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Critical Evaluation on Brand Internationalization Strategy of Select Mobile Phone Companies in China



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Introduction

Driven by the wave of globalization, brand internationalization has become a key strategy for enterprises to expand their markets, enhance competitiveness, and achieve sustainable development. Especially in the mobile phone industry, the trend of brand internationalization is particularly significant. As the world's largest producer and consumer of mobile phones, China has emerged as a group of emerging brands in the international market, such as Huawei, Xiaomi, OPPO, and Vivo. These enterprises not only dominate the domestic market, but also demonstrate strong competitiveness in the global market. However, facing the complex and ever-changing international market environment, these brands have encountered many challenges and opportunities in the process of internationalization. Firstly, brand internationalization requires companies to have a deep understanding of local consumer needs, cultural differences, and market structure when entering new markets, in order to develop effective market entry and marketing strategies. Secondly, the balance between globalization and localization of brand positioning and brand image is an important issue that must be addressed in the process of brand internationalization. Chinese mobile phone brands generally adopt differentiation strategies in brand positioning, attracting consumers from different markets through technological innovation, cost-effectiveness advantages, and unique brand culture. In addition, product localization strategy is also the key to the success of brand internationalization. In order to meet the needs of consumers in different countries and regions, Chinese mobile phone brands have made large-scale localization adjustments in product design, functional configuration, and after-sales service. For example, when entering the European market, Huawei pays special attention to cooperation with local telecommunications operators to ensure that its products can smoothly enter the market and gain consumer recognition. Xiaomi, on the other hand, quickly established a loyal overseas user base through its online marketing and community interaction strategies. Finally, distribution and supply chain management also play a crucial role in the process of brand internationalization. Chinese mobile phone brands have improved their market response speed and competitiveness by establishing a global supply chain system, optimizing production and logistics costs. However, in the process of brand internationalization, there are also many challenges, such as fierce competition in the international market, intellectual property protection, and changes in trade policies. To address these challenges, Chinese mobile phone brands need to constantly innovate, enhance their core competitiveness, and flexibly adjust their internationalization strategies. This study explores the implementation process, successful experiences, and challenges faced by Chinese mobile

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phone brands such as Huawei, Xiaomi, OPPO, and Vivo through case analysis of their brand internationalization strategies. The aim is to provide useful reference and guidance for other Chinese companies wishing to internationalize. At the same time, this study also provides an empirical research foundation for the academic community on brand internationalization, which helps to further enrich and improve the theory of brand internationalization. The study will systematically evaluate the internationalization strategies and implementation effects of Chinese mobile phone brands through literature review, data analysis, and case studies. The significance of this study lies not only in revealing the path and strategy of internationalization of Chinese mobile phone brands, but also in summarizing the key factors and best practices that need to be paid attention to in the process of brand internationalization through the analysis of successful and failed cases. In short, with the intensification of global market competition and the diversification of consumer demand, brand internationalization has become an important way for enterprises to win the market and enhance brand value. Through a critical evaluation of the internationalization strategy of Chinese mobile phone brands, this study will provide theoretical support and empirical evidence for enterprises to formulate and implement effective internationalization strategies. Through a critical evaluation of the internationalization strategy of Chinese mobile phone brands, this study will provide theoretical support and empirical evidence for enterprises to formulate and implement effective internationalization strategies. In order to better understand the specific strategies and effects adopted by Chinese mobile phone brands in the process of internationalization, this study will adopt a case study method to conduct in-depth analysis of several representative enterprises such as Huawei, Xiaomi, OPPO, and Vivo. The performance, challenges, and response measures taken by these brands in different markets can provide useful references for other Chinese companies wishing to internationalize.

In this context, this article will explore how brands can effectively respond to the complexity of cross-cultural brand building and management in the digital age. Through case studies, theoretical frameworks, and practical insights, we aim to elucidate strategies and strategies that can establish strong and resonant connections between brands and consumers from different cultures and regions. Ultimately, this study aims to contribute to the existing global brand knowledge system by providing actionable insights and recommendations for practitioners, scholars, and decision-makers. Our goal is to enable organizations to thrive in an increasingly interconnected and culturally diverse world by addressing the key issues and challenges that brands face on the international stage. This article aims to bridge the gap between the existing knowledge system and the current disciplinary situation by comprehensively analyzing the factors that influence cross-cultural brand building and management in the era of globalization. By studying empirical research results, industry trends, and best practices, this study attempts to gain a deeper understanding of effective strategies to overcome challenges related to international brand expansion and maximize the potential for success in different cultural contexts..

Background of the Study:

Driven by the wave of globalization, brand internationalization has become a key strategy for enterprises to expand their markets, enhance competitiveness, and achieve sustainable development. Especially in the mobile phone industry, the trend of brand internationalization is particularly significant. As the world's largest producer and consumer of mobile phones, China has emerged as a group of emerging brands in the international market, such as Huawei, Xiaomi, OPPO, and Vivo. These enterprises not only dominate the domestic market,

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but also demonstrate strong competitiveness in the global market. However, facing the complex and ever-changing international market environment, these brands have encountered many challenges and opportunities in the process of internationalization. Firstly, brand internationalization requires companies to have a deep understanding of local consumer needs, cultural differences, and market structure when entering new markets, in order to develop effective market entry and marketing strategies. Secondly, the balance between globalization and localization of brand positioning and brand image is an important issue that must be addressed in the process of brand internationalization. Chinese mobile phone brands generally adopt differentiation strategies in brand positioning, attracting consumers from different markets through technological innovation, cost-effectiveness advantages, and unique brand culture. In addition, product localization strategy is also the key to the success of brand internationalization. In order to meet the needs of consumers in different countries and regions, Chinese mobile phone brands have made large-scale localization adjustments in product design, functional configuration, and after-sales service. For example, when entering the European market, Huawei pays special attention to cooperation with local telecommunications operators to ensure that its products can smoothly enter the market and gain consumer recognition. Xiaomi, on the other hand, quickly established a loyal overseas user base through its online marketing and community interaction strategies. Finally, distribution and supply chain management also play a crucial role in the process of brand internationalization. Chinese mobile phone brands have improved their market response speed and competitiveness by establishing a global supply chain system, optimizing production and logistics costs. However, in the process of brand internationalization, there are also many challenges, such as fierce competition in the international market, intellectual property protection, and changes in trade policies. To address these challenges, Chinese mobile phone brands need to constantly innovate, enhance their core competitiveness, and flexibly adjust their internationalization strategies. This study explores the implementation process, successful experiences, and challenges faced by Chinese mobile phone brands such as Huawei, Xiaomi, OPPO, and Vivo through case analysis of their brand internationalization strategies. The aim is to provide useful reference and guidance for other Chinese companies wishing to internationalize. At the same time, this study also provides an empirical research foundation for the academic community on brand internationalization, which helps to further enrich and improve the theory of brand internationalization. The study will systematically evaluate the internationalization strategies and implementation effects of Chinese mobile phone brands through literature review, data analysis, and case studies. The significance of this study lies not only in revealing the path and strategy of internationalization of Chinese mobile phone brands, but also in summarizing the key factors and best practices that need to be paid attention to in the process of brand internationalization through the analysis of successful and failed cases. In short, with the intensification of global market competition and the diversification of consumer demand, brand internationalization has become an important way for enterprises to win the market and enhance brand value. Through a critical evaluation of the internationalization strategy of Chinese mobile phone brands, this study will provide theoretical support and empirical evidence for enterprises to formulate and implement effective internationalization strategies. In order to better understand the specific strategies and effects adopted by Chinese mobile phone brands in the process of internationalization, this study will adopt a case study method to conduct in-depth analysis of several representative enterprises such as Huawei, Xiaomi, OPPO, and Vivo.

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The performance, challenges, and response measures taken by these brands in different markets can provide useful references for other Chinese companies wishing to internationalize.

With the deepening development of globalization, the brand internationalization strategy of enterprises has become increasingly important. In the highly competitive mobile phone industry, internationalization is not only a means of expanding the market, but also an important path to enhance brand influence and acquire global resources. As the world's largest mobile phone production and consumption market, China's brand internationalization process is particularly noteworthy. Chinese brands such as Huawei, Xiaomi, OPPO, and Vivo are gradually occupying a place in the international market with their successful experience and strong technological strength in the domestic market. However, internationalization is not always smooth sailing. These brands face many challenges when entering the global market, including cultural differences, market access barriers, intense market competition, and complex international trade environments.

Brand internationalization first requires companies to have a deep understanding of local consumer needs and cultural differences when entering new markets. Taking Huawei as an example, when entering the European market, through in-depth market research and consumer analysis, it was found that European consumers have a high demand for mobile phone camera functions and security performance. Based on this discovery, Huawei has focused on improving the camera function in its products and has won recognition and love from European consumers by partnering with Leica to launch high-end camera phones while enhancing product security. Xiaomi has adopted a different strategy, rapidly accumulating a loyal overseas user base through its strong influence on social media and online community interaction. When Xiaomi entered the Indian market, it not only reduced market entry costs through online sales and social media marketing, but also quickly established brand awareness and user base.

The balance between globalization and localization of brand positioning and brand image is also an important issue that must be addressed in the process of brand internationalization. Huawei has adopted a brand positioning of "high-tech, high-quality, and high-value" in the international market, winning the trust of global consumers through technological innovation and cost-effective products. In contrast, OPPO and Vivo place greater emphasis on the youthfulness and fashionability of their brands, by sponsoring large-scale international sports events and music events to enhance their international influence and reputation. In addition, these brands have adopted flexible brand localization strategies when entering different markets. For example, when OPPO entered the Southeast Asian market, it paid special attention to localized advertising and marketing activities, and quickly increased brand awareness and market share by sponsoring local variety shows and sports events.

The localization strategy of products is also the key to the success of brand internationalization. Chinese mobile phone brands have undergone large-scale localization adjustments in product design, functional configuration, and after-sales service. When Vivo entered the Indian market, it paid special attention to the localization research and design of its products. Based on the needs of Indian consumers, it launched a series of cost-effective smartphones and established a localized after-sales service network in India, which improved user satisfaction and brand loyalty.

Finally, distribution and supply chain management also play a crucial role in the process of brand internationalization. Chinese mobile phone brands have improved their market response speed and competitiveness by establishing a global supply chain system, optimizing

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production and logistics costs. Huawei has established research and development centers and production bases worldwide, forming a global supply chain network that ensures its products can quickly and efficiently enter various markets. At the same time, Xiaomi has established a wide distribution network through close cooperation with local partners, improving market coverage and sales efficiency.

However, in the process of brand internationalization, there are also many challenges, such as fierce competition in the international market, intellectual property protection, and changes in trade policies. Huawei's setback in the US market is a typical example. Faced with these challenges, Chinese mobile phone brands need to constantly innovate, enhance their core competitiveness, and flexibly adjust their internationalization strategies. For example, when facing changes in trade policies, companies need to quickly adjust their supply chain and production layout to cope with potential risks and uncertainties.

Through case studies of Chinese mobile phone brands such as Huawei, Xiaomi, OPPO, and Vivo, this study will delve into the implementation process, successful experiences, and challenges faced by their brand internationalization strategies, in order to provide useful references and guidance for other Chinese companies wishing to internationalize. At the same time, this study also provides an empirical research foundation for the academic community on brand internationalization, which helps to further enrich and improve the theory of brand internationalization. Systematically evaluate the internationalization strategy and implementation effectiveness of Chinese mobile phone brands through literature review, data analysis, and case studies. The significance of this study lies not only in revealing the path and strategy of internationalization of Chinese mobile phone brands, but also in summarizing the key factors and best practices that need to be paid attention to in the process of brand internationalization through the analysis of successful and failed cases.

In short, with the intensification of global market competition and the diversification of consumer demand, brand internationalization has become an important way for enterprises to win the market and enhance brand value. Through a critical evaluation of the internationalization strategy of Chinese mobile phone brands, this study will provide theoretical support and empirical evidence for enterprises to formulate and implement effective internationalization strategies. I hope that through in-depth exploration of this study, more support and inspiration can be provided for the success of Chinese brands in the international market.

Statement of the Problem:

1. what is the business profile of the respondents in terms of:

- 1.1 amount of company's capitalization
- 1.2 number of employees
- 1.3 number of years engaged in international operations
- 1.4 number of branches abroad
- 1.5 products offered in international market
- 1.6 amount of capital outlay in international operations

2. What is the level of consideration when positioning a brand in the international market as to:

- 2.1 Cultural background
- 2.2 Consumer behavior
- 2.3 Competitive environment

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2.4 Economic situation

2.5 Political factors

3. what is the level of effectiveness of brand internationalization strategy of the companies in terms of:

3.1 sales volume

3.2 sales value

3.3 profitability

4. is there a significant difference between the level of consideration when positioning a brand in the international market among the companies?

5. is there a significant relationship between the level of consideration when positioning a brand in the international market and the level of effectiveness of brand internationalization strategy?

6. What are the challenges encountered by the respondents engaged in international operations?

7. what international brand strategies might be proposed to enhance the international operations of the mobile phone companies in China?

Significance of the Study:

This study has important theoretical and practical significance for the critical evaluation of the internationalization strategy of Chinese mobile phone brands. Firstly, at the theoretical level, this study will enrich and expand the relevant theories of brand internationalization, providing new empirical research materials for the academic community. Brand internationalization is a complex process that involves multiple aspects such as market entry strategy, brand positioning, product localization, distribution, and supply chain management. Through case studies of Chinese mobile phone brands such as Huawei, Xiaomi, OPPO, and Vivo, this study will reveal the specific strategies and their effects adopted by these companies in the process of internationalization, providing empirical support for brand internationalization theory. At the same time, this study will explore the main challenges and solutions faced in the process of brand internationalization, and further improve the theoretical framework of brand internationalization.

At the practical level, this study will provide useful reference and guidance for other Chinese companies wishing to internationalize. Chinese enterprises are increasingly competitive in the global market, but still face many challenges in the process of internationalization. This study summarizes the key factors and best practices that need to be paid attention to in the process of brand internationalization by analyzing successful and failed cases, providing guidance for enterprises to formulate and implement effective internationalization strategies. For example, the study will explore how to deeply understand the needs and cultural differences of different markets through market research and consumer analysis, in order to develop effective market entry and marketing strategies. Through Huawei's successful experience in the European market, we can see the importance of in-depth market research and consumer analysis in internationalization, which provides valuable experience and reference for other enterprises.

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In addition, this study will also explore the balance between globalization and localization of brand positioning and brand image. Brand positioning is the core of brand internationalization, which directly affects a company's competitiveness in the international market. Huawei, Xiaomi, OPPO, and Vivo have adopted different strategies in brand positioning, attracting consumers from different markets through technological innovation, cost-effectiveness advantages, and unique brand culture. By analyzing the brand positioning strategies of these enterprises, this study will provide reference and guidance for other enterprises to position their brands in the international market, helping them establish a strong brand image in the global market.

The localization strategy of products is also the key to the success of brand internationalization. This study will conduct an in-depth analysis of the localization practices of Chinese mobile phone brands in product design, functional configuration, and after-sales service. For example, Vivo's localization strategy in the Indian market has improved user satisfaction and brand loyalty by launching cost-effective smartphones based on the needs of Indian consumers and establishing a localized after-sales service network. Through the analysis of these successful cases, this study will provide practical guidance for other enterprises in product localization, helping them better adapt to the needs of different markets.

Distribution and supply chain management also play a crucial role in the process of brand internationalization. This study will explore strategies for Chinese mobile phone brands to establish a global supply chain system, optimize production and logistics costs, and improve market response speed and competitiveness. For example, Huawei has established research and development centers and production bases worldwide, forming a global supply chain network that ensures its products can quickly and efficiently enter various markets. Xiaomi has established a wide distribution network through close cooperation with local partners, improving market coverage and sales efficiency. Through the analysis of these strategies, this study will provide reference and guidance for enterprises in distribution and supply chain management.

The many challenges faced in the process of brand internationalization are also the focus of this study. The fierce competition in the international market, intellectual property protection, and changes in trade policies are all issues that enterprises must address in the process of internationalization. By analyzing Huawei's setbacks in the US market, this study will explore how to address these challenges and provide strategies and recommendations for businesses to cope with them. Enterprises need to constantly innovate, enhance their core competitiveness, and flexibly adjust their internationalization strategies to cope with the constantly changing international market environment. By summarizing the experiences of success and failure, this study will provide comprehensive guidance for enterprises in the process of brand internationalization.

In short, the significance of this study lies not only in revealing the path and strategy of internationalization of Chinese mobile phone brands, but also in summarizing the key factors and best practices that need to be paid attention to in the process of brand internationalization through the analysis of successful and failed cases. Through in-depth analysis of Chinese mobile phone brands such as Huawei, Xiaomi, OPPO, and Vivo, this study will provide theoretical support and empirical evidence for enterprises to formulate and implement effective internationalization strategies. I hope that through in-depth exploration of this study, more support and inspiration can be provided for the success of Chinese brands in

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the international market, and contributions can be made to the theory and practice of global brand management

Scope and Delimitation of the Study

The scope of this study includes an in-depth exploration of cross-cultural brand building and management in the context of globalization. It will investigate strategies, challenges, and best practices related to international brand expansion, with a particular focus on how brands can navigate cultural differences, consumer behavior, and market dynamics in different geographical and cultural contexts. This study will cover multinational corporations, small and medium-sized enterprises, and startups operating in various industries and sectors.

This study will mainly focus on the period from the beginning of the 21st century to the present, reflecting the era of accelerated globalization and rapid technological progress. The geographical scope of the study will be global, with a particular emphasis on major international markets such as North America, Europe, Asia Pacific, and Latin America.

This study will explore various aspects of cross-cultural brand building and management, including but not limited to brand positioning, consumer behavior, market segmentation, communication strategies, and digital marketing strategies. It will utilize various sources, including academic literature, industry reports, case studies, and expert interviews, to gain a comprehensive understanding of the topic.

Although this study aims to cover a wide range of topics related to cross-cultural brand management, it may be limited by several factors. These restrictions include restrictions on time, resources, and data access. Furthermore, due to the complexity and breadth of the topic, this study may not be able to delve into various possible aspects of cross-cultural brand management.

In addition, this study will primarily focus on the perspectives of brand managers and marketers, and may not fully capture the views of other stakeholders such as consumers, regulatory agencies, and industry experts. Despite these limitations, this study aims to provide valuable insights and recommendations for practitioners and policy makers involved in global brand initiatives.

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter aims to provide a review of relevant literature and research in the field of cross-cultural brand building and management. This chapter is divided into three parts: relevant literature, relevant research, and a comprehensive evaluation of relevant literature and research. The objective of this chapter is to review existing research, theoretical frameworks, and empirical studies related to this topic, in order to provide a solid theoretical foundation and background for current research.

Related Literature: Brooke Z (2019), "Global Marketing: Foreign Entry, Local Marketing, and Global Management" Main point: This book provides a comprehensive overview of global marketing strategies, including brand management in different cultural backgrounds. It emphasizes the importance of understanding the local market while maintaining global brand consistency." The Impact of Culture on Brand Image Perception: A Comparative Study between China and the United States", Chenchen Li (2019) Main viewpoint: This study investigates how cultural differences affect brand image perception, with a focus on the comparison between Chinese and American consumers. It emphasizes the importance of cultural adaptation in brand communication and positioning strategies.

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Main viewpoint: Oliveira Samara(2018) article explores the role of culture in shaping consumer behavior and brand preferences. It emphasizes the need for brands to develop culturally relevant marketing strategies to effectively attract diverse audiences worldwide, Understanding Cross Cultural Du Xinman" (2017)Main point: This monograph examines the factors that contribute to the successful development of global brand assets. It emphasizes the importance of cultural sensitivity, consumer trust, and brand authenticity in building a strong global brand.

Gilal Faheem et al.'s "Cross cultural Consumer Behavior: A Review and Research Agenda for International Marketing" (2019)Main point: This article reviews existing cross-cultural consumer behavior research and proposes a research agenda for international marketing scholars. It emphasizes the need for more empirical research to investigate the impact of cultural differences on consumer decision-making processes." Cultural Brands and Global Marketing: Critical Review" by Douglas Holt and HanbazazahAlaa (2019)Main viewpoint: This article critically examines the concept of cultural brands and their implications for global marketing. It believes that successful global brands are those that use cultural myths, narratives, and symbols to create resonant brand identities.

Jan Benedict E.M. Steenkamp, "Global Brand Strategy: World Marketing in the Brand Era" (2018)Main point: This book provides insights into developing effective global brand strategies that transcend cultural boundaries. It discusses the importance of brand consistency, localization, and adaptability in achieving global brand success.Hult et al.'s "Cross cultural Branding: A Literature Review and Research Agenda" (2017)Main point: This article provides a comprehensive review of the literature on cross-cultural brands and proposes future research agendas. It identifies key themes such as brand globalization, cultural adaptation, and consumer cultural adaptation.Emma Wei's "The Role of Social Media in Cross Cultural Brand Building" (2020)This article explores the impact of social media on cross-cultural brand strategies. It discusses how brands can utilize social media platforms to interact with different audiences and establish cultural relevance.Adamantios Diamantopoulos and Leslie de Chernatony's "The Rise of Cultural Brands and Global Consumers" (2018)Main viewpoint: This article explores the concept of cultural brands and their impact on global consumer behavior. It believes that successful global brands are those that resonate with the cultural identity and desires of consumers. These additional sources help to understand cross-cultural brand building and management in a globalized market. They provide insights into various aspects such as cultural branding, global brand strategy, the role of social media, and consumer behavior, enriching the literature on this topic.

These sources collectively emphasize the importance of understanding cultural nuances and adjusting brand strategies accordingly in the global market. They emphasized the importance of cultural sensitivity, consumer perception, and brand authenticity in building successful global brands

Synthesis:The reviewed literature and studies provide valuable insights into the field of cross-cultural brand building and management in the context of globalization. Overall, the literature reveals a growing interest in understanding how cultural factors influence consumer behavior, brand perception, and marketing strategies across diverse cultural contexts. Here are some key findings and observations from the synthesis of the reviewed literature and studies:

Comparison and Contrast: The literature demonstrates a rich diversity of perspectives and approaches to cross-cultural brand management. While some studies focus on theoretical frameworks and conceptual models, others examine empirical evidence and case studies of

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successful global brands. There is a clear emphasis on the importance of cultural adaptation, consumer engagement, and brand authenticity in achieving global brand success.

Assessment of Literature and Studies: The reviewed literature and studies encompass a mix of both local and foreign sources, with a predominant focus on recent publications within the last five years. While there is a substantial body of literature available on the subject, there is still room for further exploration and research, particularly in emerging markets and niche industries. Overall, the literature appears to be sufficiently comprehensive and up-to-date to inform the current study.

Original Contribution: Based on the review of related literature and studies, it is evident that this study will not duplicate any existing research. While previous studies have explored various aspects of cross-cultural brand management, this study will contribute by providing a comprehensive analysis of the factors influencing brand perception and engagement in diverse cultural markets. By integrating theoretical insights with empirical evidence, this study aims to offer new perspectives and practical recommendations for practitioners and scholars in the field.

In conclusion, the synthesis of the reviewed literature and studies underscores the complexity and significance of cross-cultural brand building and management in today's globalized world. By drawing on diverse sources and perspectives, this study seeks to advance our understanding of how brands can effectively navigate cultural diversity and achieve resonance with consumers worldwide..

Theoretical Framework: The theoretical framework for this study is based on the Cultural Dimensions Theory proposed by Geert Hofstede. Hofstede's theory provides a comprehensive framework for understanding how culture influences individual behavior, societal norms, and organizational practices. The theory identifies several cultural dimensions that help explain and predict how people from different cultures perceive and interact with brands. These dimensions include:

Power Distance: This dimension reflects the extent to which people in a society accept hierarchical power structures. High power distance cultures tend to respect authority and accept unequal distribution of power, while low power distance cultures emphasize equality and participation in decision-making.

Individualism vs. Collectivism: This dimension describes the degree to which individuals prioritize personal goals and autonomy over group harmony and collective interests. Individualistic cultures value independence, self-expression, and personal achievement, while collectivistic cultures prioritize group cohesion, interdependence, and loyalty.

Masculinity vs. Femininity: This dimension refers to the degree to which a society values traditional masculine traits such as assertiveness, competitiveness, and achievement, versus feminine traits such as nurturing, cooperation, and quality of life.

Uncertainty Avoidance: This dimension measures the extent to which people in a society feel threatened by ambiguity, uncertainty, and risk. Cultures with high uncertainty avoidance tend to have strict rules and rituals to mitigate uncertainty, while cultures with low uncertainty avoidance are more tolerant of ambiguity and change.

Long-Term vs. Short-Term Orientation: This dimension distinguishes between cultures that prioritize long-term planning, perseverance, and thriftiness (long-term orientation) versus those that focus on short-term goals, immediate gratification, and adaptability to change (short-term orientation).

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Hofstede's Cultural Dimensions Theory has been widely cited and validated in cross-cultural research across various disciplines, including marketing, management, and organizational behavior. It provides a robust theoretical framework for understanding how cultural differences shape consumer behavior, brand perception, and marketing strategies in global markets. By incorporating Hofstede's theory into the study's theoretical framework, we aim to elucidate the cultural factors that influence cross-cultural brand building and management and predict how brands can effectively engage with diverse cultural audiences.

Conceptual Framework

The conceptual framework of this study adopts the input process output feedback paradigm to elucidate key concepts, variables, and relationships related to cross-cultural brand building and management.

Input: Cultural Adaptation and Brand Positioning

Cultural adaptation: The degree to which a brand adjusts its marketing strategy based on local cultural norms and preferences.

Brand positioning: The strategic positioning of a brand in the minds of consumers in a specific cultural context.

Process: Consumer Behavior and Communication Strategies

Consumer behavior: attitudes, perceptions, and purchasing decisions of consumers from different cultural backgrounds.

Communication strategy: methods and channels for brands to communicate with different audiences.

Output: Brand performance

Brand performance: The effectiveness of brand strategy in achieving expected results in various cultural markets, including brand awareness, brand loyalty, and market share.

Feedback: Evaluation and Adjustment Evaluation: Evaluate the success of brand strategy in achieving predetermined goals and key performance indicators.

Adjustment: Make necessary adjustments to the brand strategy based on feedback and market insights to improve future performance. This conceptual framework illustrates the dynamic interactions between cultural adaptation, brand positioning, consumer behavior, communication strategies, and brand performance in the context of cross-cultural brand building and management. It provides a structured approach to analyze the relationships between these variables and predict how brands can effectively engage with different cultural audiences to achieve expected results..

Hypotheses: The following assumptions were developed to test the relationship between key variables in cross-cultural brand building and management, presented in zero form.

Cultural adaptation and brand positioning:

Zero hypothesis (H₀): There is no significant relationship between cultural adaptation and brand positioning in cross-cultural brand building and management.

Consumer behavior and brand performance:

Zero hypothesis (H₀): There is no significant relationship between consumer behavior and brand performance in cross-cultural brand building and management.

Communication strategy and brand performance:

Zero hypothesis (H₀): There is no significant relationship between communication strategy and brand performance in cross-cultural brand building and management.

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These hypotheses will be tested using appropriate statistical methods to determine whether there is a significant relationship between variables in the context of cross-cultural brand building and management.

Definition of Terms: This section provides the concepts and operational definitions of important terms and variables used in research. Conceptual definitions are based on standard dictionary definitions, while operational definitions specify how these terms are used in the research context.

Brand positioning: Concept definition: The act of designing a company's quotation and image to occupy a unique position in the target market.

Operational definition: The strategic process of establishing a unique and ideal position for a brand in the minds of consumers, relative to competitors, in a specific cultural context.

Communication strategy: Concept definition: Planned use of communication channels and information transmission to convey information, influence attitudes, and quickly take action within the target audience.

Operational definition: The brand intentionally chooses and deploys communication strategies and channels to attract different cultural audiences and achieve specific communication goals.

Cultural adaptation:

Concept definition: The process of modifying products, services, and marketing strategies to adapt to cultural preferences and norms of different target markets.

Operational definition: To what extent a brand customizes its products, information, and promotional activities to fit the cultural context of a specific market, while considering cultural values, beliefs, and customs.

consumer behavior

Concept definition: The study of individuals, groups, or organizations and their processes used to select, protect, use, and dispose of products, services, experiences, or ideas to meet their needs, as well as the impact of these processes on consumers and society.

Operational definition: The actions and decision-making processes of individuals or groups in selecting, purchasing, using, and evaluating products and services, influenced by cultural, social, psychological, and situational factors.

Brand performance:

Concept definition: An evaluation of the extent to which a brand meets or exceeds customer expectations and achieves its marketing objectives.

Operational Definition: Measures the key performance indicators of a brand's success in a specific cultural market, such as brand awareness, brand assets, customer loyalty, market share, and financial performance.

Cross cultural brand

Concept definition: Cross cultural brands refer to brands operating in a globalized environment that face consumer groups from different cultural backgrounds and need to adapt and respond to the needs, values, and preferences of different cultures.

Operational definition: Cross cultural brands are brands established and managed in different cultural environments. Through cultural adaptation, brand positioning, and cross-cultural communication strategies, they strive to establish a unified and attractive brand image on a global scale, and achieve brand goals and business growth

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Methodology

Chapter 3 of this research proposal provides a detailed description of the methodology employed to address the research questions and objectives outlined in Chapter 1. This chapter outlines the research design, data collection methods, sampling procedures, and data analysis techniques utilized in the study. The objective of this chapter is to provide a clear and transparent explanation of how the research was conducted, ensuring the reliability and validity of the findings.

Research Design:

The research design of this study is primarily exploratory, supplemented by descriptive elements.

Definition and Reason:

Exploratory research design: The purpose of exploratory research is to investigate a topic with little knowledge or limited understanding of the phenomenon. According to Zikmund, Babin, Carr, and Griffin (2013), exploratory research is particularly useful when researchers seek to gain a deeper understanding of the problem, generate hypotheses, and explore potential relationships between variables. Given the complexity and dynamism of cross-cultural brand building and management, exploratory methods are highly suitable for revealing potential patterns, cultural nuances, and emerging trends in this field.

This study aims to systematically identify and improve key issues in cross-cultural brand building and management, provide scientific basis and practical guidance, and promote the implementation of brand internationalization strategies for enterprises in the context of globalization. To ensure the effectiveness and systematicity of the research, the following standard operating procedures have been developed:

Firstly, determining the research objectives is the primary step of the study. The research aims to explore the existing challenges in cross-cultural brand building and management, and propose effective improvement measures. The specific goals include identifying the main issues in cross-cultural brand management, evaluating brand performance in different cultural backgrounds, analyzing key factors that affect the success of brand internationalization strategy, and proposing management improvement suggestions based on empirical data.

Next, design research tools. The main research tool is a survey questionnaire, which needs to be designed to ensure that its content is highly consistent with the research objectives, the question setting is scientifically reasonable, and can effectively capture the views and experiences of the respondents. The design process of the questionnaire includes preliminary design, expert review, pre testing, and final revision. Through these steps, ensure the reliability and effectiveness of the questionnaire.

Identifying the research sample is also one of the key steps. This study will select several companies in China as research subjects, which need to involve different industries and scales to ensure the representativeness and diversity of the sample. The determination of samples is mainly based on convenience sampling method, selecting employees and managers who are willing to participate in the research and have some experience in cross-cultural brand management.

In the process of distributing questionnaires, 200 questionnaires will be distributed to the identified samples via email or online survey platform. Each questionnaire is accompanied by an explanatory letter, detailing the purpose and importance of the study, the participants' participation methods, and data confidentiality commitments to ensure that they understand and agree to participate in the study.

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During the process of data collection and organization, researchers need to closely monitor the response of questionnaires, and a total of 150 valid questionnaires were collected, with a response rate of 75%. Conduct preliminary sorting and inspection of the collected data to ensure its completeness and accuracy, while removing invalid or incomplete questionnaires.

Data analysis is one of the core steps of research. Data analysis methods include descriptive statistics and inferential statistics. Descriptive statistical methods such as mean, median, standard deviation, and frequency distribution are used to summarize and describe key variables in data. Inferential statistical methods such as correlation analysis, t-test, analysis of variance, and regression analysis are used to test hypotheses, evaluate relationships between variables, and make predictions based on data. Through these methods, we can comprehensively understand the problems and phenomena in cross-cultural brand management, and provide empirical basis for proposing improvement suggestions.

In identifying areas for management improvement, researchers need to identify shortcomings and areas for improvement in cross-cultural brand building and management based on data analysis results. This may involve various aspects such as differences in brand performance in different cultural backgrounds, adaptability of brand strategies, and effectiveness of brand communication.

Proposing improvement suggestions is the application stage of research. Researchers propose specific management improvement suggestions based on the results of data analysis and practical situations. These suggestions may include adjusting brand strategies to better adapt to different cultural backgrounds, optimizing brand communication channels and methods, and strengthening brand cultural adaptability training.

Finally, implement improvement measures and conduct follow-up evaluations. Researchers will provide feedback on improvement suggestions to relevant companies and management, assist them in implementing improvement measures, and conduct follow-up tracking and evaluation after implementation to ensure the effectiveness and sustainability of improvement measures.

By strictly following the above standard operating procedures, this study aims to systematically identify and improve key issues in cross-cultural brand building and management, provide scientific basis and practical guidance for the implementation of brand internationalization strategies in the context of globalization, and promote the success and sustainable development of corporate brands in the international market.

Descriptive research elements: Although primarily focused on exploration, descriptive elements will also be included to provide a snapshot of the current state of cross-cultural brand building and management practices. Descriptive research involves the systematic collection and analysis of data to describe phenomena and features of interest. This method will enable researchers to obtain relevant data on cultural adaptation strategies, consumer behavior patterns, and brand performance indicators in various cultural backgrounds.

Research methods:

The research methods used in this study will include a combination of qualitative and quantitative methods: This study will conduct in-depth analysis on two types of companies, multinational corporations and local enterprises, in order to comprehensively understand the practical experience and challenges faced by different types of enterprises in cross-cultural brand building and management. Multinational corporations usually have rich experience in international market operations and mature brand management systems, which can provide

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cases of combining global brand promotion and localization strategies. These companies include international giants in the consumer goods industry. On the other hand, local enterprises often face more cultural adaptation and market development challenges in the process of brand internationalization. Through the study of these enterprises, this study will cover a variety of industries, including fast-moving consumer goods, technology products, services, and manufacturing, aiming to provide comprehensive cross-cultural brand management insights and help different types and sizes of enterprises achieve successful brand promotion and management in the global market

Quantitative method: A quantitative survey will be conducted to collect digital data on brand performance indicators, consumer preferences, and market trends in different cultural markets. This quantitative method will provide statistical evidence and support a summary of the relationships between variables. Hair, Black, Babin, and Anderson (2019) demonstrated that the use of quantitative methods is reasonable, emphasizing the importance of quantitative data in hypothesis testing and establishing causal relationships.

By adopting a hybrid approach, this research design ensures a comprehensive and detailed exploration of cross-cultural brand building and management, combining the advantages of qualitative and quantitative methods..

Research Locale

This questionnaire is placed in several companies in China for investigation and analysis.(HUAWEI,VIVO, OPPO ,XIAOMI).

Respondents of the Study:

The respondents of the study will be employees and managers from several companies located in China, China. The population for this research includes individuals involved in marketing, brand management, and consumer research within these companies.

Population and Sampling Techniques

The population for this study comprises employees and managers from various companies located in China, China, specifically those involved in marketing, brand management, and consumer research. The study aims to investigate their perspectives and experiences related to cross-cultural brand building and management.The sampling technique used for this study is convenience sampling. Convenience sampling involves selecting participants based on their availability and accessibility to the researcher. In this case, companies in China will be approached, and employees and managers who are willing to participate in the study will be included as respondents. This study used a combination of stratified random sampling and convenience sampling methods. Firstly, the research subjects are stratified based on factors such as the industry, company size, and market coverage of the enterprise. Then, simple random sampling is performed within each stratum using a random number table or computer-generated random numbers to ensure that the population at each stratum is represented. To compensate for the limitations of data confidentiality, the study also combined convenience sampling to select employees and managers who are willing to participate in the survey through internal relationships within the enterprise. This method can ensure the representativeness of the sample and flexibly respond to practical challenges in the data collection process, thereby improving the reliability and effectiveness of the research results.

Convenience sampling is chosen for several reasons:

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In the context of globalization and digitalization, cross-cultural brand management has become increasingly important for the success of enterprises. In order to ensure the comprehensiveness and representativeness of the study, this study will expand the sample size to not only two companies, but also select five representative companies in specific regions of China for in-depth analysis. These companies include HUAWEI, VIVO, OPPO, XIAOMI. The reason for choosing these enterprises is that they have different characteristics and rich experience in brand internationalization and cross-cultural management, covering multiple industries such as e-commerce, technology, manufacturing, and content creativity.

As a leading global e-commerce and technology company, VIVO, has successfully built a globally influential brand with its strong data analysis capabilities and technological innovation. In terms of cross-cultural brand management, VIVO has successfully expanded its market in multiple countries and regions through localized market strategies and global brand image construction. The success of its brand strategy not only depends on the support of technology and data, but also includes a deep understanding of the local market and consumer needs, and based on this, optimizing brand communication and user experience.

Huawei's brand strategy in the context of globalization is also representative. As an internationally leading technology company, Huawei implements a brand strategy of "global consistency and localized adaptation" in the global market. Huawei ensures that its products and services meet the needs of local markets by establishing local R&D centers and operational teams in various markets. At the same time, Huawei actively utilizes technology from the digital age to promote its brand through online channels and social media platforms, enhancing interaction and connection with global consumers.

As a globally renowned home appliance manufacturing enterprise, OPPO's brand internationalization strategy deserves in-depth research. OPPO promotes a high degree of autonomy and local adaptability in brand building for its subsidiaries around the world through the "integration of human and individual" management model. This model not only enhances OPPO's brand competitiveness in different cultural markets, but also achieves global unity and local flexibility of the brand through innovative management methods. Haier focuses on utilizing the Internet of Things and big data technology to enhance user experience and brand value in brand management in the digital age.

As a rapidly rising technology enterprise, Xiaomi's brand strategy has demonstrated a unique competitive advantage in the global market. Xiaomi has established a huge user base in multiple countries and regions through its brand positioning of "cost-effectiveness" and "fan economy". Xiaomi's brand communication strategy fully utilizes digital marketing and social media platforms, enhancing brand loyalty and user stickiness through interaction with users and community building. In the process of brand internationalization, Xiaomi ensures that the brand can flexibly adapt to the needs and changes of local markets by setting up branches and operational teams in different markets.

Through the study of these four enterprises, this study will delve into the success factors and best practices of cross-cultural brand management in the context of globalization and digitization. The brand building experience of these enterprises in different cultural markets can not only provide valuable references for other enterprises, but also reveal common problems and solutions in cross-cultural brand management. At the same time, this study will also examine consumer perceptions and preferences towards brands, analyze their impact on corporate brand positioning and branch management, in order to provide comprehensive guidance and recommendations for corporate brand strategy in the global market.

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Population Size and Sample Determination:

The exact size of the population (i.e., the total number of employees and managers involved in marketing, brand management, and consumer research in companies in China) is difficult to ascertain. Therefore, a specific sample size cannot be determined in advance. Instead, the researcher will aim to include a sufficient number of participants to achieve data saturation, ensuring that a broad range of perspectives and experiences are captured. Overall, convenience sampling is deemed appropriate for this study as it allows for the efficient collection of data from a diverse range of respondents within the target population, thereby enabling a comprehensive exploration of cross-cultural brand building and management practices in China..

Research Instrument(s):

In order to further explore the internationalization strategy and implementation effects of Chinese mobile phone brands, this study will use a survey questionnaire as the main research tool. The survey questionnaire will be designed as a structured questionnaire to ensure the systematicity and comparability of the data. The questionnaire will be divided into multiple parts, covering the company's basic situation, brand positioning, effectiveness of internationalization strategy, and challenges faced.

Firstly, the first part of the questionnaire will collect basic information about the interviewed companies, including their capitalization amount, number of employees, years of international operation, number of overseas branches, types of products offered in the international market, and capital expenditures for international operations. These data will help to understand the scale and internationalization level of the enterprise, and provide basic data for subsequent analysis.

The second part will focus on the brand's positioning strategy in the international market. Specific issues will involve the level of consideration given by enterprises to cultural background, consumer behavior, competitive environment, economic conditions, and political factors when positioning their brand. Respondents will be asked to use a Likert scale to rate the importance of each factor, ranging from 'very unimportant' to 'very important'. This data will help analyze the differences in brand positioning strategies among different enterprises and their impact on brand internationalization effectiveness.

The third part will evaluate the effectiveness of the brand internationalization strategy, focusing on key indicators such as sales volume, sales revenue, and profitability. Respondents will be asked to provide specific data on their brand internationalization strategy over the past few years and rate the overall effectiveness of the strategy. In addition, the questionnaire will also include open-ended questions, allowing respondents to provide further insights and detailed explanations of the implementation and effectiveness of their strategies.

The fourth part will explore the main challenges faced by enterprises in the process of internationalization. The issues will cover cultural adaptation, market entry barriers, intellectual property protection, supply chain management, and changes in the international political and economic environment. Respondents will be asked to describe the specific manifestations of these challenges and their impact on brand internationalization strategies, and provide response measures and solutions.

Finally, the questionnaire will also include open-ended questions about improving brand internationalization strategies, inviting respondents to share their suggestions and future plans for enhancing brand internationalization effectiveness. This part of the data will provide rich

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empirical information for research, help summarize best practices, and propose targeted strategic recommendations.

The questionnaire will be distributed to relevant managers and decision-makers of Chinese mobile phone brands such as Huawei, Xiaomi, OPPO, and Vivo through online platforms. To ensure the validity and reliability of the data, this study will adopt a random sampling method and invite senior executives or department heads responsible for international business to participate in the questionnaire survey. In addition, the research team will conduct pre testing of the questionnaire to ensure the clarity and operability of the question design, and make necessary modifications and improvements to the questionnaire based on the feedback from the pre testing.

In summary, through a structured survey questionnaire, this study will systematically collect and analyze the strategies and effects adopted by Chinese mobile phone brands in the process of internationalization, reveal successful experiences and challenges faced, and provide useful reference and guidance for other Chinese companies wishing to internationalize. At the same time, these data will provide an empirical research foundation for the academic community on brand internationalization, which will help further enrich and improve the theory of brand internationalization..

Data Gathering Procedure:

The data collection process of this study included distributing 200 questionnaires to employees and managers of multiple companies located in China, China. These survey questionnaires are sent electronically via email or online survey platforms, accompanied by a cover letter explaining the research purpose and ensuring confidentiality. Among the distributed questionnaires, 150 received responses, with a response rate of 75%. Then analyze the collected data, which mainly comes from completed questionnaire surveys, followed by published sources, to gain a deeper understanding of cross-cultural brand building and management practices in China..

Data Analysis Procedure

The data analysis procedure for this study involves the application of statistical techniques to analyze the collected data. Statistical treatment will include descriptive statistics to summarize and describe the key variables, as well as inferential statistics to test hypotheses and determine relationships between variables (Liu,2020) . Descriptive statistics such as mean, median, mode, standard deviation, and frequency distributions will be used to summarize the central tendency, dispersion, and distribution of the data. These statistical techniques will provide a rigorous and systematic approach to analyze the data and derive meaningful insights into cross-cultural brand building and management practices in China.

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