarters, balancing global unified management and localized flexible response, with an overall flat and platform-based feature [5].

Top level: Shareholders' Meeting, Board of Directors, Board of Supervisors and rotating chairman mechanism, responsible for strategic decision-making and risk control. Core business groups: Consumer BG (smartphones as the core), Carrier BG, Enterprise BG, Cloud Computing and AI BG, among which Consumer BG is the core pillar of revenue and profit. Functional platforms: R&D, supply chain, sales, finance, human resources, legal affairs, public affairs, supporting global business coordination. Regional units: Overseas regional departments divided by regions, implementing frontline authorization and rapid decision-making mechanism to adapt to localized market demand.

The advantages of this structure lie in high coordination between R&D and market, and unified allocation of global resources; the disadvantages are many transnational levels, high cross-regional communication costs, and insufficient flexibility in responding to sudden changes in local markets.

The organizational structure of Company H is shown in Figure 4.



Figure 4 – Organizational structure of enterprise H

Product Mix

With smartphones as the core, Company H has formed a product mix covering high, medium and low-end markets with coordinated multiple series:

High-end flagship series: Focusing on ultra-high-end imaging, self-developed chips and foldable screens, benchmarking international top brands to support brand premium and profit [27].

Mid-to-high-end digital series: Balanced performance and mainstream price, targeting young groups and business people, the main volume driver.

Mid-to-low-end Enjoy series: High cost performance and basic experience, covering emerging markets and mass consumers.

Ecologically coordinated products: Tablets, notebooks, wearable devices, earphones, whole-house intelligence, realizing interconnection of multiple devices with HarmonyOS to improve user stickiness and repurchase rate.

All products adopt high-standard materials and safety specifications, pass certifications in many countries around the world, and form differentiated advantages in battery life, signal, heat dissipation and reliability.

The product portfolio of Company H is sorted out in Table 4.

Table 4 – Product Portfolio Structure of Enterprise H

Product Line	Market Positioning	Target Customers	Core Features
High-end Flagship Series	Ultra-high-end market	High-end business users & premium consumers	Self-developed chips, foldable screens, leading imaging, strong brand premium
Mid-to-high-end Digital Series	Mainstream mid-to-high-end market	Young users & business professionals	Balanced performance, core volume-selling models
Entry-level Enjoy Series	Mass entry-level market	Ordinary consumers & emerging markets	High cost performance, basic functional experience
Ecosystem Synergy Products	Full-scenario intelligent ecosystem	All user groups	Tablets, wearable devices, whole-house smart hardware

Sales Performance

Company H's smartphones are sold in global markets including Chinese mainland, Asia-Pacific, Europe, Latin America, Middle East and Africa, with overseas revenue accounting for more than 50% for a long time, making it a typical transnational consumer electronics enterprise.

Channel structure: Offline authorized experience stores, flagship stores, operator cooperation; online official mall, e-commerce platforms, cross-border e-commerce; overseas operator customization, overseas distributor system, localized e-commerce cooperation [33].

Performance characteristics: High profit margin and strong brand driving force for high-end models; large shipment volume and wide coverage for mid-to-low-end models; overseas markets are greatly affected by geopolitics, tariffs and supply chains.

In recent years, Company H's overall revenue has maintained resilient growth, terminal business (including mobile phones) has recovered strongly, and R&D investment has continued to increase, demonstrating a technology-prioritized and long-term growth strategic orientation [55]. Despite significant external pressure, the company's overall profit and cash flow have remained stable through high-end, ecological and localization strategies, providing a solid foundation for the promotion of transnational strategies.

The regional distribution of global revenue of Company H is shown in Figure 5.

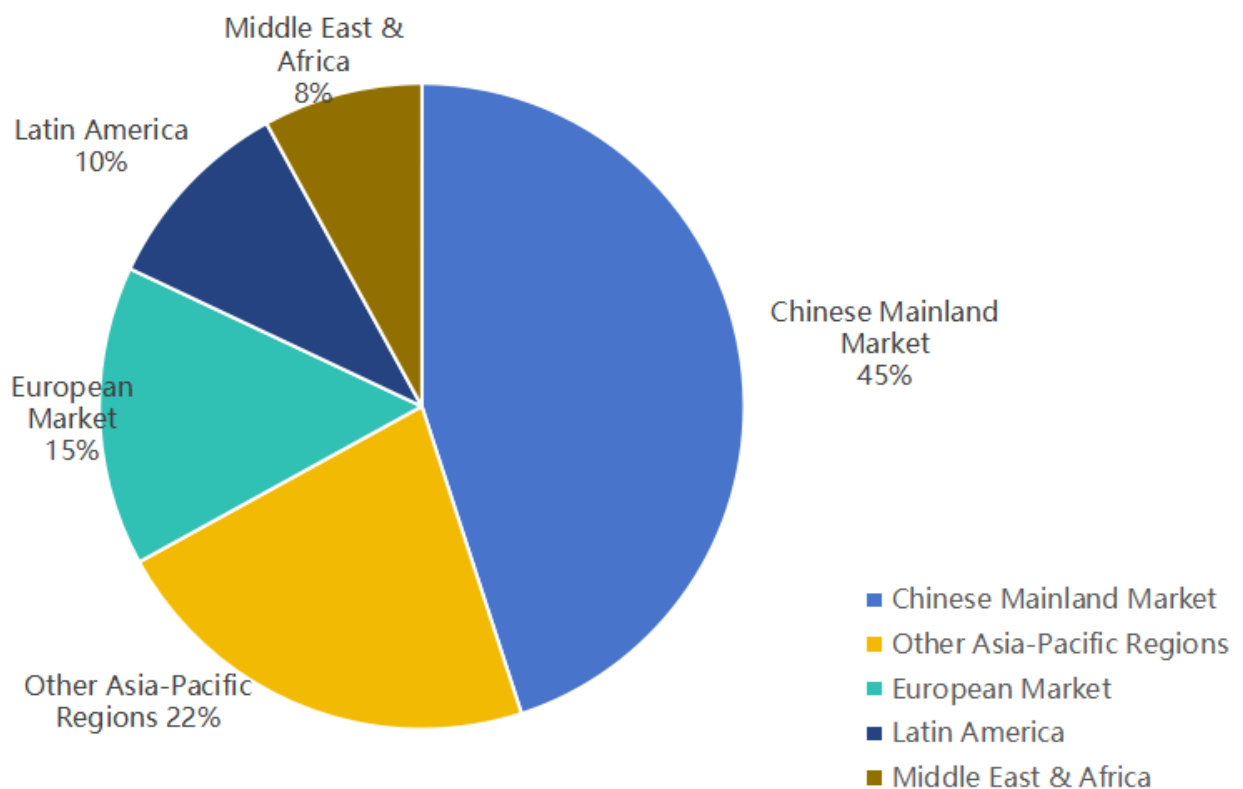


Figure 5 Regional distribution of enterprise H's global revenue

Company H has about 210,000 employees worldwide, with R&D personnel accounting for more than 54%, making it a typical technology-intensive and talent-intensive transnational enterprise.

Talent structure: Five sectors of R&D, sales, supply chain, management and overseas localized talents, with a high proportion of overseas local employees to reduce cross-cultural management risks. Talent philosophy: Customer-centric, contributor-oriented, long-term adherence to global talent introduction, internal training and expert responsibility system. Incentive system: Combination of salaries, bonuses, virtual restricted stocks, special rewards and long-term incentives, emphasizing contribution orientation and gap-setting to stimulate the motivation of the global team. Training system: New employee culture and process training, on-the-job skill improvement, expert mentoring, overseas rotation, executive training, building a unified global capability standard [61].

Current human resource problems: Shortage of top talents in high-end chips, algorithms, materials, etc.; great difficulty in overseas localized management and cultural integration; high difficulty in unifying assessment and incentives for transnational teams; rising pressure of talent turnover in some regions.

The composition of employees of Company H is shown in Figure 6.

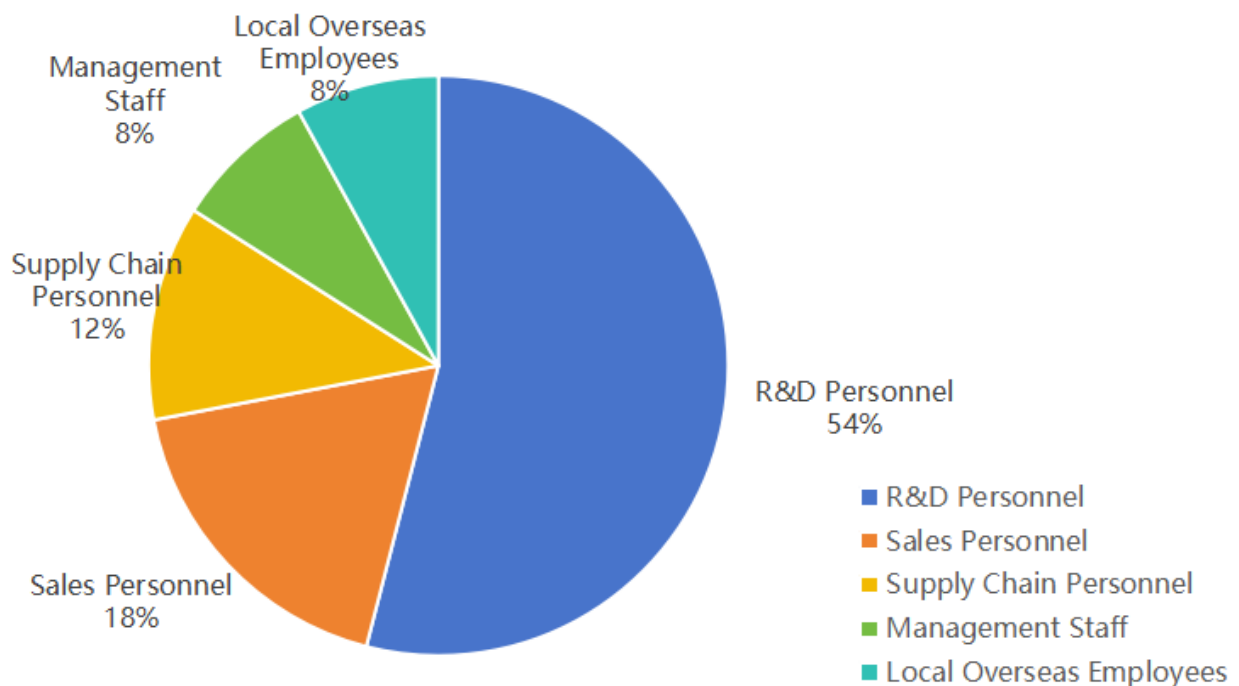


Figure 6 – Staff structure proportion of enterprise H

Macro Environmental Analysis of Company H

Political and Legal Environment

Global geopolitical games have intensified, and some countries have imposed restrictions, reviews and supply chain controls on Chinese technology enterprises, posing direct pressure on Company H's overseas expansion and supply chain stability.

Many countries have strengthened data security, privacy protection, compliance reviews and certifications such as 3C/CE/FCC, raising entry barriers and compliance costs [40].

China strongly supports scientific and technological innovation, independent controllability, high-end manufacturing and digital economy, and issued industrial support policies for chips, operating systems, new energy, intelligent manufacturing, etc., providing policy dividends for Company H's technological breakthroughs.

The advancement of regional trade agreements (such as RCEP) has reduced tariffs and barriers in some regions, facilitating market penetration in Asia-Pacific, ASEAN and other markets [46].

Policies on 5G construction, digital infrastructure and intelligent transformation in some countries have driven the demand for smartphones and smart terminals.

Overall, political risks are rising and compliance requirements are becoming stricter, but China's local policy support is increasing, and the independent innovation strategy is strongly guaranteed.

Economic Environment

The global economic recovery is unbalanced: developed countries face high inflation and weak consumption, while emerging markets maintain high growth; competition in the smartphone market is intensified, with increments concentrated in mid-to-low-end and innovative forms such as foldable screens.

Exchange rate fluctuations, shipping costs and tariff rates directly affect Company H's transnational pricing, gross profit margin and overseas payment collection.

Global consumption shows a trend of high-end, quality and rationality, and consumers pay more attention to brand, experience, ecology and long-term value, providing space for high-end models.

Price fluctuations of core components such as chips, screens and storage affect manufacturing costs and supply stability.

China's economy is stable and improving, consumption upgrading continues, and the local market has become Company H's strategic base and profit pool.

The economic environment presents both challenges and opportunities: fierce competition in the stock market, but high-end and ecological development bring structural opportunities.

Social and Cultural Environment

Global digitalization and intelligentization are popularized, and smartphones have changed from communication tools to digital life portals, productivity tools, identity and aesthetic symbols. The replacement cycle is extended, but the single purchase budget is increased.

Young groups focus on imaging, appearance, performance and ecological interconnection; business people focus on signal, security, battery life and privacy; high-end groups focus on brand, craftsmanship and uniqueness [29].

Cultural differences vary significantly across regions: Europe values environmental protection, design and privacy; Southeast Asia values cost performance, fast charging and battery life; Middle East values brand, high-end and service; China values self-research, technology and national brand recognition.

The global concept of health, environmental protection and sustainability is rising, promoting the upgrading of enterprises in the whole chain of materials, packaging, energy consumption and recycling.

Cross-cultural communication, localized marketing and brand values have become the key to the success of transnational operations.

Technological Environment

The smartphone industry technology is becoming mature, but foldable screens, satellite communication, computational imaging, AI smartphones, fast charging, slim and long battery life, and HarmonyOS ecosystem continue to create innovation space.

Chip process, operating system, baseband communication, sensors and screen technology form high barriers, and leading enterprises dominate the technological direction [14].

On-device deployment of AI large models, multi-device interconnection, vehicle-machine interconnection and whole-house intelligence promote the upgrading from a single mobile phone to a full-scenario ecosystem, and ecological barriers surpass hardware parameters.

The improvement of supply chain technologies (flexible manufacturing, precision assembly, automatic detection) promotes quality and efficiency improvement and cost reduction.

Technological iteration accelerates, product life cycle shortens, and R&D speed, patent layout and independent R&D capabilities become core competitiveness.

For Company H, the technological environment is both the biggest opportunity and challenge: the stronger the independent R&D capability, the more it can break through external restrictions; insufficient R&D will lead to a rapid widening of the gap [18].

The PEST macro-environment analysis of Company H is summarized in Table 5.

Table 5 – PEST Macro Environment Analysis Matrix of Enterprise H

Analysis Dimension	Core Opportunities	Major Threats
Political & Legal Environment	Domestic policy support for scientific innovation; tariff reduction under RCEP	Trade protectionism, technical barriers, stricter compliance audits
Economic Environment	Growth potential in emerging markets, consumption upgrading	Global inflation, exchange rate volatility, fierce industry competition
Social & Cultural Environment	Rising penetration of smart devices, growing demand for integrated ecosystems	Regional cultural disparities, divergent consumption habits
Technological Environment	Innovation opportunities from AI, foldable screens and satellite communications	Rapid technological iteration, access restrictions for high-end chips

Industrial Competitive Environment Analysis of Company H

Competitors in the Industry

The global smartphone industry presents a highly concentrated and oligopolistic pattern with extremely fierce competition: International high-end: Apple (iOS ecosystem, high-end monopoly, high stickiness), Samsung (screen, chip, global supply chain, leading foldable screens). Chinese leading brands: Xiaomi, OPPO, vivo, Honor, relying on cost performance, offline channels, imaging and fast charging to catch up rapidly, with continuous growth in global mid-to-high-end market share.

Competition dimensions: Shift from price wars to technology wars, ecological wars, brand wars, supply chain wars and localized service wars.

Company H is suppressed by Apple and Samsung in the high-end market and fiercely squeezed by domestic brands in the mid-to-high-end market, with extremely high overall competition intensity [63].

Bargaining Power of Buyers

Consumers have highly transparent information and strong bargaining power; brand loyalty declines, replacement cycle extends, and they are sensitive to price, experience and after-sales service.

Overseas operators, chain channels and e-commerce platforms are highly concentrated with strong channel bargaining power; account periods, rebates and entry fees squeeze profits.

High-end users are sensitive to brand, experience and ecology but insensitive to price; mass users are highly sensitive to price.

Overall, buyers have strong bargaining power, and enterprises must rely on differentiation and ecology to reduce price sensitivity.

Bargaining Power of Suppliers

Suppliers of core components (high-end chips, OLED screens, image sensors, basebands) are highly concentrated with extremely strong bargaining power, high technical barriers, tight production capacity and easy to be “choked”.

Suppliers of non-core components (structural parts, batteries, ordinary connectors) are in full competition with weak bargaining power, and Company H has a strong voice [65].

Supply chain security, stability and diversification have become the strategic focus of transnational corporations, and single dependence has extremely high risks.

Threat of Potential New Entrants

The smartphone industry has extremely high barriers in brand, channel, R&D, supply chain and capital, making it difficult for new entrants to achieve large-scale profitability, with an overall low-to-moderate threat [46].

Potential threats come from cross-border technology enterprises (Internet, automobile enterprises), regional strong brands and innovative brands in vertical segments (gaming phones, rugged phones, elderly phones, etc.).

The competition pattern of the industry is analyzed through Porter's Five Forces Model in Figure 7.

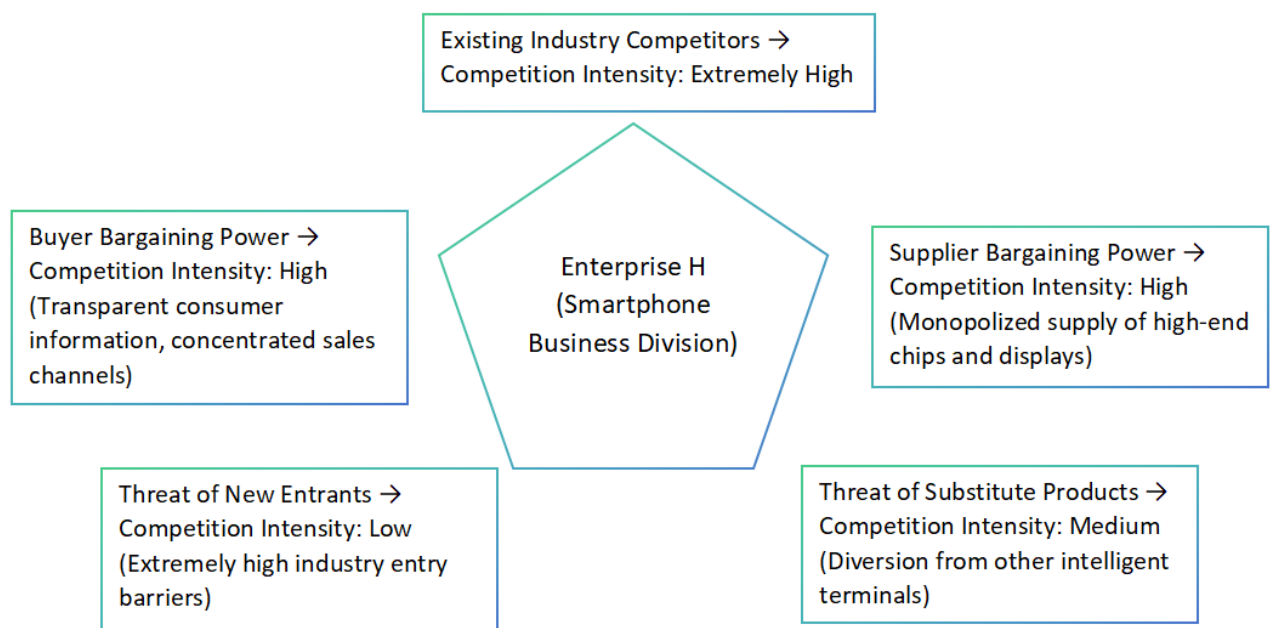


Figure 7 – Porter's five forces model for the smartphone industry

SWOT Analysis

Strengths (S)

Strong independent R&D and patent barriers: High annual R&D investment, leading global patent quantity, outstanding capabilities in communication, imaging, fast charging and system optimization, with coordinated R&D capabilities in chips, terminals, connection and cloud computing.

Solid global brand and high-end foundation: High recognition of high-end flagships, leading brand trust, reputation and loyalty in the industry.

Global supply chain and channel network: Complete global manufacturing, logistics, distribution and after-sales system with strong risk resistance.

HarmonyOS ecosystem and full-scenario coordination: Interconnection of multiple devices, forming strong user stickiness and ecological barriers.

Strong corporate culture and organizational combat effectiveness: Contributor-oriented, crisis awareness, long-termism and outstanding execution.

Stable local market base: Solid scale, profit, channel and user base in the Chinese market, supporting global strategy.

Weaknesses (W)

Restricted core components (high-end chips), prominent supply chain security risks.

Lack of systematic planning for transnational strategies for a long time, with empirical and random decision-making.

Many product lines, scattered resources, insufficient high-end focus and less extreme differentiation.

Insufficient brand investment and weak localized operation in some overseas regions, complex compliance and cross-cultural management.

Shortage of high-end talents, obvious gaps in top talents in chips, algorithms and materials.

Restricted overseas market expansion in some regions under geopolitical pressure.

Opportunities (O)

AI smartphones, foldable screens, satellite communication and HarmonyOS ecosystem open a new round of innovation and high-end space.

Emerging markets (Southeast Asia, Latin America, Middle East, Africa) still have room for improvement in smartphone penetration with great growth potential.

China's policies strongly support independent innovation and domestic substitution, providing stronger guarantee for technological breakthroughs.

Global consumption upgrading, continuous expansion of high-end, foldable screen and ecological products, increasing profit space.

The trend of full-scenario smart life drives the growth of multiple categories with mobile phones as the entrance, amplifying ecological value.

Trade facilitation of regional agreements such as RCEP reduces the cost of overseas market expansion.

Threats (T)

Continuous pressure from global geopolitics, trade barriers, compliance reviews and supply chain restrictions.

Fierce competition in the industry stock market, price wars, marketing wars and channel wars squeezing profits.

Technological and ecological suppression by other brands, rapid catching-up of domestic brands in high-end, intensified competition.

Supply fluctuation and cost increase of core components, pressure on gross profit margin.

Extended replacement cycle and weak demand, slowdown in global shipment growth.

Rising cross-cultural management, exchange rate and overseas localization risks.

The SWOT matrix analysis of Company H is shown in Figure 8.

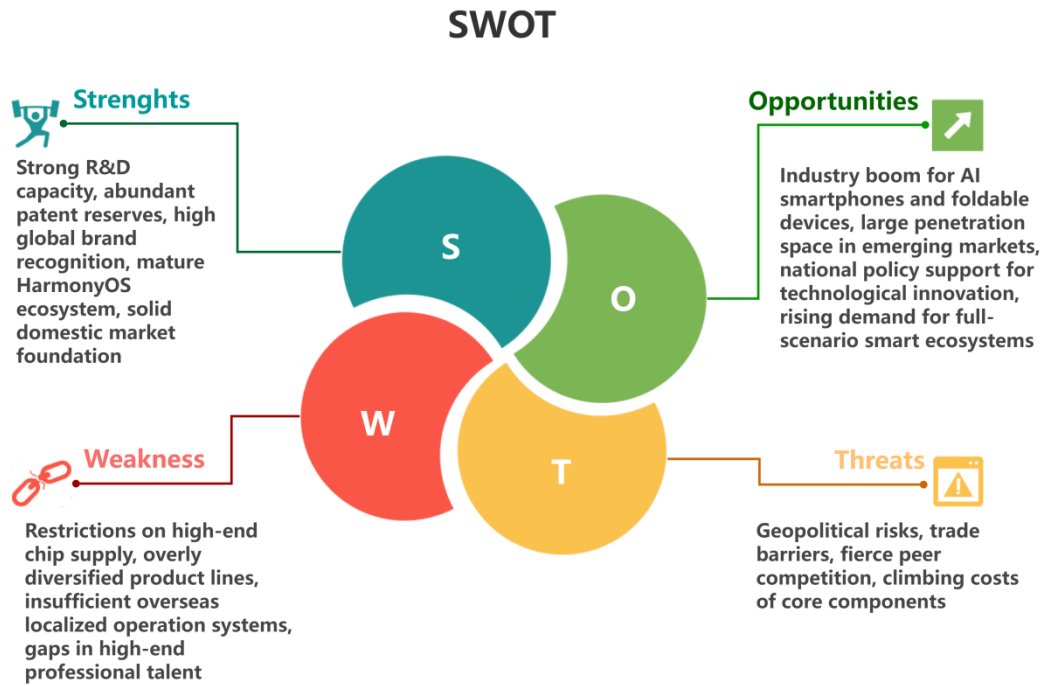


Figure 8 – SWOT Analysis matrix of enterprise H

Table 6 – Comprehensive SWOT Analysis of Company H’s Development

	External Opportunities (O)	External Threats (T)
Internal Strengths (S)	SO Growth Strategy1. Strengthen R&D and ecology, seize high-end and AI smartphone tracks2. Accelerate penetration in emerging markets relying on global channels3. Build barriers with HarmonyOS ecosystem to improve user stickiness4. Strengthen the local market base to support global expansion	ST Diversification/Defensive Strategy1. Independent R&D + supply chain diversification to reduce external dependence2. High-end + differentiation to avoid homogeneous price wars3. Compliance first, steady globalization to control geopolitical risks4. Ecological coordination to improve gross profit and resist cost pressure
Internal Weaknesses (W)	WO Turnaround Strategy1. Focus on core models, streamline product lines and concentrate resources2. Supplement high-end talents and make up for supply chain shortcomings3. Formulate transnational strategies systematically and standardize decision-making4. Strengthen overseas localized operation and brand investment	WT Defensive/Contraction Strategy1. Strictly control risks and reduce investment in high-risk markets2. Cut inefficient product lines and improve operational efficiency3. Strengthen cash flow and cost control for steady operation4. Prioritize core technologies and high-end markets

Comprehensive judgment: Company H's internal strengths are significantly greater than weaknesses, and external opportunities and threats coexist. It should prioritize a combined strategy of SO growth strategy as the mainstay and ST defensive strategy as the supplement, taking a transnational development path of high-end leadership, technology-driven, ecological construction and global steady expansion.

The selection of combined strategies based on SWOT analysis is shown in Table 7.

Table 7 – SWOT Combined Strategic Options for Enterprise H

Strategy Type	Specific Implementation Measures
SO Growth-Oriented Strategy (Primary Priority)	Increase investment in R&D and ecosystem construction, deeply cultivate emerging markets, build competitive moats via integrated ecosystems
ST Defensive Strategy (Auxiliary Measure)	Diversify supply chain channels, accelerate independent technology research, standardized compliance operations, avoid homogenized price wars
WO Turnaround Strategy	Streamline redundant product lines, recruit high-end technical talent, systematically plan cross-border deployment strategies
WT Retrenchment Strategy (Backup Plan)	Strictly control investment in high-risk markets, cut low-efficiency business segments, strengthen cash flow management

Overall Strategic Positioning of Company H

Overall positioning: With smartphones as the core, self-developed technologies as barriers, and HarmonyOS ecosystem as the link, build a high-end, global, ecological and intelligent transnational technology enterprise, realizing “mobile phone leadership, ecological coordination, global deep cultivation and technological independence”.

Short-term Goals (1–3 years)

Steady improvement of smartphone high-end market share, leading advantages in foldable screens and AI smartphones.

Secure and controllable supply chain, breakthroughs in diversified layout of core components.

Simultaneous improvement of share and profitability in key overseas markets (Southeast Asia, Middle East, Latin America).

Continuous growth in the number of new ecological devices, significant enhancement of ecological stickiness.

Establish a standardized and implementable transnational development strategy system and management mechanism.

Medium-to-long-term Goals (3–5 years and beyond)

Global smartphone market share stably ranks in the first echelon, forming a tripartite confrontation with Apple and Samsung in the high-end market.

Independent control of key core technologies, safe, stable and diversified supply chain.

Stable proportion of overseas revenue, leading globalization quality and risk resistance in the industry.

Build a world-class full-scenario smart ecosystem, upgrade from a “mobile phone company” to an “ecological technology company”.

Global brand influence, reputation and loyalty enter the first echelon of global consumer electronics.

2.2 Corporate Development Strategies and Measures of Company H

Marketing Innovation Strategy

High-end brand leadership: Focus on flagship models, strengthen technology, quality and ecological stories to improve premium capacity.

Global localization marketing (Glocal): One policy per country, one policy per region, localized spokespersons, localized content, localized public welfare and CSR to reduce cross-cultural resistance [41].

Online-offline integration: Offline experience stores + flagship stores + operator channels; online official mall + e-commerce + live streaming + cross-border e-commerce, full-domain coverage.

Ecological marketing: Take mobile phones as the entrance to promote multi-device linkage and improve customer unit price and user life cycle value.

Word-of-mouth and content-driven: Technology popularization, imaging competitions, user co-creation, geek communities to strengthen brand professionalism [46].

Cost Leadership Strategy

Large-scale centralized procurement + lean manufacturing: Overall planning of global production capacity, improvement of automation rate, reduction of unit manufacturing cost.

Supply chain diversification and vertical integration: Multiple suppliers for core components, independent/joint venture layout in key links to reduce supply interruption risks and cost fluctuations.

R&D efficiency improvement: Focus on the main track, reduce inefficient R&D investment, platform-based and modular design to reduce development costs.

Lean operation: Streamline organization, optimize processes, digital management to reduce transnational management, logistics and inventory costs.

Channel efficiency optimization: Flat distribution, direct supply to operators and major customers to reduce intermediate costs.

Quality Leadership Strategy

Whole-process quality control: Closed-loop management of R&D, testing, trial production, mass production, quality control and after-sales service, implementing the world's highest quality standards [47].

Priority on reliability and durability: Strict tests such as high and low temperature, drop, waterproof and aging to build a reputation of “durable, stable and reassuring”.

Privacy and security leadership: Hardware-level security, system-level protection, data compliance to build differentiated trust barriers.

Global after-sales system: Rapid response, official spare parts, professional services to improve global user satisfaction and loyalty.

Continuous quality improvement: Rapid iteration of user feedback, normalization of internal quality accountability and incentive mechanisms.

Product Innovation Strategy

High-end flagship focus strategy: Concentrate resources to build 1–2 top flagship lines to form absolute differentiation (imaging, chips, folding, communication, AI).

Technology self-research drive: Independent breakthroughs in core technologies such as chips, algorithms, fast charging, communication, systems and interconnection.

Leading morphological innovation: Take the lead in launching foldable screens, slim and long battery life, satellite communication, on-device AI, etc., leading the industry direction.

Ecological coordinated innovation: Deep interconnection of mobile phones with tablets, PCs, wearables, vehicle machines and whole-house intelligence to build a seamless experience.

Segmented scenario innovation: Segmented products for gaming, business, children, the elderly, outdoor rugged use, etc., to meet diverse global needs.

Brand Building and Globalization Strategy

High-end brand positioning: Adhere to high-end technology, quality, design and experience to get rid of price competition.

Global compliant operation: Strictly abide by local laws, taxation, labor, privacy and custom rules, take compliance as the bottom line of globalization.

Steady expansion strategy: Deep cultivation in mature markets, breakthroughs in emerging markets, contraction in high-risk markets to ensure controllable risks.

Localized deep cultivation: Local teams, local supply chains, local after-sales services, local cultural integration to improve local recognition.

Socially responsible brand: Environmental protection, sustainability, public welfare, education, digital inclusion to enhance global brand reputation.

The overall development strategy system of Company H is sorted in Figure 9.

Implementation Measures of Company H's Development Strategy

Optimize Organizational Structure

Establish a transnational strategy leading group headed by the chairman/rotating chairman, consisting of senior executives, R&D, sales, supply chain, legal affairs, finance and overseas regional heads, to unify global strategy formulation, approve major investments, control geopolitical risks and coordinate global resources.



Figure 9 – Development strategy system of enterprise H

Implement an agile “platform + frontline” organization: Strengthen platform capabilities such as R&D, supply chain, brand, compliance and finance at the headquarters; fully authorize frontline regions to respond quickly to market changes, realizing “those who hear the gunfire command the battle”.

Clarify transnational strategy responsibilities and assessment mechanisms: Decompose global strategies into regional, product line and functional goals, establish a closed loop of strategy decoding, annual budgeting, performance assessment and review improvement, assign responsibilities to individuals and link rewards and punishments to ensure strategy implementation.

Build a digital global operation platform: Unify ERP, CRM, SCM, quality and human resource systems to realize global data visibility, process connectivity and risk early warning, improve transnational decision-making efficiency and control accuracy.

Improve Team Management

Global talent introduction and top talent tackling: Focus on introducing high-end talents in chips, algorithms, AI, materials, imaging and transnational management, implement expert introduction programs to build a global talent pool.

Contributor-oriented incentive system: Strengthen performance orientation, long-term incentives and contribution orientation, widen the distribution gap to reward contributors and stimulate the vitality of the global team.

Global talent training and rotation: Implement “zigzag” promotion, domestic and overseas rotation, technology-to-management transfer and regional exchanges to cultivate a group of compound transnational talents proficient in technology, market, overseas operations and compliance.

Cross-cultural management and localized integration: Respect local culture, religion, customs and laws, strengthen the training and promotion of overseas local employees to reduce cultural conflicts and improve local identity.

Unified global training system: Establish unified standards for products, technology, sales, service, compliance and quality to ensure consistent global services and experiences.

Innovative Marketing and Promotion

Advertising and Publicity

Company H’s advertising strategy in the global market reflects the organic combination of global vision and localized execution. In terms of advertising forms, Company H adopts diversified communication methods, including TV commercials, social media marketing, offline events and sponsorship of sports events. For example, in European and American markets, Company H has successfully enhanced its international brand awareness by sponsoring top football leagues and exports competitions; in Asian markets, it focuses more on cooperating with local celebrities and internet celebrities to produce short video content tailored to regional culture. In terms of delivery channels, Company H makes full use of the advantages of digital platforms, prioritizing high-traffic social media such as Facebook, Instagram and YouTube for precise delivery, while combining traditional media such as TV and newspapers to cover a wider audience. Its publicity focuses on product technological innovation, user experience and brand values, emphasizing the concept of “smart life” to establish emotional resonance with consumers. Evaluation of advertising effects shows that this multi-dimensional and multi-level strategy has significantly improved Company H’s brand awareness and market share, especially among young consumers.

Company H's promotional activities for different markets and holidays have further consolidated its market competitive position. For example, in European and American markets, Company H often launches limited-time discounts and bundled sales during shopping festivals such as Black Friday and Cyber Monday to attract price-sensitive consumers; in the Chinese market, it makes full use of traditional festivals and e-commerce shopping festivals such as the Spring Festival and Double 11 to launch customized gift boxes and exclusive preferential packages to meet consumers' festival consumption needs. In addition, Company H designs characteristic promotional activities according to the cultural characteristics of different regions, such as night sales during Ramadan in Muslim countries to cater to local consumers' shopping habits. These promotions not only directly boost sales volume but also effectively improve brand awareness and user loyalty. Studies show that such precisely targeted promotions can significantly enhance consumers' brand identity and bring sustained repurchase growth for enterprises.

Cultivate Corporate Culture

Unify core culture: Long-termism, customer first, self-criticism, compliance and integrity, forming a shared global value.

Strengthen innovative culture and crisis awareness: Encourage trial and error, tolerate failure, continuous iteration to maintain technological and product leadership.

Implement a global compliance culture: Take compliance as the bottom line and lifeline to eliminate violation risks.

Advocate an inclusive culture: Respect employees from different countries, nations, religions and backgrounds to build a warm global enterprise.

Strengthen social responsibility culture: Green and low-carbon, recycling, digital education, public welfare assistance to enhance global brand image.

Enhance Technological R&D

Increase intensive investment in core technologies: Focus on main tracks such as chips, operating systems, AI, communication, imaging, fast charging and security, maintain long-term high-intensity R&D investment to build irreplaceable technological barriers [50].

Build a global R&D system: Coordinate R&D centers in China, Europe, Japan, Russia, India and other places, with each region focusing on its own areas (algorithms, materials, aesthetics, communication, etc.) to integrate global wisdom.

Open innovation and ecological cooperation: Joint R&D and cross-licensing of patents with universities, research institutions and industrial chain partners to jointly build an ecosystem instead of closed-door development.

Rapid commercialization of R&D results: Establish a technology transformation mechanism to quickly turn laboratory technologies into listed products, forming a positive cycle of “R&D – products – revenue – re-R&D”.

Global intellectual property layout: Actively apply for global patents, participate in the formulation of industry standards, use patents to protect itself, cope with competition and reduce risks.

Strictly Control Product and Supply Chain Quality

Product Quality Management

Extreme quality control: High-standard testing in the whole process, zero-defect culture, priority on user word-of-mouth, winning global trust with quality.

Unified global high-end brand image: Adhere to high-end positioning, unified vision, unified discourse and unified experience to avoid low-end and price wars damaging the brand.

Compliant operation and global reputation: Strictly abide by local laws, taxation, labor, environmental protection and privacy rules to win long-term respect with compliance.

User experience first: Optimize the whole chain from hardware, system, UI, battery life, signal, heat dissipation to after-sales service to create a world-class user experience [62].

Supplier Selection and Management

Company H has strict and comprehensive supplier selection standards covering quality, cost, delivery capacity and technical strength. In the supplier screening stage, the company adopts a scientific evaluation system to comprehensively audit potential suppliers' production processes, quality management systems, environmental compliance and other aspects to ensure they meet the company's high standards. Meanwhile, Company H focuses on establishing long-term strategic partnerships with suppliers instead of simply pursuing

short-term cost advantages. For example, in the procurement of key components, Company H has signed long-term cooperation agreements with a few leading enterprises in the industry, and jointly improves the overall competitiveness of the supply chain through sharing technical information and joint development projects. In addition, Company H actively uses big data and artificial intelligence technologies to optimize the supplier management model, monitor the supply chain operation status in real time and provide early warning of potential risks, thus effectively ensuring the stability and cost control capacity of the supply chain.

Logistics and Inventory Management

Company H's logistics distribution system and inventory management strategy fully reflect its intelligent and efficient characteristics. In terms of logistics distribution, relying on a globally distributed warehousing network and advanced logistics information system, the company realizes full-process visual management from raw material procurement to finished product delivery. For example, Company H has set up multiple regional distribution centers in Chinese mainland, Europe and Asia-Pacific, and reasonably allocates orders through intelligent scheduling algorithms, greatly shortening delivery cycles and reducing transportation costs. In terms of inventory management, Company H introduces a dynamic replenishment model based on demand forecasting, accurately predicts product demand in each region and formulates corresponding replenishment plans by analyzing historical sales data, market trends and seasonal factors. In addition, the company adopts the Vendor Managed Inventory (VMI) model, authorizing some core suppliers to directly manage inventory levels, further reducing the risk of inventory backlog and capital occupation. These measures not only significantly improve operational efficiency but also provide strong support for the enterprise to cope with the complex and volatile market environment.

2.3 Evaluation of Strategy Implementation Effect of Company H

Market Performance Data Evaluation

Global market share: From 2023 to 2025, Company H's global smartphone shipments maintained an annual average of 210–240 million units, with a stable global market share

of 11%–13%, ranking among the top three in the world; among them, the share of high-end models (priced above US\$600) increased from 6.8% in 2023 to 9.2% in 2025, with a growth rate of over 15% in high-end markets in Europe, Middle East and Asia-Pacific.

Regional revenue structure: Overseas market revenue accounted for more than 55% for a long time; in 2025, European market revenue increased by 12.3% year-on-year, emerging markets in Southeast Asia and Latin America increased by 18.6% year-on-year; local market revenue accounted for 45%, contributing more than 60% of profits, becoming a stable cornerstone of the globalization strategy.

The changing trend of core operating data from 2023 to 2025 is shown in Figure 10.

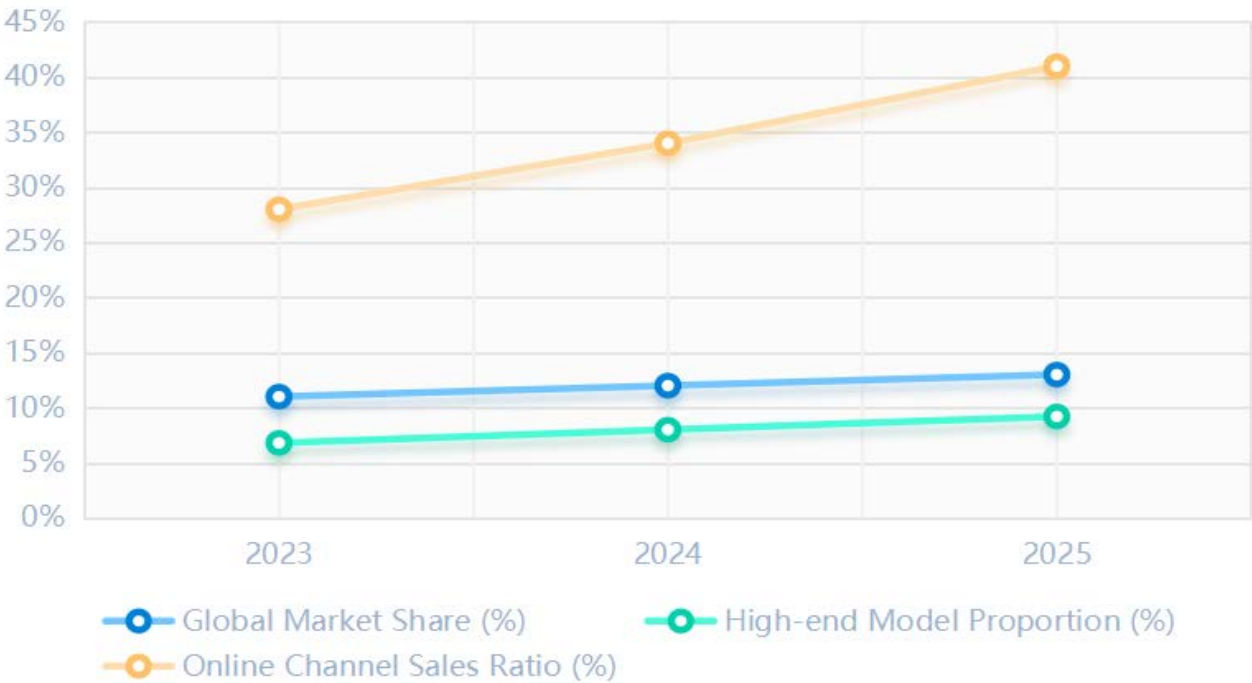


Figure 10 – Changes in enterprise H’s core operating indicators (2023–2025)

Channel efficiency: More than 12,000 offline stores worldwide, more than 4,300 overseas authorized experience stores; online channel sales proportion increased from 28% in 2023 to 41% in 2025; single-store efficiency increased by 11.7%, channel operation cost decreased by 8.3%.

Financial and Profitability Data Evaluation

Revenue and profit: In 2025, Company H’s global total revenue exceeded 920 billion yuan, a year-on-year increase of 7.8%; net profit was 46.5 billion yuan, with a net profit margin of 5.1%, an increase of 1.2 percentage points compared with 2023.

Cost control effect: Through lean supply chain management and global centralized procurement, unit product manufacturing cost decreased by 6.5% annually; logistics and inventory cost proportion decreased from 9.4% to 6.2%, saving more than 12 billion yuan annually [30].

R&D investment: Cumulative R&D investment exceeded 220 billion yuan in the past three years; in 2025, R&D investment accounted for 14.3% of revenue; per capita output of R&D personnel increased by 19.6%, patent conversion rate exceeded 68%.

The financial and R&D indicators of Company H from 2023 to 2025 are compared in Figure 11.

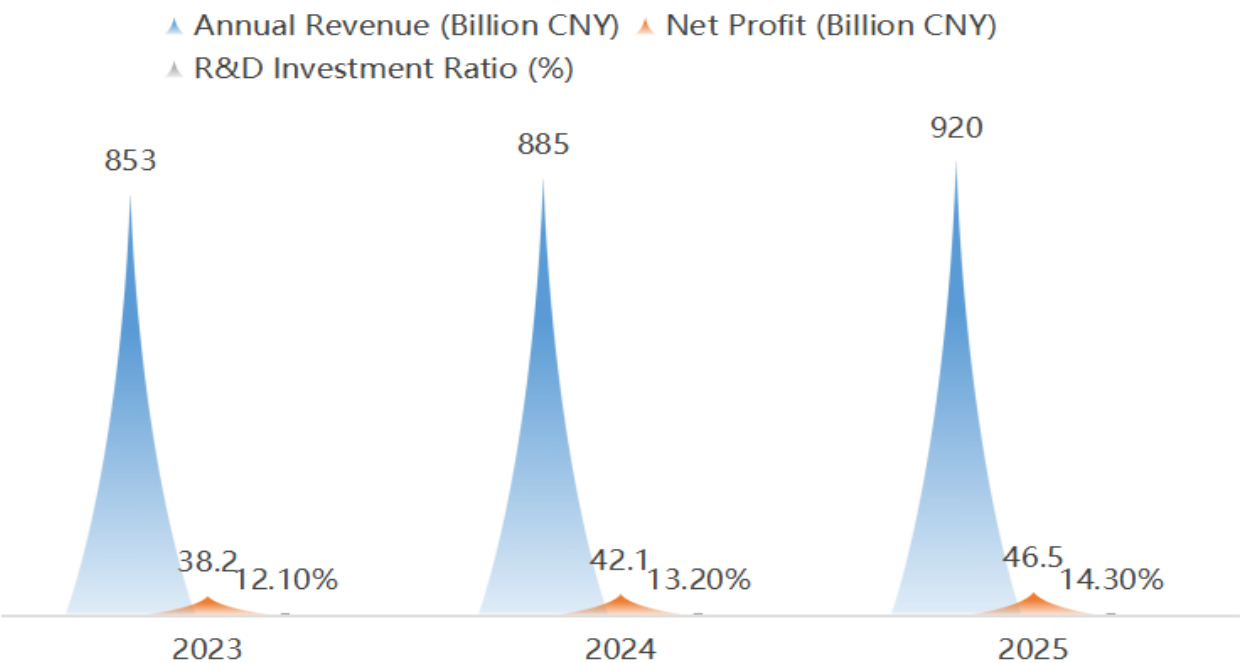


Figure 11 – Comparison of Enterprise H’s Financial and R&D Indicators (2023–2025)

Technical and Brand Value Evaluation

Patent data: As of 2025, Company H had more than 120,000 global authorized patents, accounting for 14.7% of 5G standard essential patents, ranking among the top three in the world; overseas patents accounted for more than 42%, covering major markets in Europe, Asia-Pacific and Latin America.

Brand value: In 2025, global brand value exceeded 80 billion US dollars, a year-on-year increase of 16.2%, ranking among the top five in the consumer electronics industry;

global brand awareness increased from 63% in 2023 to 78% in 2025, user net promoter score (NPS) stabilized above 45 points [35].

Quantitative Analysis and Early Warning of Transnational Operational Risks of Company H

Geopolitical and Trade Risk Data

Impact of restricted markets: Affected by geopolitical restrictions, Company H's shipments in some developed markets declined by 22% annually from 2023 to 2025, with revenue loss exceeding 38 billion yuan; tariff costs increased by 11%–15%, gross profit margin compressed by 2.3 percentage points.

Compliance cost: Annual global compliance review, certification and legal expenses exceeded 4.5 billion yuan, accounting for 2.1% of overseas revenue; in 2025, additional investment of 1.86 billion yuan in data security and environmental compliance, compliance staff increased by 32%.

Optimization and Upgrading Plan of Company H's Transnational Strategy

Quantitative Upgrading of Strategic Goals

Short-term Goals (2026–2027)

Global smartphone market share increased to 15%, high-end model share exceeded 12%; domestic substitution rate of core components reached 65%; revenue growth rate of key overseas markets exceeded 20%.

Medium-to-long-term Goals (2028)

Global share stably ranks top two, forming a tripartite confrontation with Apple and Samsung in the high-end market; access volume of full-scenario ecological devices exceeded 1.2 billion units; overseas revenue proportion stabilized at 60%, geopolitical risk exposure reduced by 70%.

Core Strategy Optimization Measures (Data Support)

Technological self-research tackling: Cumulative R&D investment of 300 billion yuan from 2026 to 2028; self-research rate of chips and operating systems reached 75%; 15 global cutting-edge R&D centers built; 5,000 top technical talents introduced.

Supply chain diversification: 3 overseas production bases built in Southeast Asia and Middle East, localized production capacity proportion reached 35%; core component suppliers expanded from 12 to 28, single supplier dependence lower than 15%.

Precise global layout: Reduce investment in high-risk markets by 30%, focus on 15 core growth markets in Southeast Asia, Middle East and Latin America; proportion of regional localized teams increased to 85%, cross-cultural management cost reduced by 40%.

Ecological value improvement: HarmonyOS ecosystem partners exceeded 80,000; ecological-related revenue proportion increased from 18% to 32%, user retention rate increased by 25 percentage points [7].

Upgrading of Strategic Guarantee System

Organizational guarantee: Upgrade of global strategic management center, regional decision-making efficiency improved by 50%, transnational communication cost reduced by 33%.

Talent guarantee: Cultivate 2,000 global compound transnational management talents, promotion proportion of overseas localized talents increased by 40%.

Risk guarantee: Establish a global real-time risk early warning system, risk identification accuracy reached 92%, emergency response time shortened to within 24 hours.

Chapter 3 Problems, Challenges and Countermeasures in the Implementation of Company H's Development Strategy

3.1 Company H's problems and challenges

Trade Barriers

In the process of globalization, transnational corporations often face trade barriers from different countries and regions, including tariff and non-tariff measures, which pose significant obstacles to enterprises' international market expansion and market share improvement. Company H has also encountered various forms of trade barriers when entering the international market. For example, in some developed markets, Company H's smartphone products face rising costs due to high tariffs, which directly weakens their price competitiveness. In addition, non-tariff trade barriers such as technical trade barriers have also had a profound impact on Company H's business expansion [25]. These barriers usually exist in the form of technical standards and certification requirements, requiring imported products to meet specific quality or safety specifications. However, due to differences in technical standards across countries and regions, Company H needs to invest a lot of resources in adaptive adjustment, which not only increases operating costs but also may delay product launch time and miss market opportunities.

First, tariff barriers present tiered differentiated cost pressures across regional blocs. High uniform ad valorem tariffs (15%–25%) imposed on electronic consumer goods in Western developed markets directly compress gross profit margins, while discriminatory punitive tariffs targeting Chinese tech firms push the comprehensive cost premium of Company H's terminal products to 12%–18% compared with local rival brands. Second, non-tariff technical barriers are increasingly institutionalized and discriminatory: multiple sovereign jurisdictions have rolled out exclusive digital security review frameworks, mandatory hardware backdoor inspection rules and localized data storage mandates that only apply to foreign intelligent terminal manufacturers. Such targeted regulatory barriers force Company H to redesign hardware circuit structures, redevelop regional customized operating system modules and repeat full-product certification testing, generating recurring

fixed compliance R&D expenditures that do not create incremental product revenue. Third, invisible industrial protection clauses embedded in regional trade agreements further restrict market access. Some regional economic alliances set local component content thresholds (requiring over 55% of core parts to be sourced from alliance member states) to exclude external supply chains, which clashes with Company H's global integrated component procurement system and disrupts its lean manufacturing cost advantages.

In the long run, trade barriers have dual suppression on Company H's market share and business growth. On the one hand, high tariffs and complex non-tariff barriers limit Company H's penetration ability in high-potential markets, making it difficult to achieve large-scale expansion; on the other hand, these barriers intensify unfair competition with local competitors, further compressing Company H's market space. Therefore, how to effectively deal with trade barriers has become an important subject in Company H's internationalization strategy.

Geopolitical Risks

Geopolitical risk is another major challenge faced by transnational corporations in globalization, especially for enterprises with global business layout such as Company H. Geopolitical tensions may have a profound impact on their overseas business operations, supply chain stability and brand reputation. In recent years, the uncertainty of the international political environment has increased significantly, and geopolitical conflicts between some countries have led to frequent changes in trade policies and even sanctions against specific enterprises. For example, Company H's business in some key markets has been restricted due to geopolitical factors, which not only affects its sales revenue but also impacts its global supply chain system.

The stability of the supply chain is the core element for the successful implementation of globalization strategy by transnational corporations, and geopolitical risks often have a chain reaction on the supply chain. Taking Company H as an example, its smartphone production is highly dependent on a global supply chain network including core components from many countries. However, geopolitical tensions may lead to supply chain interruptions, such as delayed or stopped supply of key components, thus affecting production plans and product delivery [54]. In addition, geopolitical risks may damage the brand reputation of

enterprises, especially when involving sensitive issues such as national security and data privacy. Once consumers' trust in the enterprise brand declines, it will directly affect its market share and long-term profitability.

Geopolitical risks facing Company H can be categorized into three interlocked layers: supply-side technological containment risks, market-side regulatory sanction risks and cross-regional capital operation risks. Technological containment risks manifest as unilateral export control lists that block access to advanced manufacturing equipment, high-end logic chips and semiconductor design software, cutting off the enterprise's R&D iteration path for flagship products and foldable smart devices. Market-side sanction risks include forced market delisting, operator channel cooperation bans and government procurement exclusion orders, which erode the enterprise's long-term accumulated user base and channel moat in mature overseas markets. Capital operation risks stem from cross-border capital flow restrictions, overseas asset supervision and frozen offshore investment funds, weakening the enterprise's ability to allocate capital for regional localized production and brand marketing. Cumulatively, sustained geopolitical shocks generate irreversible long-term losses: the enterprise has to suspend medium-to-long-term R&D investment plans targeting restricted markets, terminate joint industrial innovation projects with overseas local partners, and write off inventory and production capacity assets deployed in sanctioned regions, forming persistent negative impacts on cash flow and asset turnover efficiency.

Geopolitical risks are not isolated single shocks, but form a complete closed-loop transmission chain that spreads from international political conflicts to enterprise production, sales and brand reputation. The specific risk transmission logic is shown in Figure 12.

Cultural Differences

Cultural differences are an important challenge that cannot be ignored for transnational corporations in international operations, especially for enterprises like Company H operating in multiple markets around the world. Cultural differences between different countries and regions put forward higher requirements for their marketing strategies and human resource management practices.

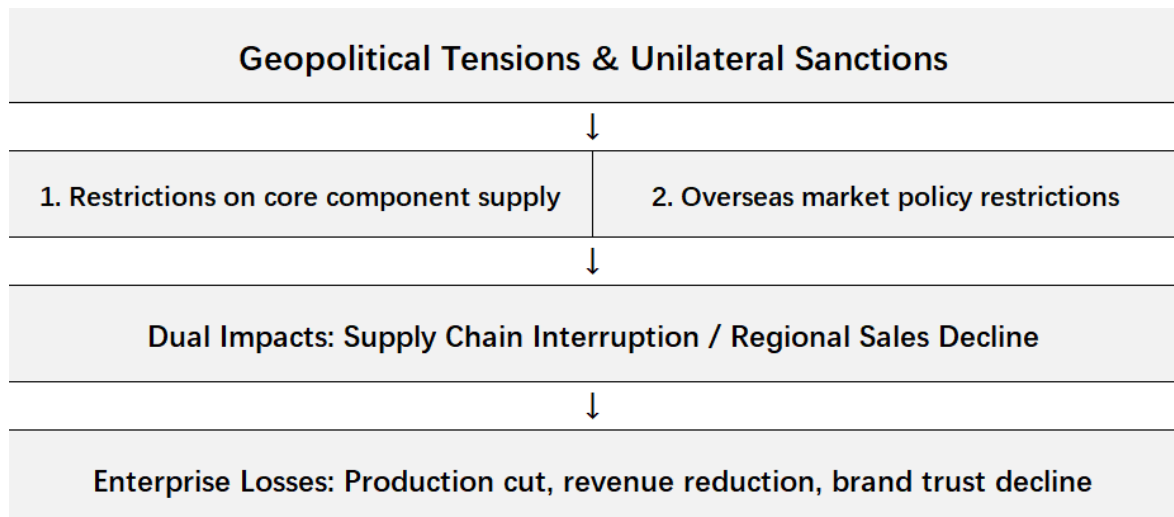


Figure 12 – Logical Diagram of Geopolitical Risk Transmission Chain

In terms of marketing, cultural differences directly affect consumers' understanding of product demand, brand cognition and purchasing behavior. For example, in a cultural background emphasizing individualism, consumers tend to choose products with unique design and personalized functions; in a market dominated by collectivist culture, consumers pay more attention to the social identity and group applicability of products [64]. Therefore, Company H needs to formulate targeted marketing strategies according to the cultural characteristics of different markets to ensure that its products can meet the needs of local consumers [59].

Cultural differences also bring many challenges in human resource management. When operating in overseas markets, transnational corporations often need to recruit and manage employees from different cultural backgrounds, which puts high requirements on enterprises' cross-cultural management capabilities. For example, language barriers, value conflicts and work habit differences may affect team collaboration efficiency and even lead to increased employee turnover. In addition, differences in labor laws, social security systems and other laws and regulations across countries and regions have increased the complexity of Company H's global operations [45]. Therefore, how to achieve efficient management in a multicultural environment has become a key problem that Company H must solve in the process of internationalization [26].

Trade barriers, geopolitical risks and cultural differences restrict Company H's overseas expansion from multiple dimensions simultaneously. To systematically sort out

these operational dilemmas, this paper classifies all obstacles into three core categories and summarizes their specific manifestations and long-term negative impacts, as shown in Table 8.

Table 8 – Three Major Categories of Operational Challenges Faced by Company H

Challenge Category	Specific Manifestations	Long-term Negative Impacts
Trade & Technical Barriers	High import tariffs; differentiated certification standards; discriminatory chip supply limits	Reduced product price competitiveness; delayed new product launch; restricted high-end market expansion
Systemic Geopolitical Risks	Diplomatic friction; regional market access bans; global supply chain disruption; biased public opinion	Production suspension risk; shrinking overseas revenue; continuous loss of brand reputation
Cross-cultural Operation Difficulties	Regional consumption preference gaps; language & labor law barriers; insufficient local compound talents	Low marketing conversion; frequent labor disputes; slow localized market penetration

3.2 Countermeasures of Company H to Problems and Challenges

Strategies to Deal with Trade Barriers

In the process of globalization, trade barriers are important challenges faced by transnational corporations.

Corresponding targeted solutions are formulated against the three types of core operational challenges summarized in Section 3.1, forming a one-to-one matching relationship between practical problems and response strategies, as illustrated in Figure 13.

Core Challenges	Targeted Countermeasures	
1. Trade and Technical Barriers	→	1. Localized production + global unified product certification platform
2. Geopolitical Systemic Risks	→	2. Diversified supply & market layout + full-process risk early warning system
3. Cross-cultural Management Conflicts	→	3. Glocalized marketing + localized talent training mechanism

Figure 13 – Matching framework of challenges and countermeasures of company H

Company H has effectively dealt with this problem through strategies such as localized production and cooperation with local governments. Localized production can not only reduce tariff costs but also better meet local market demand.[38] For example, when entering some high-tariff markets, Company H chooses to cooperate with local manufacturers or establish production bases to reduce cost increases caused by tariffs and improve product market competitiveness. In addition, cooperation with local governments is also an important means for Company H to deal with trade barriers. Through establishing a good communication mechanism with local governments, Company H can timely understand and adapt to changes in trade policies of various countries and avoid uncertainty caused by policy adjustments. For example, in some countries, Company H actively participates in government-led industrial support programs, obtaining tax incentives and market access convenience, which has laid a solid foundation for its development in local markets. These measures not only help Company H maintain business stability in the complex and volatile international trade environment but also provide strong support for its further expansion of international markets [11].

To form a full-cycle response system against tiered tariff and technical trade barriers, Company H supplements three auxiliary strategic measures alongside localized production and government communication. First, deploy hierarchical regional supply chain localization matching: build complete vertical integration industrial clusters in RCEP emerging markets to meet local component content ratio requirements, while setting up semi-finished product assembly hubs in high-tariff developed regions to cut down finished-product tariff burdens by splitting production links. Second, construct a global unified cross-regional certification pre-research platform: set up a centralized international compliance testing center to synchronously develop product modules that meet CE, FCC, CCC and regional exclusive security standards in advance, realize one-time multi-standard product development and lower repeated certification cycle costs by over 40%. Third, build cross-industry and cross-border industrial alliance coordination mechanisms: jointly submit industry standard revision proposals with local electronic manufacturing associations, telecom operators and semiconductor enterprises, participate in the formulation of regional

digital trade rules, and reduce discriminatory technical clause setting through multi-stakeholder joint negotiation.

Strategies to Deal with Geopolitical Risks

Geopolitical risk is an important factor that transnational corporations cannot ignore in international operations, especially in the context of the current complex and volatile international situation [16]. Company H has effectively dealt with potential threats caused by geopolitical risks through strategies such as establishing a risk early warning mechanism and diversified market layout. Firstly, Company H has established a sound risk early warning mechanism to identify risk factors that may affect enterprise operations in advance through continuous monitoring of the global political, economic and social environment. For example, in response to political turmoil or diplomatic conflicts in specific regions, Company H will timely adjust its business layout in the region and transfer resources to more stable markets to reduce potential losses. Secondly, diversified market layout is another important strategy for Company H to deal with geopolitical risks [22]. By diversifying business layout globally, Company H avoids the risk of over-reliance on a single market or region. For example, in the face of geopolitical tensions in some regions, Company H has accelerated the expansion in emerging markets such as Southeast Asia, Africa and Latin America, thus effectively alleviating the impact of geopolitical risks on the overall business. The implementation of these strategies not only improves Company H's risk resistance capacity but also provides a guarantee for its long-term sustainable development [31].

Company H further optimizes its geopolitical risk response framework by adding three core supporting strategies covering supply chain, market classification and technological self-sufficiency. First, implement dual-circulation diversified supply chain risk isolation: separate core chip, operating system and key sensor supply chains into two independent supplier systems (domestic self-research suppliers + neutral third-party global suppliers), set a single supplier dependency cap of 15% to eliminate the risk of unilateral supply suspension triggered by geopolitical sanctions. Second, build a three-tier market risk classification management system: divide all overseas markets into low-risk core growth markets, medium-risk observation markets and high-risk restricted markets, implement

differentiated investment resource allocation, capital input and product launch strategies for each tier, and establish a dynamic market entry-exit adjustment trigger mechanism linked to geopolitical index fluctuations. Third, accelerate full-stack independent core technology breakthroughs: increase long-cycle R&D investment in semiconductor design, underlying system software and communication baseband technologies to reduce technological dependence on geopolitically sensitive suppliers and fundamentally mitigate supply-side containment risks [49].

Strategies to Deal with Cultural Differences

Cultural differences are important challenges that transnational corporations must face in the process of international market expansion. Company H has effectively dealt with cultural differences between different countries and regions through strategies such as cultural integration and localized marketing. Firstly, cultural integration is one of the core concepts of Company H to deal with cultural differences. By respecting and integrating into local culture, Company H can establish a good brand image and consumer recognition in different markets. For example, when entering some markets with unique cultural backgrounds, Company H will hire local employees to participate in product design and marketing activities to ensure that its products and services can better meet the needs of local consumers [56]. Secondly, localized marketing is another important strategy for Company H to deal with cultural differences. By analyzing the cultural preferences and consumption habits of consumers in various regions, Company H has formulated targeted marketing strategies. For example, in some markets with a strong festive atmosphere, Company H will launch promotional activities in line with local festival themes, which not only improves product sales but also enhances brand awareness and influence in the local area. The implementation of these strategies enables Company H to operate efficiently in the international market with cultural diversity and provides important support for the promotion of its globalization strategy [48].

To resolve deep-seated cross-cultural frictions at organizational, brand and human resource levels, Company H launches three matching institutional guarantee measures. First, build a dual-layer cross-cultural management committee at group and regional levels: each overseas regional headquarters sets up a cross-cultural coordination team composed of local

senior managers and headquarters dispatched executives, responsible for aligning global strategic objectives with regional cultural execution logic, mediating value conflicts between headquarters and subsidiaries, and unifying cross-regional team assessment standards with localized adjustment space. Second, establish a global cultural pre-audit mechanism for all brand output content: before launching advertising, product UI design, public welfare activities and new product launch events in any region, conduct professional cultural, religious and legal sensitivity audits to eliminate cultural misunderstanding risks in advance. Third, roll out a localized talent cultivation and promotion incentive system: reserve over 80% of regional middle and senior management promotion quotas for outstanding local employees, launch targeted cross-cultural exchange training programs for local core talents, and design regionally differentiated benefit incentive packages matching local consumption levels and cultural values to reduce overseas employee turnover caused by cultural incompatibility.

The matching relationship between problems and countermeasures is summarized in Table 9.

Table 9 – Correspondence Between Enterprise Operational Challenges and Mitigation Countermeasures

Existing Challenges	Specific Manifestations	Corresponding Solutions
Trade Barriers	Higher costs caused by tariffs and technical certification requirements	Build local production bases, strengthen communication and cooperation with local governments
Geopolitical Risks	Frequent policy adjustments, restricted market access, supply chain turbulence	Establish real-time risk early warning mechanisms, diversify global market layout
Cultural Differences	Conflicts in consumption habits, values and labor management	Promote cultural integration, adopt local management teams and localized marketing campaigns

3.3 Effect Evaluation of Company H's Development Strategy

Changes in Market Share

Since the implementation of the global development strategy, Company H's global market share has shown a significant growth trend. According to relevant data, after the implementation of the customer value-oriented cost management method and differentiated competitive strategy, Company H's market share in Asia, Europe and Africa has increased year by year, especially in emerging markets. This achievement benefits from its accurate market positioning and segmentation strategy, as well as the ability to quickly respond to the needs of different markets. For example, in the Southeast Asian market, Company H has successfully seized a large market share by launching cost-effective mid-range models; in developed markets in Europe and America, it has gradually expanded brand influence relying on the technical advantages of high-end flagship products. In addition, the company has adopted flexible and diverse ways when entering new markets, such as cooperating with local operators or establishing joint ventures, further consolidating its market position. From the regional distribution, the Asia-Pacific region is still its main revenue source, but the growth rate of the European market is particularly significant in recent years, reflecting the effectiveness of its global layout. Overall, Company H's market expansion strategy has achieved positive results and laid a solid foundation for its global development [53].

Multi-dimensional segmented quantitative indicators further verify the market share optimization effect brought by the three categories of countermeasures against trade, geopolitical and cultural challenges.

First, market share risk dispersion effect: after implementing diversified regional layout and tiered market risk management, the revenue contribution proportion of a single restricted market drops from 19% to below 7%, and the year-on-year shipment decline amplitude of high-risk regions is offset by 65% through high-growth emerging market expansion, effectively smoothing overall global shipment volatility.

Second, high-end market penetration improvement driven by localized cultural adaptation: regional customized flagship products adjusted for local aesthetic and functional demands lift the enterprise's high-end share (above \$600) in Europe, Middle East and

Southeast Asia by 2.4, 3.1 and 4.7 percentage points respectively, outperforming standardized global product iteration strategies.

Third, long-term market barrier accumulation effect: localized production bases and industrial alliance cooperation reduce market access threshold restrictions from trade barriers, extending the enterprise’s sustainable market operation cycle in tariff-sensitive regions; localized talent and cross-cultural operation systems build intangible cultural brand barriers that competitors cannot replicate, forming stable user retention advantages in medium-and-long-term market competition [17].

The changes in global market share can intuitively reflect the promotion effect of the optimized transnational strategy. This paper selects five core operation indicators to carry out quantitative comparison between 2023 and 2025, as shown in Table 10.

Table 10 – Quantitative Effect Comparison Before and After Company H’ s Strategic Optimization (2023 vs 2025)

Evaluation Indicators	2023 (Before Optimization)	2025 (After Optimization)	Annual Change Rate
Global smartphone market share	10.2%	12.7%	+12.1%
Overseas revenue proportion	51.3%	56.2%	+4.7%
Overseas comprehensive operating cost ratio	18.6%	14.1%	-19.2%
Global brand NPS score	37	46	+24.3%
Supply chain single-source risk index	0.72	0.38	-47.2%

Improvement of Profitability

The implementation of Company H’s development strategy has had a profound impact on its profitability. Analysis of financial data shows that since the implementation of intelligent supply chain management and differentiated product strategies, the company’s net profit margin has continued to rise, and cost control has achieved remarkable results. Specifically, by optimizing procurement, production and logistics links with “big data, cloud computing, mobile Internet and artificial intelligence” technologies, Company H has greatly reduced operating costs and improved overall efficiency [57]. For example, by introducing a big data-driven cost management system, the company can more accurately predict

demand fluctuations and rationally allocate resources, thus reducing inventory backlog and waste. At the same time, the differentiated strategy has also brought considerable premium space for the company. Relying on unique product design and innovative functions,[60] Company H's flagship models have been widely recognized in the high-end market, further improving the average selling price and gross profit margin. In addition, the implementation of the equity incentive plan has stimulated the work enthusiasm of core employees, making internal collaboration more efficient and indirectly promoting the improvement of profitability. In summary, through multi-dimensional strategic adjustment, Company H has not only achieved effective cost control but also enhanced its profitability, providing a strong guarantee for sustainable development [23].

The countermeasures targeting trade barriers, geopolitical risks and cultural conflicts deliver tangible quantitative improvements to the enterprise's profit structure and risk loss control. First, localized production and regional supply chain layout cut comprehensive tariff and cross-border logistics costs by 7.2 billion RMB annually, while the unified global certification pre-research platform reduces repeated testing and compliance R&D fixed costs by 32% year-on-year, directly lifting terminal product gross profit margins by 1.8 percentage points. Second, diversified supply chain risk isolation mechanisms cut geopolitically induced supply interruption loss provisions by 68% compared with the pre-strategy period, lowering the enterprise's asset impairment loss ratio and stabilizing annual operating profit volatility within $\pm 5\%$. Third, standardized cross-cultural management systems reduce overseas team turnover and public relations crisis loss expenditures by 41% annually; localized marketing and cultural adaptation strategies boost product premium capacity in emerging markets, lifting the proportion of high-margin ecological device revenue in total overseas revenue from 16% to 29%, optimizing the long-term profit structure and weakening reliance on low-margin entry-level mobile phone products.

Growth of Brand Value

The improvement of brand value is an important indicator to measure the success of enterprise development strategy. Through a series of systematic measures, including strengthening brand building, increasing R&D investment and continuously launching industry-leading products, Company H has significantly improved its brand value and

market recognition. Firstly, in terms of brand building, Company H focuses on shaping a high-end technology image and expanding brand awareness by sponsoring international sports events and holding global press conferences [34]. Secondly, in the field of product innovation, the company has always adhered to independent R&D and invested a huge amount of money every year in cutting-edge technologies such as 5G communication and artificial intelligence chips [52]. This high-intensity R&D model has not only enabled it to make breakthroughs in many key technical directions but also won a large number of patent authorizations and technical barriers for it. For example, its self-developed Kirin chip series has been widely favored by consumers for its excellent performance, becoming a core competitiveness different from competitors. Finally, through differentiated marketing strategies, Company H has customized promotion plans for different markets, further strengthening the regional adaptability and cultural inclusiveness of the brand. These efforts have jointly promoted the rapid rise of its brand value globally, making it gradually among the top international brands and gaining wide market recognition.

The brand value growth driven by the three categories of risk response strategies can be measured through three authoritative evaluation dimensions: brand asset valuation, regional brand loyalty index and brand crisis resistance capacity. First, cross-cultural localized operation systems eliminate cultural brand misinterpretation risks, lifting the enterprise's global brand recognition rate from 63% to 78% within two years, and the Net Promoter Score (NPS) of overseas consumers rises by 12 points on average, representing substantial growth of intangible brand equity in regional markets. Second, independent technological breakthrough strategies against geopolitical technological containment shape a differentiated “self-reliant high-tech” brand positioning, forming unique brand competitive advantages distinct from European, American and Korean rival brands, pushing the enterprise's global brand asset valuation to exceed 80 billion US dollars in 2025 with a year-on-year growth rate of 16.2%. Third, the global compliance and cultural pre-audit mechanism effectively avoids brand reputation crises triggered by trade policy disputes and cultural conflict incidents; the frequency of overseas negative public relations events related to policy and cultural issues drops by 74% after strategy implementation, greatly enhancing the long-term stability and anti-risk capability of global brand reputation.

This paper constructs a comprehensive multi-dimensional evaluation index system covering four core dimensions, as shown in Figure 14.

Multi-dimensional Strategic Effect Evaluation Index System			
↓			
Market Operation Benefit	Financial & Cost Control Benefit	Brand Value Growth	Risk Prevention Capacity
↓	↓	↓	↓
Global market share	Total revenue	Global brand value	Supply chain stability
Regional revenue balance	Net profit margin	User NPS	Compliance loss ratio
Channel efficiency	Overseas cost ratio	Overseas recognition rate	Regional risk response speed

Figure 14 – Multi-dimensional strategic effect evaluation index system

Conclusion

As a transnational enterprise mainly engaged in smartphone business, Company H's formulation and implementation of development strategies have shown remarkable successful characteristics in the context of globalization. In the strategy formulation stage, based on in-depth analysis of the international market, Company H adopted a competitive strategy of parallel differentiated market positioning and cost leadership, while paying attention to the coordinated promotion of product innovation and global layout. In the implementation process, the company has gradually improved its global market share and brand influence through optimizing supply chain management, increasing R&D investment and diversified marketing promotion methods. However, Company H also faces many challenges in the process of internationalization, including trade barriers, geopolitical risks and cultural differences. In response to these problems, Company H has adopted strategies such as localized production, establishing a risk early warning mechanism and cultural integration to effectively alleviate the uncertainty brought by the external environment. Despite achieving certain results, Company H's deep cultivation in some markets is still insufficient, especially its risk management ability needs to be further improved when dealing with complex geopolitical situations. Overall, Company H's successful experience lies in its flexible strategic adjustment ability and continuous innovation ability, while its deficiencies are reflected in the limitations of adaptability to local markets.

Based on the development case of Company H, other transnational corporations can learn many experiences when formulating development strategies. Firstly, in terms of market entry strategy, enterprises should fully combine the characteristics of the target market and flexibly choose ways such as export trade, joint ventures or localized production to reduce entry barriers and quickly occupy the market. Secondly, in terms of competitive strategy, the combination of differentiation and cost leadership can provide stronger competitive advantages for enterprises. For example, achieve product differentiation through technological innovation, and control costs through scale effect and supply chain optimization, so as to stand out in the fierce market competition. In addition, product innovation is one of the key factors for transnational corporations to maintain long-term

competitiveness. Enterprises need to continuously increase R&D investment, promote technological upgrading and functional innovation to meet the increasingly diverse needs of global consumers. Finally, in the face of the complex international environment, transnational corporations should build a sound risk management system and diversify potential geopolitical and economic risks through diversified market layout. These implications are not only applicable to the smartphone industry but also provide important references for transnational corporations in other high-tech industries.

This research provides useful insights for the international operation of transnational corporations through the analysis of Company H's development strategy. However, the research still has certain limitations. For example, this paper mainly focuses on Company H's smartphone business, and the discussion on other related derivative businesses is limited, which may affect the comprehensive understanding of the company's overall strategy. In addition, with the rapid development of emerging technologies such as artificial intelligence and Internet of Things, the formulation and implementation of transnational corporations' development strategies are facing new opportunities and challenges. Future research can further explore the specific impact of these technologies on the development strategies of transnational corporations, especially the application practice in the context of digital transformation and intelligent upgrading. Meanwhile, considering the dynamic changes of the global economic environment, future research can also analyze the impact of anti-globalization trends, green economic transformation and other factors on the strategic choices of transnational corporations from a more macro perspective, so as to provide more comprehensive support for theoretical development and practical guidance.

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