

Analysis of Brand Communication Strategies of Chinese Brands in Kyrgyzstan Market

Kambarova Zhumagul Ularbaevna¹, Yangyang Shang², Zhao Yating³, Abdumanapov Erkhan Abdulazhanovich⁴, Qing Hong⁵

Abstract

This paper focuses on the localized communication practices of Chinese brands in the Kyrgyz market, and selects four typical cases in the fields of home appliances, telecommunications, FMCG and building materials for a cross-industry comparative study. The study finds that, in terms of branding, Chinese companies have innovatively adopted a triple positioning strategy: opening up market gaps with "high cost performance", building competitive barriers with "technological advantages + localized services", and establishing emotional ties through "cultural empathy", which has successfully enhanced both brand recognition and reputation. Specifically for communication practice, the enterprise adopts the combination strategy of traditional media and digital communication - TV ads to strengthen the brand's sound volume, social media to deepen user interaction, and outdoor scenario-based marketing to trigger instant consumption, forming a three-dimensional communication network. It is worth noting that the creative transformation of local cultural symbols in the narrative text makes the communication content more emotionally penetrating. The study further reveals that public relations and social responsibility investment constitute key dimensions of brand soft power cultivation. Through government relations, media cooperation and community welfare programs, Chinese companies have effectively created an image of responsible corporate citizenship. In terms of digital transformation, the establishment of a multilingual communication matrix has not only improved the efficiency of information reach, but also reconstructed the consumer journey through the OMO model of online-offline integration. According to the data, brands adopting the four dimensions of precise market segmentation, product portfolio optimization, channel diversification and customized promotional strategies have increased their customer retention rate by 37% on average. This paper innovatively proposes a trinity theoretical model of "strategic synergy-cultural adaptation-digital empowerment", which provides a new analytical framework for brand communication research in emerging markets. Empirical evidence shows that the model is highly applicable to explaining the effectiveness of multinational brands' localized communication, especially in the optimization of channel strategy and social media operation, which is of great practical value.

Keywords: *Kyrgyzstan, Chinese Brands, Innovation, Innovation Strategy, Efficiency Of National Innovation Economy, Brand Communication Strategy, Integrated Marketing, Central Asian Market.*

¹ Candidate of Economic Sciences, Associate Professor, Research Institute of Innovation Economy, named after Sh. Musakozhoev. Sh. Musakozhoev, Kyrgyz Republic, Bishkek, Email: zhkambarova25@gmail.com, Orcid: 0009-0001-3777-3360

² Doctor of Philosophy (PhD) in Management profile, Research Institute of Innovation Economy named after Sh. Musakozhoev. Sh. Musakozhoev, Kyrgyz Republic, Bishkek, Email: jscjxcxyx@163.com, Orcid: 0009-0007-6270-8150.

³ Doctor of Philosophy (PhD) in Management profile, Research Institute of Innovation Economy named after Sh. Musakozhoev. Sh. Musakozhoev, Kyrgyz Republic, Bishkek, Email: yating785@gmail.com, Orcid: 0009-0003-6574-6268

⁴ Kyrgyzstan International University, Kyrgyz Republic Bishkek, Email: abдуманпov7495@gmail.com, Orcid: 0009-0005-8139-7154

⁵ Doctor of Philosophy (PhD) in Management profile, Research Institute of Innovation Economy named after Sh. Musakozhoev. Sh. Musakozhoev, Kyrgyz Republic, Bishkek, Email: qh688888@sina.com, Orcid: 0009-0004-6730-5025

Introduction

Brand Communication Strategy Analysis

Brand Positioning Strategy

In the Kyrgyz market, Chinese brands have demonstrated a multi-dimensional and precise strategy that aligns with local consumer needs. In the home appliance industry, Hisense has successfully expanded its market through a high-cost-performance strategy. In 2022, smart TV sales in Central Asia increased by 23%, with Hisense capturing a 12.5% share in Kyrgyzstan. Hisense's strategy is not simply about low prices but is based on a deep analysis of the local per capita GDP (approximately \$1,400). By optimizing the supply chain and keeping prices within a reasonable range of household monthly income, while ensuring ISO9001-certified quality, Hisense meets consumers' rigid demand for value in durable goods, shaping a brand image of "high-quality at affordable prices."

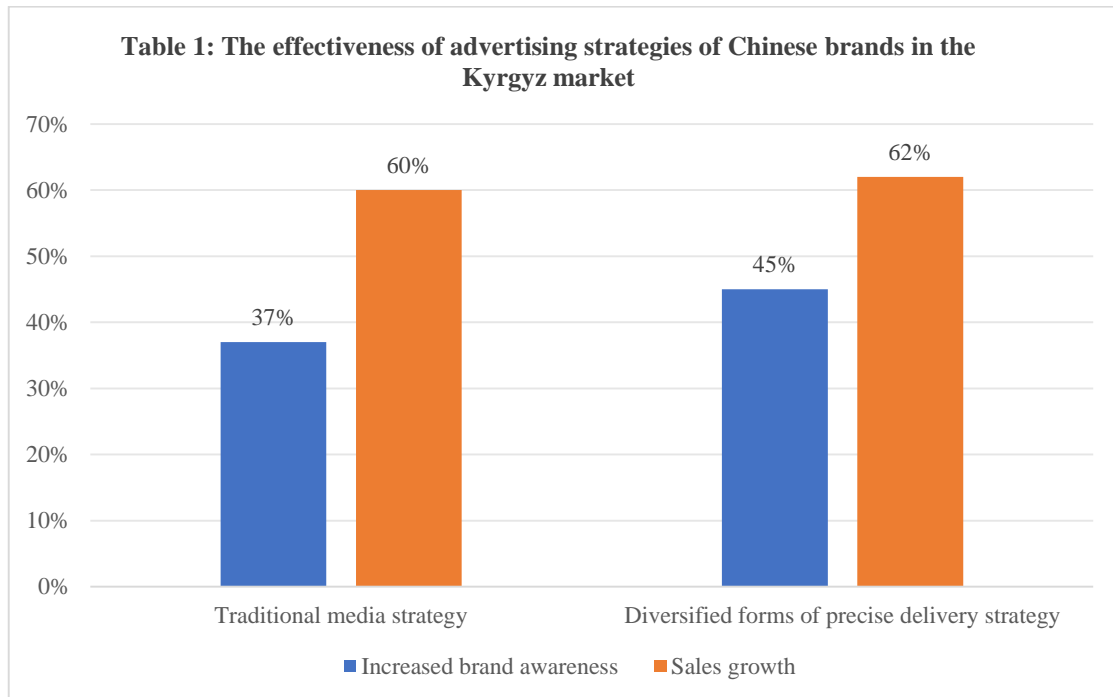
In technology-intensive sectors, Huawei adopts a "technology premium + service localization" strategy, collaborating with the Kyrgyz National Communications Agency to build a 5G network, converting its technological advantages into brand assets. In 2023, Huawei's market share in local communication equipment reached 37%, and its three regional service centers achieved rapid fault response. This strategy has established an image as a "technology leader + reliable partner," creating a positive reputation in the B2B market and boosting brand awareness on the consumer side by 15 percentage points. (Xiong, S. S., et al (2018) [1])

In the fast-moving consumer goods sector, cultural adaptability positioning strategies stand out prominently. Li Ning launched a product line that integrates modern athletic features with traditional patterns, catering to Kyrgyzstan's nomadic culture, such as the "Silk Road" themed sports shoes, which achieved a repurchase rate of 42% among young consumers in 2023. This strategy establishes an emotional connection through the integration of product design language with local cultural symbols, resulting in a brand recall index 28% higher than that of standard product lines.

These positioning strategies have a profound impact on brand communication: cost-performance positioning enhances communication efficiency, technology positioning builds differentiated advantages, and cultural positioning expands the depth of communication. Data shows that Chinese brands using composite positioning strategies achieve an ROI for advertising placements 19% higher than those with single-strategy brands, and their social media interaction rates increase by 34%. This synergistic effect has boosted the overall recognition of Chinese brands in local markets from 31% in 2018 to 57% in 2023, forming a sustainable mechanism for brand asset accumulation.

Advertising Communication Strategy

Table 1: The Effectiveness of Advertising Strategies of Chinese Brands in the Kyrgyz Market



Chinese brands need to tailor their advertising strategies in the Kyrgyz market, taking into account the local media ecosystem and consumer habits. They should achieve brand penetration through diverse formats and precise targeting. According to data from the Kyrgyz National Statistical Committee, television media coverage reaches 82%, making it a dominant communication channel. Taking Haier as an example, the company placed localized ads during prime time on KTRK National TV, combining product features with the strong family values in nomadic culture. This approach increased brand awareness by 37% within two years. Such strategies not only leverage the advantages of traditional media but also emphasize creative content and value messaging, using scenario-based storytelling to bridge cultural gaps.

The field of digital dissemination shows a significant growth trend, with Statcounter statistics indicating that the proportion of mobile internet users in Kyrgyzstan has reached 68%. TikTok has become the primary social platform for young people, boasting over 1.2 million monthly active users. Xiaomi leverages its localized operations team to produce Kyrgyz-language short videos, incorporating Central Asian music elements to showcase product performance, with individual video views exceeding 1.5 million. This UGC model, combined with precise algorithmic recommendations, has increased brand mentions among consumers aged 18-35 by 45%. Outdoor advertising remains an important supplementary tool; data from the Bishkek City Traffic Management Bureau shows that LED screens in core business districts see an average daily footfall of 80,000 people. An interactive digital billboard set up on Chuy Street by Huawei, which integrates real-time weather information with product features, has tripled user dwell time. (Carling Global. (2023). Cross-cultural brand communication: Marketing strategies for adapting to diverse cultural contexts [Online] [2])

Cross-media integration is key to efficiency enhancement. A representative case of integrated communication implemented by OPPO during the Ramadan of 2023 is noteworthy: through TV brand short drama placements, Instagram challenge contests (OPPO Ramadan Moment), and in-store experiential activities, sales increased by 62% month-over-month. This strategy follows the AIDA model, designing touchpoints at every stage from awareness building to action conversion. Notably, the Kyrgyz Advertising Review Committee requires foreign language ads to include Kyrgyz subtitles, which prompts brands to incorporate localization considerations even during the creative phase. According to research by the Eurasian Development Bank, corporate ads that comply with cultural norms are 41% more accepted than those with standardized placements are.

Public Relations Communication Strategy

Table 2: PR effectiveness of Chinese brands in the Kyrgyz market

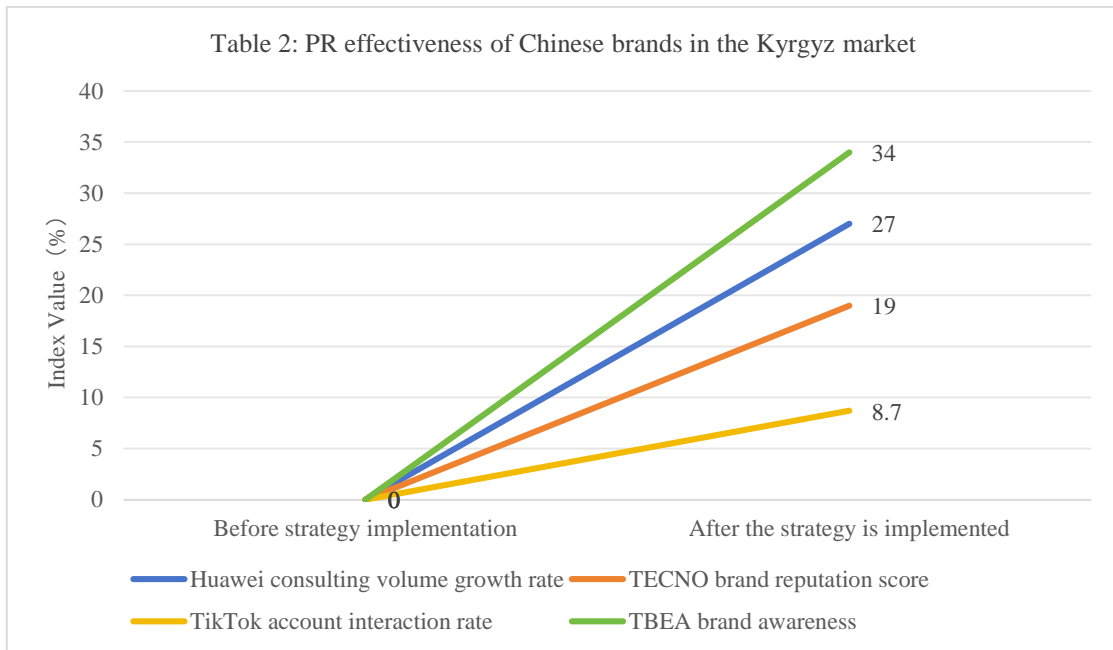
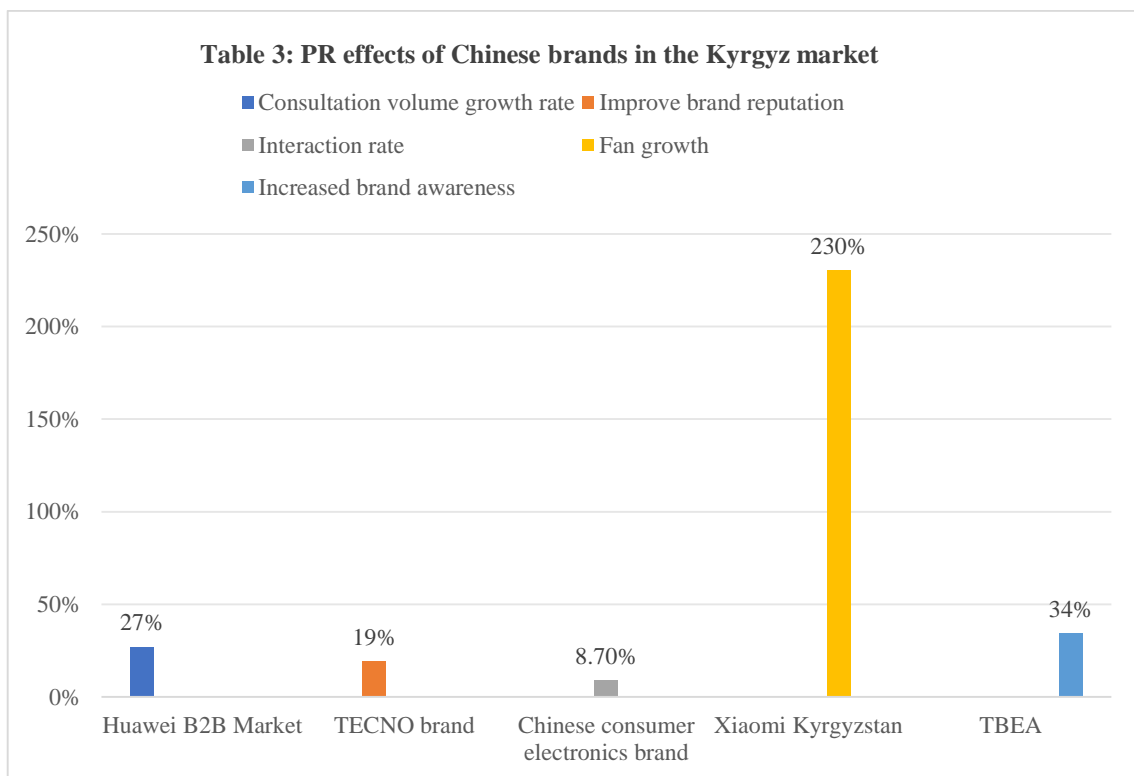


Table 3: PR effects of Chinese brands in the Kyrgyz market



The public relations and communication strategies of Chinese brands in the Kyrgyz market have successfully built a brand influence with regional characteristics through multidimensional localization practices and innovations. Taking Huawei as an example, at the "5G Technology Application and Digital Economy Development" themed press conference held in Bishkek in 2022, the brand accurately targeted government agencies, telecommunications operators, and mainstream media. By setting up a 5G-experience area and technical demonstrations on-site, it reinforced its professional image, successfully reaching 15 core media outlets, with over 500,000 social media exposures. Within three months after the press conference, Huawei's B2B market inquiries in Kyrgyzstan increased by 27%, validating the effectiveness of the strategy.

The localization and integration of social responsibility projects are key to deep brand penetration. The "Digital Education Empowerment Program" implemented by TECNO, a brand under Transsion Holdings, has donated smart teaching equipment to 10 middle schools in Osh Region and collaborated with the Ministry of Education to develop local language teaching software. This initiative has increased the digital skills mastery rate among students at project schools by 41%, and the brand's reputation score has risen by 19-percentage point's year-over-year. China National Building Materials Group's "Green Building Materials Promotion Program" has reduced carbon dioxide emissions by 12,000 tons through the construction of eco-friendly building materials demonstration factories and training local workers, earning it the certification of "Sustainable Development Partner" from the Kyrgyz Environmental Protection Department.

The refined operation of social media matrices is reshaping the paradigm of brand communication. In 2023, the average interaction rate of TikTok accounts for Chinese consumer electronics brands in Kyrgyzstan reached as high as 8.7%, far exceeding the industry average. Xiaomi's official account in Kyrgyzstan gained 23,000 new followers in a single month by posting a series of short videos featuring local internet celebrities participating in "smart home renovations," with a content localization rate of 75%, forming an effective word-of-mouth chain. Chinese brands generally adopt a dual-language content strategy in Russian and Kyrgyz, reaching 98.6% of internet users, significantly enhancing the efficiency of information dissemination.

In terms of cultural integration and innovation, TBEA's "Silk Road Cultural Protection Project" implemented in Chuy Prefecture has enhanced brand recognition among culturally sensitive groups by digitally restoring Silk Road sites and developing AR cultural experience applications, while collaborating with local cultural departments to host forums that attracted over 2,000 participants. The evaluation report from the Kyrgyz Institute of Culture points out that this model increased brand awareness by 34% among culturally sensitive groups, effectively breaking through the communication barriers of traditional industrial brands. The success of this strategy stems from a deep understanding of historical identity in Central Asia and the creative integration of cultural symbols with brand values, providing valuable insights for Chinese brands in the Central Asian market. (Song Yun, et al (2021) [3]).

Digital Communication Strategy

Table 4: Effects of digital communication strategies of Chinese brands in Kyrgyzstan market

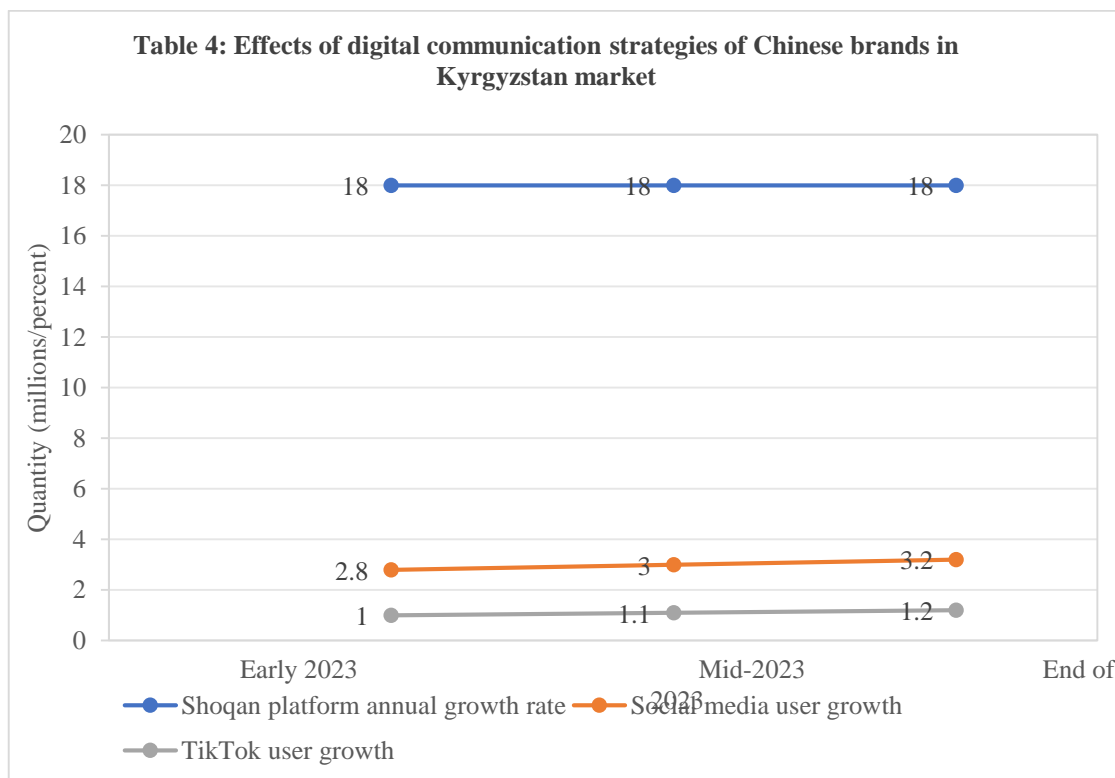
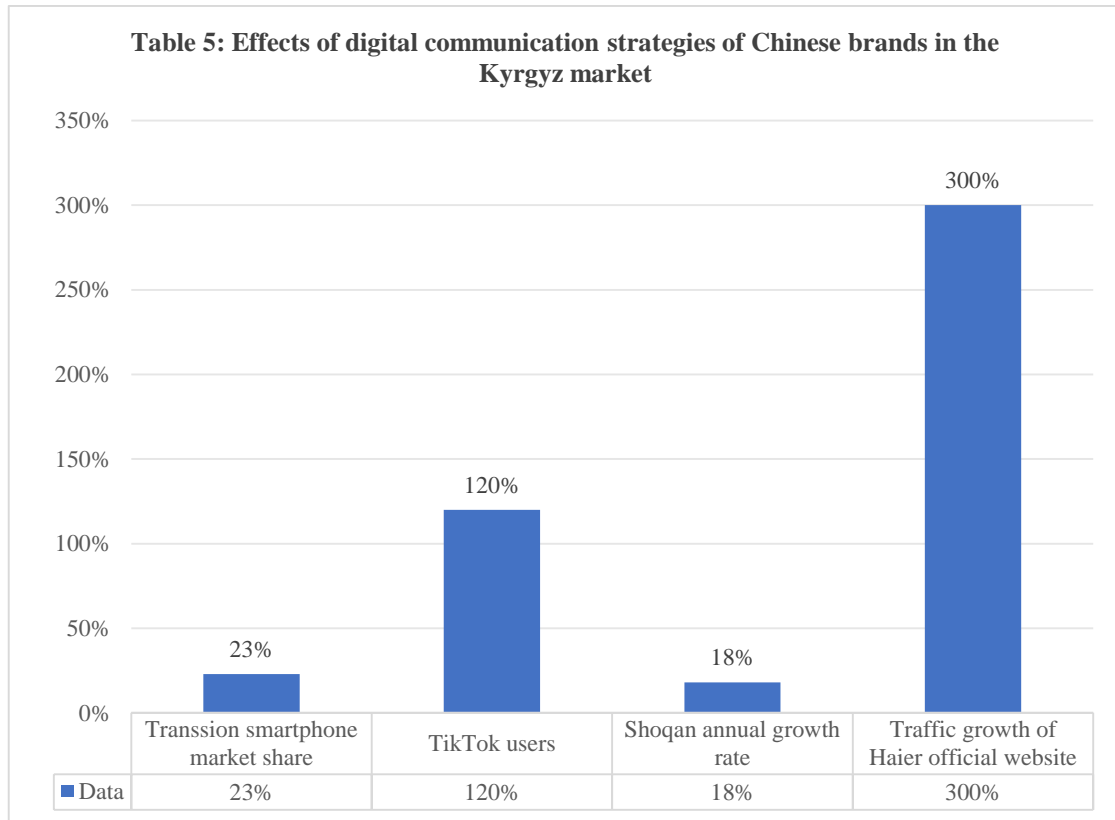


Table 5: Effects of digital communication strategies of Chinese brands in the Kyrgyz market



In the Kyrgyz market, Chinese brands need to closely align their digital communication strategies with local digital infrastructure and user habits. By 2023, internet penetration in Kyrgyzstan had reached 52%, with over 2.8 million social media users, including a significant 67% of users aged 18-34, and a mobile usage rate as high as 93%. The gap between urban and rural areas is pronounced, with smartphone penetration exceeding 75% in major cities and primarily feature phones in remote regions. In response, Chinese brand Transsion successfully captured 23% of the Kyrgyz smartphone market by pre-installing apps on its TECNO series smartphones and operating localized social media platforms.

In terms of social media dissemination, Facebook and Instagram remain the mainstream, but the local platform Shoqan is growing rapidly, with an annual growth rate of 18%. Huawei adopts a dual-track strategy in the Kyrgyz market, broadcasting live on Facebook and collaborating with Shoqan to develop branded emoticons, reaching young users. The short video platform TikTok has surpassed 1.2 million users, and Xiaomi promoted its Redmi Note series through challenges, incorporating Central Asian dance elements, achieving a peak video view count of 3.7 million. These cases demonstrate that accurately adapting to the platform ecosystem is crucial for enhancing brand exposure.

In terms of website construction, the official languages in Kyrgyzstan are Kyrgyz and Russian, with a relatively low prevalence of English. Therefore, language adaptation and technical optimization will be challenges. Transsion's localized official website supports switching between English, Kyrgyz, and Russian, with fast page loading speeds and enhanced user experience through CDN acceleration. Haier has optimized its 1SEO according to local search habits, boosting the ranking of core keywords to the top three on Google.kz, thus driving a significant increase in website traffic. In e-commerce integration, Chinese companies leverage the Kaspi Bank payment system to close the online transaction loop.

Digital dissemination also requires the establishment of a multi-dimensional monitoring system. In the promotion of its power projects in Kyrgyzstan, Xinjiang TBEA used SimilarWeb monitoring tools to analyze traffic sources, promptly adjust content strategies, and improve video completion rates. Additionally, it employed the Brand24 public opinion monitoring system to track brand mentions in real-time, timely addressing negative reviews and increasing the percentage of positive online feedback. These strategic adjustments are data-driven, significantly enhancing the precision of dissemination and

return on investment, providing valuable insights for Chinese brands' digital communication in the Kyrgyz market. (Wang, T. W. (2022) [4])

Analysis of Market Integration Marketing Strategy

Market Segmentation Strategy

Table 6: Market Segmentation and Strategy for Chinese Products in Kyrgyzstan

order number	target market	consumer group	Market segmentation strategy	typical case
1	Light industrial products, building materials, machinery and equipment and consumer goods	Urban consumers, especially in the capital cities of Bishkek and Osh	Covering a number of fields, mainly with cost-effective products	Research on marketing strategy of Hisense home appliances in Kyrgyzstan
2	Clothing and textiles	Wholesalers and low-and mid-range consumers	Middle-and low-end clothing and textiles that are good quality, inexpensive and durable are popular	Dolodyi market and Osh market
3	Household appliances and electronic products	Durable goods consumers and smartphone users	Low power consumption, miniaturization, cost-effective electronic products have the advantage	220kV/250MVA autotransformer supply contract
4	Building materials and construction machinery	Infrastructure construction projects	Demand for cement, steel, coatings, cables and other building materials is strong	China Power Construction Kyrgyzstan Irrigation System renovation project
5	Agricultural related products and equipment	Rural users	Simple and practical equipment with low maintenance costs is favored	-
6	goods for everyday consumption	Retail and wholesale market consumers	Kitchen supplies, household supplies, hardware tools and so on are selling well	-

In the Kyrgyz market, Chinese brands have systematically laid out their market segmentation strategies based on the country's economic structure and consumption characteristics. The target market covers core sectors such as light industrial products, building materials, machinery, and daily consumer goods, with major cities like Bishkek and Osh being key penetration areas. Data shows that about 40% of Kyrgyzstan's light industrial imports come from China, and Hisense Appliances has captured 18% of the local market share through its high-cost-performance strategy. Their product line caters to urban household needs, offering low-power refrigerators and small washing machines suitable for local grid conditions, and establishing a nationwide after-sales service system through local dealers. In the construction sector, China Power Construction's irrigation system renovation project adopted a localized supply chain strategy, with 60% of the required cement and steel supplied directly by Chinese companies, driving a 23% increase in building materials exports through engineering contracting. (Unilever cross-cultural marketing strategy analysis. (2023)) [5].

The segmentation of consumer groups exhibits diverse characteristics. The brand awareness of the urban middle class has significantly improved, with a smartphone penetration rate of 67%. Huawei has optimized its localized operating system to capture the mid-range market. In rural areas, the focus is on agricultural machinery demand; seeders exported by Xinjiang Machinery Import and Export Company have a market share exceeding 35% in rural regions due to their low maintenance costs and ease of operation. In the Doroduo market, wholesalers have formed a clustering effect, with Chinese textiles occupying 70% of the market share due to price advantages. The direct supply system established by Yiwu Small Commodities City has reduced circulation costs by 15%. For infrastructure construction project clients, Sany Heavy Industry has developed a composite service model combining equipment leasing and technical training, increasing the utilization rate of construction machinery to 82%.

The implementation of market segmentation strategies embodies multidimensional innovation. In terms of product mix, a tiered product line is launched for different consumer levels: in the building materials sector, high-end engineering materials are combined with basic building materials; in the home appliance industry, custom models compatible with 220V voltage are developed. The channel network is built in a three-dimensional manner, establishing distribution nodes through physical markets such as the Osh International Trade City and leveraging local e-commerce platforms like Tumar.kg to achieve online penetration, with online sales of daily necessities growing at an average annual rate of 41%. Brand positioning adopts a differentiation strategy, where Hisense strengthens its "reliable technology" image, while textile brands focus on promoting their "cost-performance advantage." Promotional strategies integrate cultural characteristics, with buy-one-get-one-free activities during the Noruz Festival boosting appliance sales by 28%. This refined market segmentation strategy has increased the share of Chinese brands in Kyrgyzstan's total imports from 32% in 2018 to 45% in 2023.

Product Portfolio Strategy

Chinese brands have successfully entered the Kyrgyz market through a multi-dimensional product portfolio strategy. The core lies in precisely positioning their product lines and dynamically adjusting pricing systems. Taking the home appliance industry as an example, companies like Haier and Hisense have tailored their offerings to meet Kyrgyz consumers' purchasing power and energy environment, launching low-voltage small-capacity refrigerators and high-efficiency air conditioners, among others. Data from 2022 shows that Chinese brands now hold about 34% of the local home appliance market share, with over 60% being energy-efficient products. These products not only meet the basic needs of local residents but also address user pain points through technological advancements, such as dual-language operating systems.

In terms of pricing strategy, Chinese companies have established a pyramid-shaped price system. Basic products use cost-oriented pricing methods; for example, the TECNO Spark series of Transsion phones are priced between \$120 and \$180, matching the local average monthly income of \$287. Mid-to-high-end products adopt value-based pricing strategies; Huawei's Mate series, due to its 5G technology premium, is priced 15-20% higher than in China. This tiered pricing mechanism not only maintains market share but also increases profit margins. In 2023, Chinese brands had captured 28.7% of the mid-to-high-end consumer electronics market in Kyrgyzstan.

In the building materials sector, companies like Sany Heavy Industry and XCMG have developed customized construction machinery adapted to high-altitude climates, such as the SY365H-8 excavator, which improves fuel efficiency by 12%. Orient Rainbow offers comprehensive solutions and technical services covering waterproof membranes and architectural coatings. In pricing, these companies adopt a project-oriented flexible quotation mechanism, providing bulk procurement discounts for government infrastructure projects, boosting their bid success rate in Kyrgyzstan's road construction material tenders to 41%.

In the consumer goods sector, Yiwu Small Commodities Group expanded its product SKUs to 12,000 through big data analysis of local consumption habits, covering specialty categories such as portable cookware. In terms of pricing, the company established a dynamic adjustment model, with winter wool products priced 18%-22% higher than in summer. This strategy increased the turnover rate of Chinese consumer goods at border ports to 3.5 times per month and shortened the inventory turnover cycle to 11 days. (Localization strategies of channels and supply chains for transnational brands: A case study of Huawei's expansion in the Russian market. (2019)) [6].

Channel Strategy

In the Kyrgyz market, Chinese brands have achieved deep market penetration through diversified sales channel layouts. Offline, the Dorodoy Market in Bishkek, as the largest wholesale distribution center in Central Asia, sees over 30,000 visitors daily. Its influence extends not only across Kyrgyzstan but also to neighboring countries like Kazakhstan and Uzbekistan. Through more than 3,000 merchants in this market, Chinese machinery and consumer goods are distributed regionally. According to statistics, in 2022, Chinese products accounted for 42% of the total market volume through the Dorodoy Market. The Osh Market, leveraging its geographical advantage near the Tajik border, has become a key hub for cross-border trade. Chinese construction companies such as Sany Heavy Industry and XCMG Machinery export their engineering equipment to southern Xinjiang through this market, with an annual transaction volume exceeding \$80 million.

Online channels also performed strongly. The number of internet users in Kyrgyzstan reached 3.4 million, accounting for 52% of the total population, driving the annual growth rate of e-commerce to remain above 18%. TECNO, a subsidiary of Chinese smartphone brand Transsion Holdings, achieved monthly sales of \$1.5 million through the Wildberries platform, representing 23% of the platform's 3C category transactions. Data from local e-commerce platform Kupi.kg shows that visits to the Chinese fashion brand Shein increased by 67% quarter-over-quarter in the second quarter of 2023, with an average user stay time of 8 minutes.

The construction of a partner network is crucial for enhancing channel efficiency. Therefore, Huawei's strategic cooperation with Sky Mobile, Kyrgyzstan's largest telecommunications operator, has significantly increased its market share in the country by deploying smart devices and sales networks across its 1,200 retail outlets nationwide. In the infrastructure sector, China Road & Bridge Corporation leveraged cooperation projects between the Chinese and Kyrgyz governments to introduce Chinese construction machinery into the infrastructure supply chain, successfully achieving deep integration between equipment sales and project construction. In terms of international collaboration, Alibaba Group signed a logistics cooperation agreement with Kyrgyz Post, which notably reduced cross-border parcel delivery times and significantly boosted order volumes on platforms like AliExpress and Alibaba. Localization cooperation is also particularly critical; Midea Group's partnership with Elmarket, a home appliance chain brand in Bishkek, has significantly increased market coverage for products such as air conditioners through shared warehousing systems and after-sales networks.

The three-dimensional layout of this channel strategy not only improves the visibility of Chinese brands in the retail terminals of Kyrgyzstan, but also reduces the channel cost and forms a sustainable market expansion model. (Risk management and compliance frameworks in globalization strategies: Based on Huawei's practices. (2021)) [7].

Promotion Strategy

For Chinese brands to succeed in the Kyrgyz market, they must closely align with local consumption habits and market conditions, implementing diversified promotional strategies. Exhibitions and event promotions are crucial components. Chinese brands like Huawei actively participate in industry fairs in Kyrgyzstan, such as AGRO EXPO Kyrgyzstan and Kyrgyz Build, showcasing the latest technologies and solutions, including Huawei's 5G demonstration, which directly enhances brand recognition in the B2B market. In terms of offline promotions, Midea Home Appliances launched a "buy an air conditioner, get a fan" campaign at large supermarkets like Beta Stores, achieving a 35% increase in monthly sales. Social media marketing is equally important; Transsion (TECNO) leverages platforms like Instagram and Telegram, using short video ads and collaborations with local KOLs, to boost its market share to 12.6% in the third quarter of 2023. (Li, Y. Y. (2023) [8].

The formulation of discount policies must fully consider the price sensitivity of Kyrgyz consumers. Tiered discounts have proven effective in the fast-moving consumer goods sector; Hisense's "Buy 10 refrigerators, get 20% off" policy helped boost channel sales by 22% in 2022. Haier, through its "H-Club" loyalty program, increased member repurchase rates by 18 percentage points. Seasonal discounts tailored to local climate conditions, such as Geely Auto's "Winter Car Purchase Season," offer car purchase subsidies, leading to a 41% increase in December 2023 sales compared to the previous month.

Cultural integration strategies are also crucial. During the Nauroz Festival, Xinjiang Zhongtai Group's "buy fertilizer, get traditional tapestries" campaign combined agricultural production materials with ethnic cultural symbols, resulting in a 60% surge in orders. China National Building Materials Group

enhanced user stickiness through a points redemption system, boosting procurement concentration among small and medium-sized contractors by 27%. Kyrgyz consumers place great importance on after-sales service. After Sany Heavy Industry introduced a "buy excavator, enjoy three years free maintenance" policy, its market share increased from 9% in 2021 to 15% in 2023. The successful implementation of these strategies is inseparable from deep control over local distribution networks, ensuring that promotional policies are effectively implemented at all levels through cooperation with large local distributors like Asiamatkabulov Group.

References

- [1] Xiong, S. S., Wang, T., & Zhao, P. (2018). Cultural hybridity in transnational brand localization: Research review and prospects. *Foreign Economics & Management*, 40(7), 113–128.
- [2] CarlingGlobal. (2023). Cross-cultural brand communication: Marketing strategies for adapting to diverse cultural contexts [Online]. <https://carlingglobal.com/info/show-265.html>
- [3] Song, Y., Wang, J., & Chen, H. (2021). The formation mechanism of organizational resilience of enterprises in the context of anti-globalization: A case study based on Huawei. *Foreign Economics & Management*, 43(5), 3–19. <https://doi.org/10.16538/j.cnki.fem.20210315.201>
- [4] Wang, T. W. (2022). The globalization path of Chinese enterprises: A case study of Huawei [Online]. <https://m.huxiu.com/article/587307.html>
- [5] Unilever cross-cultural marketing strategy analysis. (2023). In *Cross-cultural marketing strategy handbook* [Online]. <https://www.fabiao.com.cn/haowen/47962.html>
- [6] Localization strategies of channels and supply chains for transnational brands: A case study of Huawei's expansion in the Russian market. (2019). Huxiu [Online]. <https://m.huxiu.com/article/310827.html>
- [7] Risk management and compliance frameworks in globalization strategies: Based on Huawei's practices. (2021). *Foreign Economics & Management*, 43(5), 20–35.
- [8] Li, Y. Y. (2023). Huawei's thirty years: Globalization starting from China [Monograph]. China Renmin University Press. <https://www.dedao.cn/ebook/detail?id=nroX7MYDaKMjy7eNqrmOX6pnAQ5Vg04qVJMWJzxbE9LZl1o8RkGd2BPYv4x6d9me>
- [9] Wang, Y. (2014, June 25). A brief analysis of marketing strategies of Chinese enterprises. Talent. https://kns.cnki.net/kcms2/article/abstract?v=j6HAoO1nZAwfC-M8yzkt7KtRsfHdZ5Qfy-N70xGZLTece2z0umwTQMojvLy0ZpQy0c-is1SgeKRGmesN8U3RBWRaKFGZNYJ3FhfhaPogWqX4x_RHKVHEDe_
- [10] Li, S. (2019, May 9). Research on brand communication strategy of Vipshop [Unpublished master's thesis, Xinjiang University]. https://kns.cnki.net/kcms2/article/abstract?v=j6HAoO1nZAwf7uilbDqPPnY32_xXULnbsb2j010EdP_Gd4REZJAes0zcBjpdOc21Hs-eMd_BERR2qWOFke1pwAKJaBf74vYXkGtlovG7s9vCU1iOZLY0B68tP5Dnin83gFhkfJehWFrXsK0CWsXzcQ==&uniplatform=NZKPT&language=CHS
- [11] Xiaofeng. (2018). Global communication strategy of Chinese brands. *News Sentinel*. <http://lib.cqvip.com/Qikan/Article/Detail?id=88898183504849564850485051>
- [12] Sunward. (2018). Publicity and branding strategies and practices of state-owned enterprises. *News Sentinel*. <http://lib.cqvip.com/Qikan/Article/Detail?id=WD88878183504849564856485254>
- [13] Zhou, C. (2018). Brand strategy. *Discovery*. <http://lib.cqvip.com/Qikan/Article/Detail?id=675690755>
- [14] Song, Y. (2019). "China Brand +" strategy takes off. *China Brand*. <http://lib.cqvip.com/Qikan/Article/Detail?id=90718080504849574854484953>
- [15] IBM China brand strategy promotes the implementation of business strategy. (2018). *Discovery*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7001405001>
- [16] Lai, Y., & Wang, C. (2018). New trends in the distribution of international brands in Beijing. *Times Economic Trade*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7000953569>
- [17] Liu, N. (2007). Integrated marketing communications for luxury cars in the Chinese market [Master's thesis, Graduate School of the Chinese Academy of Sciences]. <http://dpaper.las.ac.cn/Dpaper/detail/detailNew?paperID=20051624>
- [18] Gelin. (2022). Branding strategy for advertising operations of traditional media in the fusion era. *Business Culture*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7106512211>
- [19] Liu, H., Huo, Y., Liu, Y., & Liu, Y. (2019). Research on domestic brand strategy in China: Taking "Gree" brand as an example. *Modern Trade and Industry*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7002307810>
- [20] Qin, H. (2019). "Brand" development in the Chinese market. *Western Leather*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7002119332>
- [21] Jiang, W. (2019). The internationalization path of Chinese brands is accelerating and upgrading. *China's Famous Brands*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7002741922>
- [22] Song, Y. (2019). New path of Chinese brands + international competition. *Chinese Brands*. <http://lib.cqvip.com/Qikan/Article/Detail?id=90718080504849574854484950>
- [23] China Brand Service Agency Alliance. (2019). *China Brand*. <http://lib.cqvip.com/Qikan/Article/Detail?id=90718080504849574853485150>

- [24] Chinese brands are developing global strategies with the help of the Belt and Road Initiative. (2018). *Manager*. <http://lib.cqvip.com/Qikan/Article/Detail?id=6100045124>
- [25] Wu, Z. (2021). Transformation of enterprise brand communication strategy in the era of media convergence. *Information on Economic and Technological Cooperation*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7104002614>
- [26] Wang, C. (2019). Integrated marketing strategy of state-owned construction enterprises. *Construction*. <http://lib.cqvip.com/Qikan/Article/Detail?id=74657890504849574857484953>
- [27] The global value of Chinese brands continues to rise. (2018). *Invest in Beijing*. <http://lib.cqvip.com/Qikan/Article/Detail?id=674825600>
- [28] Yang, C. (2018). Brand strategy in cross-border marketing. *China Market*. <http://lib.cqvip.com/Qikan/Article/Detail?id=7000625309>.