

The Strategy for Huawei Going Global Huawei's Initial Market Strategy for Entering the European Market

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ABSTRACT

At the beginning of the 21st century, the world is moving toward technology and globalization. Chinese enterprises began to step into the international market under policy encouragement. Among them, Huawei, as an electronic communication company, was the first to make a move. This paper analyzed how Huawei successfully entered the European market through internal and external environmental efforts. This paper further developed Marketing Mix Theory and Consumer Intention. The relationship between theory and practice has been pointed out in the model, and Huawei's strategy is analyzed concretely with the theory. Meanwhile, the SWOT method is adopted to analyze the advantages and disadvantages of Huawei. The paper concluded that Huawei can successfully open the European market by setting appropriate prices, producing multi-category series suitable for European people, and carrying out appropriate promotions. These successful strategies of Huawei are general, which can be learned by other enterprises to help them open new markets and go out like Huawei.

Keywords: Huawei, Europe, marketing, SWOT, consumer.

1. INTRODUCTION

1.1. Background

The year 2000 was the first year of operation under the new mechanism after the reform and restructuring of the communications industry. In the past year, the Chinese telecom industry has adopted a series of reform measures, successfully completed the restructuring, implemented the separation of government from enterprise, and promoted the corporatization operation. The management system and operation mechanism have undergone profound changes. Zhongxing Telecom Equipment has put forward a comprehensive internationalization strategy of the market, talent and capital, while Huawei has gradually expanded overseas markets. After a firm foothold in the domestic market, have sounded the charge to the international market horn. The fierce competition in the domestic and foreign communication market, determined to reform and actively innovate, has made remarkable achievements in reform, development, service, and other aspects, and maintained the momentum of sustainable, healthy and rapid development [1]. After that, with the

encouragement and support of national policies, Chinese communication enterprises developed smoothly. Adapt to the internalization of international competition, make full use of the advantages of manufacturing investment abroad, accelerate the pace of the international march.

Compared with the US, the European market was more open and receptive to Chinese brands [2]. Europe had sound laws and regulations and a high economic level. At the same time, Europe also had a very broad market, which provided soil for the expansion of communication enterprises. As can be seen from Table 1 below, in 2000, The UK, Germany, France and Italy were all in the top ten of the global GDP ranking in Europe. In terms of investment conditions, the overall competitiveness and investment attraction of European countries were at a high level in the world.

Table 1. GDP rankings 2000 [3]

Ranking	In 2000	
	Country/Area	GDP (dollar)
1	America	10,252,345,464,000
2	Japan	4,968,359,075,956
3	Germany	1,943,145,384,190

4	Britain	1,662,127,402,027
5	France	1,362,248,940,482
6	China	1,211,346,869,600
7	Italy	1,143,829,832,319
8	Canada	744,773,415,931
9	Mexico	707,906,744,574
10	Brazil	655,448,188,259

Huawei, founded in 1987, is the world's leading information and communication technology (ICT) infrastructure and intelligent terminal provider. In 2000, Huawei was already the leading communication brand in China. In response to national policy, it began to expand into The European market after securing markets in Africa. After two decades of effort, Huawei currently has about 19.7 employees and more than 10,000 employees. The company operates in more than 170 countries and regions, serving more than 3 billion people worldwide. 3 billion people worldwide [4]. As a thoroughly Chinese brand, how did Huawei win a foothold in the depressed European market in just a few years?

1.2. Research Gap

Factors found to be influencing Huawei's marketing strategies in the European market have been explored in several studies. Cao, Xiuyu in 2017 analyzed the integration of innovative strategy and pricing strategies of Huawei as the competitive strategies in Europe [5]. Dmitrijevs Romans in 2020 discussed how does Huawei optimize its existing European brands and implement innovative marketing strategies to form the company's core competitiveness [6]. Wu, Xiangjiao in 2014 analyzed Huawei's marketing approach in The European market by using the AHP-SWOT analysis method [7]. Although they all discussed Huawei's strategy in Europe, they did not have an in-depth understanding of Huawei's corporate culture, nor did they take it into account the context of the time, just seeing it as a symbol of Chinese companies. What's more, Huawei's success is not only due to the encouragement of the external, but also due to the encouragement of its corporate culture and the correctness of its strategy. As it is known to all, no previous research has investigated how Huawei achieved success through external and internal efforts in the first few years when it entered the European market. Therefore, the research question of this paper is: how did Huawei achieve success in the European market through external and internal efforts.

1.3. Structure of the Paper

In order to fill the gap, the goal of the essay is to review the key factors that contributed to Huawei's success in Europe over the past two decades. What difficulties and challenges did Huawei face? what advantages did it have? And most importantly, what did

it do to fix it? All of these things are mentioned in the essay. This paper plans to use marketing mix theory and consumer purchase intention theory to analyze it. At the same time, it will also use the SWOT method to analyze the strengths and weaknesses of its market. The paper admires Huawei because it built everything from nothing. The growth of Huawei taught us valuable business lessons. This article will summarize Huawei's successful experience and give suggestions for improvement. Huawei's experience and unique business model are beneficial for both start-up and mature companies.

2. LITERATURE REVIEW

2.1. Marketing Mix Theory

Over the past decade, there is a large volume of published studies describing the role of marketing. This is called marketing mix theory. Marketing mix theory is defined as the best combination and comprehensive application of various marketing factors (product, price, distribution, promotion, etc.) that can be controlled by an enterprise according to the needs of the target market by taking the environment, ability and competition into full consideration. Make them coordinate and cooperate, foster their strengths and circumvent their weaknesses, give full play to their advantages, so as to obtain better economic and social benefits. The marketing mix is not a theory of management that has been derived from scientific analysis, but a conceptual framework that highlights the principal decisions that marketing managers make in configuring their offerings to suit customers' needs. The tools can be used to develop both long-term strategies and short-term tactical programs [8].

There has been a lot of debate in identifying the list of marketing mix elements. The initial marketing mix includes 12 elements such as products [9]. However, not all of these 12 elements are fixed. [10]. Frey proposed in 1961 that marketing should be in two parts. The first part includes product, packaging, brand, price. The second is June service, personal sales, advertising promotion and publicity [11]. Since then, three more elements have been proposed: the goods and services mix, the distribution mix and the communication mix [10, 12].

Finally, McCarthy has regrouped Bordens 12 elements to the 4Ps [13]. McCarthy believed that enterprises engaged in marketing activities, on the one hand, to consider the various external environment of the enterprise, on the other hand, to formulate marketing mix strategy. Through the implementation of the strategy, adapt to the environment to meet the needs of the target market to achieve the goals of the enterprise [14].

McCarthy drew a map of marketing mix patterns. The center of the map is a certain consumer group, namely the target market, with four controllable elements in the

middle circle: Product, Place, Price, and Promotion, namely the 4P combination.

Products are usually considered from several aspects, such as whether the market target is clear, whether the product development is novel, whether the product line is clear, and whether the brand and packaging are in place. Price is usually considered to be whether the selling price of a product conforms to market rules. Place refers to a series of movements of goods through appropriate channels with the ultimate goal of getting the product to its target market. Promotion usually refers to how to inform the target market of the right products at the right place at the right price. In the process of promotion, promotion, advertising and training of sales staff are usually included.

The outer circle of the map represents the external environment of the enterprise, including various uncontrollable factors, including economic environment, social and cultural environment, political and legal environment, etc [15]. McCarthy pointed out that all elements of the 4Ps combination will be affected and restricted by these external environments. The concept of 4Ps has been criticized by many studies, for example, Lauterborn in 1990, Moller in 2006, Popovic in 2006, and Fakeideas in 2008 [16]. However, in spite of its deficiencies, the 4Ps remain a staple of the marketing mix.

The introductory marketing texts suggest that all parts of the marketing mix (4Ps) are equally, since a deficiency in anyone can mean failure [17]. Udell in 1964 determined that product comes first. This followed in order by promotion, price, and place. [18]. Pricing was considered the most important marketing activity in Robicheaux's survey [19]. Jon in 1968 found that sales efforts were rated as most important, followed by product efforts, pricing, and distribution [20]. Perreault and Russ in 1976 found that product quality was considered most important, followed by distribution service and price [21]. Kurtz and Boone in 1987 found that in general, business persons ranked the 4 Ps as the most important in the following order: price, product, distribution, and promotion [22]. Thus, as can be seen from these studies, executives don't see the 4Ps as equally important, but rather price and product components as the most important [23]. There is a lot of chatter about the 4 Ps. However, which P is more important still needs to be judged in the actual situation.

2.2. Purchase Intention

Philip Kotler in 2000 holds that: Purchase intention refers to a series of ideological evaluations conducted by consumers on products before purchase. At this stage, consumers will screen some series of elements in the product portfolio, form purchase priority order, and generate the intention to buy a certain product according

to the sequence. Usually, consumers make decisions based on their purchase intentions [24].

Consumers' willingness to buy is based on a set of expected factors, such as household income, prices and earnings. However, when a consumer is about to make a purchase, there are many other factors that interfere with the final decision of the consumer, often these factors are unexpected circumstances that can change their purchase intention. If the consumer is likely to be "laid off", other purchases become more urgent; Or disappointing information about the product from a friend or relative, etc., can change the purchase intention. Therefore, purchase intention is not a completely reliable predictor of purchase behavior.

In zhang Tian Min's research, the variable of product promotion was introduced to explore the effect of price promotion and premium promotion on the purchase intention of consumers with different levels of self-control. The conclusion was that self-control and product promotion could affect consumers' purchase intention [25]. According to Chen Huijia's research, consumers' purchase intention of online insurance products will be affected by age, social economy, income, product type, and price. The core variables include social factors, online word of mouth, and trust [26]. Thus, purchase intention will be affected by a variety of factors, specific problems to be analyzed.

2.3. Conclusion

Overall, these studies outline that the paper can use the marketing mix theory and purchase Intention theory to analyze the market rules, to solve the problem: how does Huawei open up the European market? However, the paper also finds that these two theories put forward many influencing factors, but the key is to combine the analysis of specific situations and cases.

3. METHODOLOGY

3.1. Research Design

This paper plans to use the SWOT method to analyze the situation of Huawei in Europe. SWOT analysis aims to identify the strengths and weaknesses of an organization and the opportunities and threats in the environment. identify strengths and weaknesses through an internal assessment of the organization and opportunities and threats through external assessment. The internal assessment examines all aspects of the organization, including personnel, facilities, location, products, and services to determine organizational strengths and weaknesses. External assessments examine the political, economic, social, technological, and competitive environment to identify opportunities and threats [27].

The methodology is valuable in a sense, the artifacts of SWOT analysis are used and reused in multiple application and knowledge domains. The constructs and models unify the views of the SWOT users and analyzers that further facilitate connecting industry stakeholders, enterprises, and multinational organizations [28]. Considering that Huawei is a multinational company and wants to develop its market in Europe, it is reasonable to use the SWOT method.

3.2. Data Collection

This research takes Huawei as this research object. Huawei Technologies Co., LTD., founded in 1987, is headquartered in Guangdong Province. Huawei is the world's leading ICT solution provider.

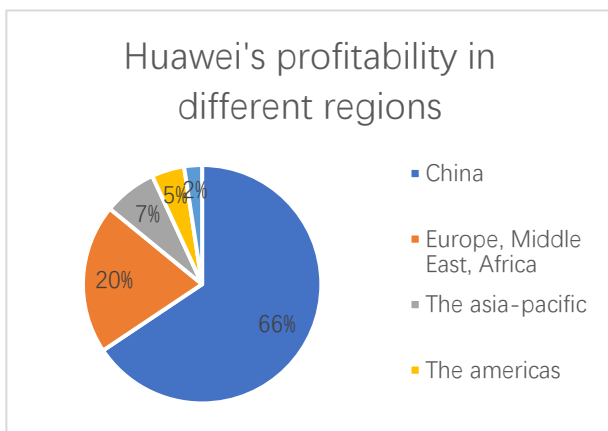


Figure 1 Huawei's profitability in different regions [29]

As can be seen from Figure 1, Huawei has achieved very good results in the European market, with an annual profit of RMB 72,501 million in Europe in 2020. By 2003, Huawei's sales volume in the CIS countries had exceeded 300 million US dollars, ranking at the forefront of international large equipment suppliers in the CIS market. Since it began investing in Europe in 2000, Huawei has brought 18 European countries, 16 of which are members of the European Union, into its global production network through various investments and business ties. On August 10, 2020, Fortune published 'the list of the world's Top 500 companies' (list of enterprises), and Huawei ranked 49th [30]. Ranked first in the 2020 top 500 Chinese Private Enterprises [31].

3.3. SWOT Analysis

3.3.1. Strength

At the beginning of its entry into the Western European market, it mainly adopted a low-price strategy and customized machine strategy [32]. The low-price strategy corresponds to the "price" in the 4P combination and formulates the appropriate pricing. Huawei then did 1, Reach customized mobile phone strategic cooperation

with local communication operators in Western Europe. 2, Give up the tactics of "machine sea" and launch different series of products under the leadership of research and development (R&D) and innovation, thus forming a good reputation foundation for expanding middle and high-end markets in Western Europe; 3, Gradually expand to the middle and high-end mobile phone field, launch a business Mate series and a fashionable P series mobile phone each year. This corresponds to "product" in the 4P combination. Huawei considered the development of appropriate products for the target market, selection of product lines, packaging, etc. Mate series is mainly aimed at the high-end market and has received positive feedback in Western Europe due to its high performance, classic industrial design, and intelligent pressure sensing technology. Huawei P series is aimed at the middle and high-end market, featuring advanced Leica technology and fashion design [33]. This strategy expanded the market share and greatly increased the number of target customers.

Huawei's R&D costs were higher than the international average, but its staff costs were lower. Most of Huawei's management team was homegrown, so the salary of the management team was lower than other mobile phone manufacturers. Because it was produced in China, a sufficient supply of goods was guaranteed to satisfy the "place" in the 4P combination. Huawei spent a much larger share of its R&D than its European rivals Samsung and Apple. In 2016, Huawei's R&D investment accounted for 14.65% of its total revenue, much higher than Apple's 4.6 percent, and Samsung's 7.73 percent [34]. Huawei improved product quality and increased the number of repeat customers.

3.3.2. Weakness

One weakness is that Huawei was poorly known. According to the ranking of the world's most valuable brands, Apple had been ranked number one and Samsung had been in the top 10 for many years, but Huawei did not rank 72 in the list until 2016. Huawei's brand awareness in international markets, especially in Europe, was lower than that of its direct competitors Apple and Samsung. It needed to do more publicity and more events to increase its popularity.

Another weakness is that the new environment was unfamiliar to Huawei. The environment in Europe and China is different and people have different customs. In the early stage of Huawei's entry into Western Europe, it adopted the direct sales model, in which the domestic sales team directly contacted telecom operators. However, this method had a poor effect in developed regions such as Western Europe and did not quickly establish a marketing network in Western Europe.

3.3.3 Opportunity

Europe had an open and fair market environment, and governments were open to investment by any company, except for suspected monopolies or threats to national security. In addition, all mobile phone manufacturers could enjoy the same policy treatment. At the same time, China had also encouraged enterprises to internationalize and introduced many favorable policies, including tax reduction support. Domestic factories also provided productivity and kept supplies plentiful.

What's more, the development of fifth generation communication technology had injected new vitality into the mobile phone market. Although Huawei had not yet caught up with other brands in existing technologies, it was standing at the same starting line in the exploration of new technologies. Especially in high-cost markets like Europe, people were open to new things and consumers' high incomes could afford high-end phones.

3.3.4 Threaten

Because the European market was an open one, competition was fierce. In the European mobile phone market, Huawei was mainly faced with two major competitors, Samsung and Apple, whose comprehensive strength was higher than Huawei and had occupied a certain market share with a good reputation. How to take the market share away from them was a problem.

At that time, Chinese products were meant to be cheap, and it was hard to gain acceptance in the high-end market. Besides, in the beginning, people in Europe did not know this brand at all. How to improve its popularity and make local people familiar with this brand is difficult. This is also the "promotion" in 4Ps. How to inform the target market of appropriate products at appropriate prices at appropriate locations, including sales promotion, advertising, and training of salesmen.

Huawei relied on imports from the United States for its chips, and if the United States stopped supplying them, Huawei's production chain would be disrupted. The US actually stopped supplying chips in 2020, leading to the forced sell-off of Huawei's Honor series.

4. RESULTS AND DISCUSSION

4.1. Results

Through the swot method's analysis, the paper can summarize the advantages and disadvantages of Huawei by using the marketing mix 4P theory and consumer intention theory.

Huawei's advantages can be divided into three aspects. Firstly, in the beginning, it took the low-price strategy to open the European market, and then gradually improved its popularity and brand effect to launch high-priced

products. This means it chose the right price at different times. Secondly, Huawei produced different series of phones for different target customers. At the same time, it also constantly improved product quality. These practices not only met the price and product in the 4P, but also improved the purchase intention of customers. After all, Price and product are among the most important factors influencing purchase intention.

Thirdly, Huawei has sufficient labor resources and mineral resources in China to ensure smooth transportation. The trading environment in Europe is also friendly and convenient. This allows it to arrange transportation and storage through appropriate channels to deliver products to the European market. This made it meet the requirements of "place" in 4Ps, but it could not directly improve the consumption intention of customers.

Huawei also has disadvantages that cannot be ignored. Huawei had many competitors in Europe and was a little-known newcomer in the European market. The brand effect has a great influence on customers' purchase intention. Therefore, Huawei should focus on "promotion" in 4Ps. Moreover, There was also a gap between Huawei technology and other brands, so there was room for improvement in "product" in 4Ps. These shortcomings would reduce the purchase intention of customers.

4.2. Discussion

After analysis, the essay can give suggestions to Huawei. Based on the principle of fostering strengths and avoiding weaknesses, Huawei should introduce corresponding competitive strategies. The following will be introduced in points.

Firstly, improve quality and add value. Maintain and increase R&D investment, with mobile phones as the core, and extend to PC, tablet, and other accessories.

Secondly, adapt to the local market. For example, the European market and the Chinese market are different. They prefer black, gray, blue, and other traditional industrial colors. As a result, Huawei has boosted sales by introducing versions that match local color requirements.

Thirdly, raise awareness and increase promotional activities to build brand effect. Combining with local sports culture, Huawei has increased sports sponsorship activities, attracting the attention of a large number of fans. Signed the spokesperson of rival Samsung, opening the consumer market of competing brands; Increasing advertising in various forms to cultivate users' understanding of the Huawei brand; Carry out online and offline activities to truly let consumers know about Huawei brand.

These strategies have helped Huawei expand its market share and successfully opened the market in Europe. Compared with other papers, this paper makes a

comprehensive analysis of the reasons for Huawei's success in the European market.

5. CONCLUSION

At the beginning of the 21st century, the world is moving toward high-tech and globalization. Chinese enterprises began to step into the international market under policy encouragement. Huawei, as an outstanding Chinese enterprise, began to enter Europe. This paper analyzes how Huawei successfully entered the European market through internal and external environment efforts. This paper mainly uses Marketing Mix theory and Customer Intention theory to discuss the impact of Huawei's strategy on consumers' purchasing demand. In addition, the swot method is used to analyze the internal and external strengths and weaknesses of Huawei to provide a clearer perspective of observation.

The paper concludes that although Huawei was not well-known in Europe at the beginning and the competition was fierce, it successfully opened the European market by adopting reasonable pricing, improving product quality and selling multiple series, and adopting online and offline promotion strategies. Compared with other papers, the advantage of this paper is that it mentions some specific strategies in Europe and describes their impact on consumers' purchase intentions. However, the limitation is that Huawei's corporate culture, Wolf culture, is not analyzed. Wolf culture is so well known around the world that Huawei CEO Ren Zhengfei even wrote a book about it. If this culture is included in the analysis, Huawei's strategy will be better understood.

From this paper, it can get some enlightenment: enterprises should strengthen quality control and technological innovation, strengthen patent reserve; Enhance supply chain self-sufficiency; Enter the high-end market to create a world-class brand; Seize 5G opportunities, and speed up cross-field cooperation capabilities. Other companies that want to expand into new areas can learn from it.

In future studies, the competition in the high-end field will be more intense, and the market strategy will also be innovative. The competition between brands will also shift from offline to online, and the promotion model will change. Therefore, to have a dynamic perspective, closely follow current events to view the development strategy of the enterprise.

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