

THE INFLUENCING FACTORS OF HUAWEI'S BRAND INTERNATIONALIZATION

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Abstract: In the growing global market, to comply with the trend of the times, more and more enterprises have begun to choose multinational operations and carry out brand internationalization construction. Studying the influencing factors of Huawei's brand internationalization is great for all Chinese enterprises to enter the international market, carry out brand internationalization construction, and enhance the influence of Chinese enterprises in the international market. The objectives of the study were 1) to explore whether brand positioning affects Huawei's Brand Internationalization. 2) to explore whether brand awareness affects Huawei's Brand Internationalization. 3) to explore whether brand innovation affects Huawei's Brand Internationalization. 4) to explore whether the international talent affects the Huawei's Brand Internationalization.

This study adopted the quantitative research method. A total of 400 questionnaires were distributed during the survey period and 353 valid questionnaires were recovered, with a validity rate of 88.25%. This paper found that: 1) Brand positioning has a significant positive effect on Huawei's brand internationalization. 2) Brand awareness has a significant positive effect on Huawei's brand internationalization. 3) Brand innovation has a significant positive effect on Huawei's brand internationalization. 4) International talent has a significant positive effect on Huawei's brand internationalization. For recommendations, Huawei's brand internationalization should focus on the following aspects: 1) Optimizing brand positioning; 2) Increasing brand awareness; 3) Strengthening brand innovation; 4) Nurturing internationalized talents.

Keywords: Huawei, Brand Internationalization, Brand Positioning, Brand Awareness, Brand Innovation, International Talent

Introduction

In recent years with the development of science and technology, the world's high-tech market competition is increasingly fierce, and the development of major brands is also uneven, both the well-known U.S. Apple, as always, occupy the forefront of science and technology, South Korea's Samsung brand followed closely, as well as China's millet brand of smart home the rapid rise of more and more companies are poised to prepare to enter the high-tech industry (Gold et al., 2021). The

development of the high-tech field is no longer the traditional sense of gradual progress, vertical and horizontal change has become the field of new trends. At the same time, how to enjoy high brand awareness in the ever-changing world market, recognized by people around the world, to obtain the loyalty and trust of consumers around the world has become a new challenge for China's high-tech brands, but also the trend of China's globalization (Jütersonke et al., 2021).

Huawei has made innovations and breakthroughs in technology, patents, and services (Zhuang, 2019). However, as a whole, it is not far ahead of the pack and should take advantage of the internationalization of its brand to fully improve the export competitiveness of China's high-tech industry and its share of the international market. In recent years, Huawei has made technological breakthroughs in several fields and has been at the forefront of global technology. Huawei's international brand awareness is increasing. As of 2018, Huawei's international brand awareness has reached 88%, which is the pioneer of Chinese enterprises to brand internationalization, it is also a role model that should be studied by various industries to build international marketing and brand internationalization (Wang et al., 2019). At this time, the influencing factors of Huawei's brand internationalization are of great significance for all Chinese enterprises to enter the international market, carry out brand internationalization construction, realize their corporate value to a greater extent, and enhance the influence of Chinese enterprises in the international market (Balding, 2019).

Huawei has been adhering to its strategic focus on creating value for its customers and is becoming the most trusted strategic business partner for operators. Based on Huawei's customer base, its business segments can be subdivided into carrier, enterprise, and consumer segments. Huawei's sales revenue has been growing as it expands into overseas markets. Meanwhile, the proportion from overseas markets has been rising as Huawei's brand becomes more internationalized, with overseas sales revenue accounting for more than 50% of overall sales revenue. Huawei's business is spread across the global market, including not only Africa and the Asia-Pacific region, which are lagging in the development of telecommunications services, but also the developed regions of Europe and the United States. Huawei's sales revenues come from a wide range of sources in many countries, and its brand internationalization strategy has achieved remarkable results. The challenge faced by Huawei's brand internationalization.

Escalating trade protectionism and frequent trade frictions and disputes have seriously hampered the pace of Huawei's brand internationalization. Huawei's brand positioning will dominate the process of brand internationalization. Huawei lacks internationalized management elites. The elites in multinational business management, international intellectual property operation, and international finance are slightly inferior to the competitors. Technological innovation and corporate brand awareness become the key factors for the implementation of an internationalization strategy. Technological innovation and corporate brand awareness affect consumer behavior. Therefore, brand positioning, brand awareness, brand innovation, and talent are factoring that Huawei must consider

when developing its product promotion and international marketing strategies.

With the development of the high-tech Internet, the role of networks, science, and technology in people's lives is becoming more significant, and digitalization is influencing various industries and promoting production activities and economic construction in countries. Huawei has not only realized many breakthroughs in core technologies but has also actively participated in the formulation of standards in the international high-tech market, which has led Chinese industries to enhance their influence and competitiveness in terms of both quality and quantity. Therefore, by studying the internationalization process of its brand and its influencing factors, it can better promote other emerging enterprises in this industry to enter the international market smoothly and promote the further development of China's high-tech industry. Secondly, it is hoped that the study of Huawei's brand internationalization influencing factors and successful experience can provide a deeper understanding of the role of each influencing factor on brand internationalization and an inspiration for other Chinese industries and enterprises to enter the international market. Therefore, studying the successful experience of Huawei's brand internationalization is of constructive significance for China's participation in international competition.

Research Objectives

- 1) To explore whether the brand positioning affects Huawei's Brand Internationalization.
- 2) To explore whether brand awareness affects Huawei's Brand Internationalization.
- 3) To explore whether the brand innovation affects Huawei's Brand Internationalization.
- 4) To explore whether the international talent affects Huawei's Brand Internationalization.

Literatures Review

Branding strategy

"Brand" initially means burning, which refers to the burning of products by producers in ancient times to produce a brand on the product, to distinguish the differences between similar products. Since then, the American Marketing Association (AMA) has recognized that a brand is a combination of various elements, including name, symbol, product mark product design, etc. (Fahmi Al-Zyoud, 2018).

It is also believed that the application of branding in the international market is a key factor in a brand. It also believes that the key reason for applying branding in the market is to differentiate goods or services of the same type so that consumers can make choices (Waters, 2010).

Brand strategy refers to a series of marketing and business management methods, the core of which lies in the dissemination and maintenance of the brand, so the study of a certain enterprise's brand strategy can start from the following six aspects: mode selection, decision-making, identification definition, extension planning, management planning, and vision establishment (Waters,

2010).. Enterprises need an organizational strategy to determine the future development direction of the enterprise, that is, brand integration strategy. Due to the economic environment and the constant change of consumer psychology, in-depth investigation of consumers is an important step in brand strategy, only by thoroughly grasping the consumer behavior and consumption habits of consumers, can we create our brand, and thus improve the core competitiveness of the enterprise (Himawan, 2019).

Brand internationalization

Brand internationalization is composed of a series of strategic choices, including international market selection, market entry methods, international marketing methods, and publicity methods. The internationalization of a brand is to integrate different regional cultures and human factors to establish a unified brand image in the global scope, and this discussion has set off a wide range of scholars from all over the world to pay attention to the internationalization of a brand (Dawes, 2017). Brand internationalization can be broadly divided into two concepts: firstly, brand internationalization refers to the fact that domestic enterprises sell their products with their characteristics to foreign countries, and in the process gradually accumulate and build up their corporate brand image, from which brand internationalization can be regarded as a historical process. In a narrower sense, brand internationalization refers to a series of decisions made by an enterprise in internationalization promotion, which includes a brand name, brand strategy, and other aspects, and thus has a hierarchy (Shao & Yao, 2021). Based on the above analysis, brand internationalization is a series of international marketing challenges regarding the brand name, logo, and brand personality elements that enterprises need to face when conducting multinational business.

Brand Positioning

The first principle of brand positioning is to focus on consumers and highlight brand characteristics, while constantly paying attention to market dynamics to adjust its positioning, to have irreplaceable competitors' differentiation advantages (Himawan, 2019). The formation of brand positioning requires a combination of analyzing competitors' strategies, self-analysis, and market analysis to achieve the purpose of selecting and evaluating the target market. By describing the brand positioning in detail and summarizing the core values of the brand, the brand's established message can be clearly and accurately articulated to consumers (Dawes, 2017). At the beginning of Huawei's establishment, the company's technical strength and product strength were relatively weak, so Huawei's brand strategy for internationalization was to adopt low-end products (Dawes, 2017; Himawan, 2019).

Brand Awareness

Brand awareness is one of the important factors influencing Huawei's brand internationalization. Relevant research literature has extensively explored the role and impact of brand awareness in corporate internationalization. Brand Awareness is through a variety of ways, such as

advertising, sponsorship activities, product quality and technological innovation, and localized marketing, Huawei has successfully increased its brand awareness in the global market (Cakmak, 2019).

Brand awareness is the degree to which consumers recognize and remember a brand. High brand awareness means that consumers are more likely to think of the brand during the purchasing decision process and have higher levels of trust and loyalty. For a high-tech company like Huawei, brand awareness not only affects its market share and sales but also directly relates to its competitive position in the global market (Guercini et al., 2020).

Huawei has taken a series of strategic measures to build brand awareness. Research shows that Huawei enhances its brand exposure in the global market through large-scale advertising and sponsorship of international sports events and cultural activities (Ali, 2019). Product quality and technological innovation are the core drivers of Huawei's brand awareness (Mudzakkir & Nurfarida, 2021).

Brand Innovation

Brand innovation is a key influence on Huawei's brand internationalization. Through continuous innovation in technology R&D, product design, and business models, Huawei has not only enhanced the global competitiveness and awareness of the brand but also provided strong support for its successful expansion in the international market. This research literature suggests that brand innovation plays a crucial role in Huawei's internationalization process and is an important safeguard for the global brand strategy.

Brand innovation is one of the important influences on Huawei's brand internationalization. Brand innovation is defined as an enterprise's continuous introduction of new products and services to meet market demand and lead the development of the industry using technological research and development, product design, and business model innovation. For Huawei, brand innovation is not only the core of its competitive advantage but also an important driving force for its successful brand internationalization (Fahmi Al-Zyoud, 2018; Moliner-Velázquez et al., 2019).

Huawei's investment in R&D is particularly prominent in the concrete practice of brand innovation. Research shows that Huawei invests more than 10% of its annual sales revenue in R&D activities. According to data from Huawei's annual report released in 2020, Huawei has more than 194,000 employees globally, of which R&D personnel accounted for about 53.4%. This large-scale investment in R&D has enabled Huawei to maintain its leading position in cutting-edge fields such as 5G technology, artificial intelligence, and cloud computing, thus significantly enhancing the brand's global competitiveness and popularity (Zhuang, 2019).

Huawei's technological innovation is reflected not only in its products and services but also in its business model. Huawei accelerates technology development and product iteration by establishing a global R&D network and integrating global innovation resources. For example, Huawei has set up

multiple R&D centers, covering Europe, North America, Asia-Pacific, and other regions (Balding, 2019; Wang et al., 2019).

This globalized R&D layout enables it to meet the needs of different markets and promote brand innovation and international development. Brand innovation plays an important role in Huawei's brand strategy. Huawei has not only consolidated its leadership position in existing markets but also successfully opened up new markets by constantly pushing the boundaries of innovation. For example, when Huawei entered the high-end market, it successfully established a high-end brand image through technological and brand innovation, competing with international giants such as Apple and Samsung, and expanding its global market share (Balding, 2019; Wang et al., 2019).

Methodology

This study adopted the quantitative research method. In this study, the employees of Huawei Company were used as the research subjects for data collection. The questionnaire of this study includes two aspects: on the one hand, the basic demographic characteristics of the respondents are analyzed to derive basic data such as gender, age, and education level; on the other hand, variables such as Huawei's brand positioning, brand awareness, brand innovation, and internationalized talents are measured. A Likert "five-point scale" was used, i.e., a numerical choice from 1 to 5, with 1 indicating "strongly disagree", 2 indicating "disagree", 3 indicating "disagree", and 4 indicating "strongly disagree". The questionnaire survey was conducted from April 1, 2024, to June 1, 2024.

The research was mainly conducted by distributing the questionnaires online. A total of 400 questionnaires were distributed during the survey period and 353 valid questionnaires were recovered, with a validity rate of 88.25%. Research hypotheses were formulated based on the analysis:

H1: Brand positioning has a significant positive effect on Huawei's Brand Internationalization.

H2: Brand awareness has a significant positive effect on Huawei's Brand Internationalization.

H3: Brand innovation has a significant positive effect on Huawei's Brand Internationalization.

H4: International talent has a significant positive effect on Huawei's Brand Internationalization.

Results

1). Reliability Analysis

The survey data were analyzed for reliability, which was judged by two indicators, Cronbach's alpha and Cronbach's Alpha if Item Deleted. Among them, Cronbach's alpha should be higher than 0.7, and Cronbach's Alpha if Item Deleted must be lower than Cronbach's alpha. through data processing, it is concluded that the Cronbach's alpha of each index is above 0.8, which meets the

requirements. Meanwhile, Cronbach's Alpha, if items are deleted, is less than Cronbach's alpha, which indicates that the reliability of the questionnaire is good. See Table 1.

Table 1: Reliability analysis

Variable	Cronbach's Alpha	N of Items
Brand Positioning	0.896	5
Brand Awareness	0.879	5
Brand Innovation	0.871	5
International Talent	0.874	5
Brand Internationalization	0.876	6

2). *Validity Analysis*

The validity index of the survey questionnaire is based on the KMO value (Kaiser-Meyer-Olkin value). The KMO value should be greater than 0.7 indicating that the survey data is suitable for factor analysis. The survey data showed an overall KMO value of 0.942 which is less than 0.05 and reaches significance, indicating that it is possible to conduct factor analysis.

Confirmatory factor analysis (CFA) was conducted in this study. From the results of factor analysis of each variable, it is known that the cumulative explanatory rate of brand positioning, brand awareness, brand innovation, and international talent is 67.100% respectively, which is greater than 0.5. This indicates that they are suitable for factor analysis.

Four valid factors were obtained from the factor analysis, namely brand positioning, brand awareness, brand innovation, and international talent.

Table 2: Validity analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.942
Bartlett's Test of Sphericity	Approx. Chi-Square	5350.049
	df	325
	Sig.	0.000

3). *Correlation Analysis*

The relationship between each variable needs to be analyzed. Correlation analysis between each variable was carried out. The correlation analysis coefficient takes values between 1 and -1. Through the correlation analysis, the results of the study show that: The correlation coefficient between brand positioning and brand internationalization is 0.461, and $p < 0.01$, indicating that there is a correlation between brand positioning and brand internationalization, and the correlation is positive. The correlation coefficient between brand awareness and brand internationalization is 0.456, and $p < 0.01$, indicating that there is a correlation between brand awareness and brand internationalization, and the correlation is positive. The correlation coefficient between brand innovation and brand internationalization is 0.475, and $p < 0.01$, indicating that there is a correlation between brand

innovation and brand internationalization, and the correlation is positive. The correlation coefficient between international talent and brand internationalization is 0.480, and $p < 0.01$, indicating that there is a correlation between international talent and brand internationalization, and the correlation is positive.

4). Multiple Regression

Multiple regression analysis was performed on the data to determine the relationship between the dependent and independent variables.

Table 3: Multiple regression

Item	Un-std. B	Std. Beta	t	Sig.	VIF	F	Durbin-Watson
C	1.555	1.176	8.82	0.000		42.143 ***	1.922
Brand Positioning	0.547	0.514	2.714	0.000	1.021		
Brand Awareness	0.504	0.496	3842	0.000	1.032		
Brand Innovation	0.689	0.683	3.542	0.000	1.123		
International Talent	0.586	0.562	3.585	0.000	1.112		
R Square	0.726						
Adjusted R Square	0.719						

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

The regression equation was significant, $F = 42.143$, $p < 0.001$. The Durbin-Watson test value was 1.922 is between 1.8 and 2.2. It indicates that the data meets the requirements of linear regression. In the diagnostic results of covariance, the VIF value of each variable is close to 1. The VIF value meets the requirements, indicating no covariance in the data. Brand positioning ($\beta = 0.547$, $P < 0.001$), brand awareness ($\beta = 0.504$, $P < 0.001$), brand innovation ($\beta = 0.689$, $P < 0.001$), international talent ($\beta = 0.586$, $P < 0.001$) are significantly positive. 0.001) significantly and positively affect Huawei's brand internationalization. The weight of these variables together explaining Huawei's brand internationalization is 72.6%, which meets the requirement. See Table 3.

Discussion

Through data analysis, this study finds that brand positioning, brand awareness, brand innovation, and internationalized talent are influential factors in Huawei's brand internationalization. Huawei's brand positioning, brand awareness, brand innovation, and internationalized talent are all important positive influences in the brand internationalization process.

Huawei's brand positioning is crucial, and by emphasizing high technology, innovation, and high quality, Huawei has succeeded in establishing a superior brand image in the global market. This clear positioning has enabled Huawei to attract and retain its target customer base in the international market, enhancing the brand's appeal and identity. The process and result of building or creating a brand image relevant to the market target is a way of occupying an indispensable position in the

minds of consumers, i.e., brand positioning. Brand positioning has the dual attributes of stability and volatility. In a relatively stable market, brand positioning does not change, but with time, market changes occur accordingly. To cope with the instability of brand positioning, it is necessary to adjust the strategy and reposition the brand, i.e., to find a new brand positioning to adapt to the changes in the market.

Increased brand awareness is also an important driver of Huawei's internationalization. Huawei's brand awareness has increased significantly through continuous global marketing and publicity. Huawei has become a household name in many countries, and this widespread recognition has helped Huawei quickly gain consumer trust and support when entering new markets. The key to a company's brand longevity is to continuously maintain the brand and keep it in the minds of consumers. One of the reasons why traditional brands have fallen out of favor in today's competitive marketplace is that the importance of brand maintenance has been overlooked. The creation of a corporate brand is not difficult, but for long-term development, all members of the enterprise must work together to maintain the brand image. Relying on individual efforts is far from enough; if the enterprise only fully respects the staff, they will maintain the company's brand image as part of their responsibilities. In addition, building an internationally recognized brand is also dependent on a detailed analysis of the host market, distinctive advertising campaigns, continuous technological innovation, and a pioneering spirit.

Brand innovation is the key to Huawei's competitiveness. Huawei's continuous investment in R&D and technological innovation has enabled its products and services to remain at the forefront of the industry. This not only enhances the attractiveness of Huawei's brand but also continues to meet the ever-changing needs of consumers around the world, thereby gaining a larger share of the international market. Huawei is in a market environment that is more complex and volatile than the domestic market environment, and it is all the more important to emphasize the private attributes of patents. In terms of patent applications, Huawei's number of applications is increasing, and the cumulative number of patents granted is also increasing. Huawei's intellectual property rights are also effectively protected by successful patent applications.

The introduction and cultivation of internationalized talents is also an important factor in the internationalization of Huawei's brand. Huawei focuses on a diversified and globalized talent strategy, and attracting professionals from different countries and cultural backgrounds enhances the company's innovation capability and global vision. These internationalized talents not only help Huawei better understand and enter different markets but also promote synergy and cooperation among the company on a global scale. Huawei has set up several R&D organizations and business locations around the world, so Huawei's employees are also spread all over the world. Huawei should recruit talents from target market countries, not only to optimize the allocation of local resources to the greatest extent possible but also to solve the employment problem of target market countries to a

certain extent, so that Huawei can gain higher recognition and appreciation in the local market.

Conclusions

The results showed that the hypothesis is valid and brand positioning has a significant positive impact on Huawei's brand internationalization. According to the results, brand positioning has a significant positive effect on Huawei's brand internationalization, with a specific value of $\beta = 0.547$ and a p-value of less than 0.001, indicating that this effect is statistically significant. Brand positioning is when a company defines its brand image and value proposition in the target market. Successful brand positioning of Huawei means establishing a unique and appealing brand image in the global market.

Through effective brand positioning, Huawei can increase its recognition in the international market and make consumers more inclined to choose its products. Brand positioning also helps Huawei stand out in a competitive market by showcasing the unique selling points of its products, such as innovative technology and high performance, thereby increasing consumer loyalty.

Brand awareness has a significant positive effect on Huawei's brand internationalization, with a specific value of $\beta = 0.504$ and a p-value of less than 0.001, indicating that this effect is statistically significant. Brand awareness refers to the degree to which consumers recognize and remember a brand. Huawei's higher brand awareness means that more consumers will consider Huawei's products in the purchase decision process. The wide recognition brought about by high brand awareness can enhance consumers' trust in the brand, making it easier to accept and choose Huawei's products. This cognitive effect not only increases market shares but also promotes brand dissemination and recognition in markets with different cultural backgrounds, thus accelerating the brand's internationalization process.

The finding that brand innovation has a significant positive effect on Huawei's brand internationalization suggests that through brand innovation, Huawei can achieve greater success in the global market. Specifically, the findings show that the coefficient of brand innovation on Huawei's brand internationalization is 0.689, and this effect is statistically extremely significant ($p < 0.001$), indicating that brand innovation plays a key role in promoting Huawei's brand internationalization. Brand innovation includes innovations in product design, technology development, marketing strategy, and brand image. These innovations can help Huawei establish unique brand recognition and competitive advantages in the international market. For example, by introducing advanced 5G technology and high-end smartphones, Huawei has successfully attracted international consumers and enhanced the brand's global awareness and reputation.

Internationalized talent has a significant positive impact on Huawei's brand internationalization, suggesting that Huawei's success in the global market relies heavily on the contribution of internationalized talent. The results showed that the coefficient of the impact of

internationalized talents on Huawei's brand internationalization is 0.586, and this impact is statistically extremely significant ($p < 0.001$), indicating that internationalized talents play an important role in promoting Huawei's brand internationalization. Internationalized talents possess multilingual capabilities, cross-cultural communication skills, and in-depth knowledge of the international market, which enable them to effectively deal with the complexity and diversity of the global market. They not only help Huawei develop appropriate market strategies in different regions, but also provide valuable insights in areas such as product development, customer service, and brand management.

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