

How Huawei is influenced by the Technologies: A Case Application

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ABSTRACT

Huawei Technologies specializes in telecom equipment research and development, manufacturing and marketing, offering tailored network solutions in various telecom fields that was founded in 1988 in Shenzhen, China. Contract revenues by Huawei hit USD 5.58 billion in 2004. In addition to the rapid growth, Huawei has faced some emerging problems, especially in the high-rate issue of employee turnover. A research was conducted to evaluate the reasons why a company needs employees to stay in jobs. The researcher attempted to discover certain other forms of happiness that workers most frequently pursue regardless of age, race, education or economic status. When people want more than mere economic gratification from the work environment, a profile that could be used to minimize or eradicate undesired employee turnover could then be generated.

Keywords: technologies, performance, Huawei

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INTRODUCTION

Huawei Technologies has been a private enterprise that specializes in research and development (R&D) along with production and marketing related to the communications equipment, and providing solution for the telecom customized network that carriers in different areas that was established in 1988. Huawei has established 55 branch offices worldwide to support its global operations. Eight regional headquarters were created, as well as a host of customer service and training centers. 48 per cent of Huawei's 24,000 employees (around 3,400 foreign workers) are active in R&D. Huawei spends at least 10 per cent of its sales revenue into R&D per year. Huawei underlines the value of working with leading global players in the industry on both product creation and marketing to ensure stable and sustainable growth and to sharpen the core competitive edge. Globalize Synchronous Research & Development focuses on new technology, expertise and rigorous procedures of quality assurance. CMM5 and IPD (Integrated Product Production) have been commonly used. Development drug production. Fits R&D divisions (Central Technology Division and Institutes in Bangalore, Shanghai, and Nan Jing) were CMM 5 certificates (Y. Zhang & Duysters, 2010). The 30,000 workers of Huawei around the world, 90 percent of employees hold a bachelor's degree or higher. Huawei spends as much as 10 percent of its sales revenue into Research & Development each year. (Huawei Annual Report source)

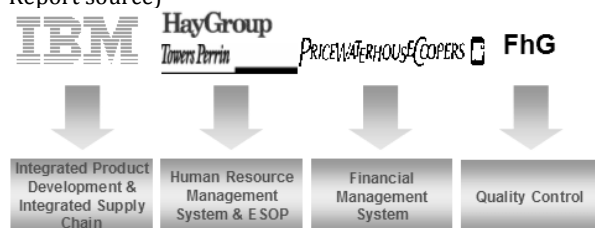


Figure 1: Activities of the Companies

Table 1: Human Resource Practices

Research & Development	Marketing, Sales and Customer Service	Administration	Supply Chain
48%	38%	6%	8%

U-SYS, Huawei's Next Generation Network End-to - End solution, is currently the leading choice for various carriers worldwide. In 2004, U-SYS's shipment surpassed all other competitive solutions and was ranked No.1 on the world market. By May 2005 50 telecom carriers in more than 30 countries / regions brought 100 U-SYS network deployments into commercial operation. The connection network plays a very important role in the telecom network and accounts for more than 60 per cent of the overall investment in the telecom network. HUAWEI will supply full solutions and series of connectivity devices including MSAN, DSLAM, FTTH, BRAS and others. One of Huawei's key devices is the C&C08 switching network. C&C08 has been widely used as the toll exchange, tandem exchange, gateway exchange and local exchange after 15 years of growth. According to a study by Dittberner (a multinational consultancy firm for telecommunications), by now, C&C08 had been commonly used in more than 50 countries and the total global network had exceeded 160 M ports. In 2004, Huawei deployed 20 million ports, taking 32 per cent of the global ports' market share from 2001 to 2004 and ranking No.1 worldwide (Liu, Zheng, & Wei, 2012).

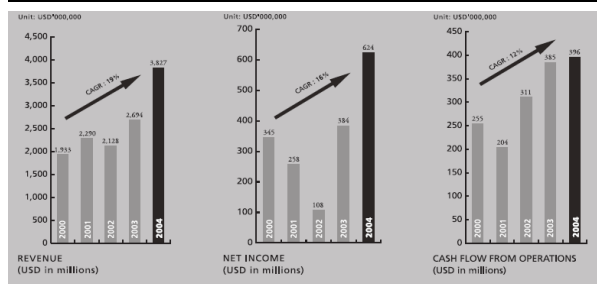


Figure 2: Financial Highlights

LITERATURE REVIEW

Huawei made a major investment in customer training with the rapid growth and increase of technology and consumer demand for our goods. The training base being established at the moment will be a first-rate international training center with state-of-the-art facilities, capable of holding 2,000 people simultaneously for training. Web-based training approaches such as CBT, Multimedia CD-ROM Learning, Video Training, and Audio Training will be more commonly used to address the limitations imposed by time or location factors. Tele-training focused on the Internet and television networks will be increasingly developed to ensure that consumers have access to individualized training from Huawei, regardless of time and place.

The telecommunications industry is an investment-type market, and operators would never accept Huawei if it relied on opportunistic behaviors. So Huawei said no to the international market opportunism. Instead, in line with industry best practices, Huawei is transforming into a full-scale, first-class international company in terms of marketing, R&D, sales, finance, target markets insistently, consistently building marketing service networks and teams, and having achieved a full-scale breakthrough in international markets after nine years of hard work (Yusheng, 2013) Built an foreign business model, and in successive years boosted overseas sales. Huawei reported revenues of USD 50 million in 1999 and USD 2.28 billion in 2004, which accounted for 41% of overall revenue, while, in addition to market growth in emerging countries, Huawei entered the developed countries' market.

Huawei has developed a global network that lets us work closely with clients and respond more quickly to customer needs. This enhances customer loyalty and promotes market expansion throughout the world. Meanwhile, Huawei is also increasingly evolving in developed-country markets. Focused business management systems are building value for clients. By constant improvement (Xu & Li, 2011).

Realignment of the process: based on the core process of the company, such as the Marketing Management Process, , complemented by the "works unifications" financing and the HR (HAY) project, Huawei initiated a full-scale business process transformation, introduced practical industrial metrics, and Huawei strengthened the marketing system's decision-making support capabilities for recognizing consumer needs, strategic course management, and IT platform itself. Quality management and production process: Germany's FhG helped develop the production process system for Huawei, including the 3D warehouse / automatic warehouse and the entire production line layout, thus minimizing material movement, shortening the manufacturing cycle, and increasing the performance and quality in manufacturing. Managing Human Resource: Huawei formed a human resource team as a cohesive force and work efficiency for

Huawei, and built a consummate human resource system (H. Zhang, Rao & Feng, 2018). Huawei made progress in evaluating jobs, developing a compensation structure, controlling the remuneration, and implementing the KPI program through collaboration with HAY. Huawei guided by customer requirements through successful activity of the IRB, product system management team, service and distribution team and other support teams. The "last one removed" program that is navigated by customer expectations the evaluated by management roles, main incidents, and behaviors,

Financial management: Huawei developed financial services and monitoring systems, enforced and standardized financial regulations, procedures, codes and monitoring and executed financial supervision and management worldwide. Huawei devised relevant supply guarantee strategies, developed flattened manufacturing organizations to effectively and flexibly meet customer demands; Staged a redesign of the Integrated Supply Chain (ISC) to facilitate the introduction of new processes and systems; and introduced quality innovation technology to continue enhancing supply chain capabilities and customer satisfaction standards (Joo, Oh & Lee, 2016). Huawei established relationships with key suppliers, strengthened purchase performance control and conducted the supplier certification process based on the TQRDCE industrial benchmark.

External employee shareholding scheme: Huawei has introduced the shareholding program for internal employees. Huawei introduced the virtual restricted share, virtual share choice scheme and MBO virtual share scheme, with the aid of foreign human resource consulting firms, which enhanced its incentive system. The 15 years of experience gained from the internal staff shareholding program helped the company create an efficient long-term employee compensation structure that supports the company's long-standing growth. Huawei's revenue was 15.7 per cent – an improvement of over 5 percentage points over the previous 12 months. Problems with hiring and retaining employees, particularly professional staff, increase the cost of doing business (Fan, 2011). The following is a detailed checklist of things to be considered when calculating the turnover costs in Huawei. As calculate the costs, the empty job, the management team, the recruiting staff and others have the daily and weekly costs of fully paid payroll costs as illustrated below.

The expense for management and sales positions would be considerably higher (200 per cent to 250 per cent of total compensation). A research was conducted to evaluate the reasons why a company needs its employees to stay working. When people want more than mere economic gratification from the work environment, a profile that could be used to minimize or eradicate undesired employee turnover could then be generated. Even the findings of this study show support for the profiling hypothesis as a means of minimizing unnecessary turnover of workers. It may be the cost of a temporary worker or the cost of both new and self-employed workers doing the vacant position. Include expenses at rate of overtime (Hussain, Mosa, & Omran, 2017). Calculate the manager's expense of knowing what remains of the job, and how to support the work before a replacement is found. Calculate the expense of an employee exit interview planner who is performing their own version. Calculate the cost of training the organization has spent in the leaving employee. Include internship, external classes, and advanced academic preparation. The Huawei has helped the employee get to do their job

efficiently through licenses or certifications. Because the individual is leaving, measure the effect on departmental productivity. What will take up the job that will withdraw from its performance (Hussain, Mosa, & Omran, 2018)?

Calculate the orientation cost with respect to the salary of the new employee and the expense of the individual who is performing the orientation. Include even the cost of supplies for orientation. Calculate departmental training costs as the real cost of production and implementation plus the expense of the new employee's salary (Hussain, Musa, & Omran, 2019).

It reflects the Supervisor's lost productivity. Find the amount of time spent for at least 8 weeks at 7 hours a week. This is twice the pace of China's GDP and is in this line of industry the highest and fastest growth in the world (Hussain, Musa & Omran, 2018). Customer Relationship Management (CRM) has become a popular subject for research among highly efficient scholars. In this paper, the strategies of customer relationship management and their usefulness in maximizing the marketing of the products have been judged. Customer relationship management is a business approach that focuses on the business undertakings to establish and analyze the connections and interactions with past, current, and potential customers so the company may keep an eye on their history. Relationship management uses data analysis to help the firms to know about the preferences and constantly changing demands of customers. By providing knowledge about customers' tastes and habits, the CRM approach assists the companies to implement customer retention and achieving high growth in the sale of their products and services. This approach focuses on establishing relations with past customers so that these customers may be motivated to become their customers again by meeting their changing demands. The relationship with existing customers is made stronger than earlier so that they remain attached to the same organization as the organization is still able to provide the products according to their satisfaction. And when the business organization is able to meet the changing demands of its customers, it may attract new customers to its products.

In the manufacturing companies in China, under customer relation management (CRM) up-to-date techniques and technology are being used to collect data about customers' needs and priorities. In addition, different communication channels are used in this context. For instance, in China companies are running their websites which are particularly designed to collect data from customers and the general public. Such customer-related data may be attained in the form of feedback about business policies, price, and quality of companies' products. Similarly, companies are also collecting data from customers via telephone, live chats, email, marketing-related policies, and widely used social media. Some of the leading theoretical studies throw light on the point that through the CRM approach, the system established in this regard, and technology for this motive companies have become able to learn more and more about the preferences of the targeted audience and to meet their expectations regarding the quality of goods and services. Besides it, customers can be categorized by companies according to change in locations, customs, culture, age, and status to acquire information. Furthermore, staging the 2008 Olympic Games in Beijing would generate tremendous business opportunities for Chinese and international companies alike. The Ministry of Post and Telecommunications (MTP) offered telecommunications services through its operating arm, China Telecom, prior

to 1994. Pressed by other ministries and opposing consumers, the Chinese government formally initiated changes to the telecommunications sector in 1994 by launching a new competitor: China Unicom. Yet China Unicom was barely able to contend with the giant China Telecom. The MII has taken two big reshuffling steps aimed at dysfunctional state-monopoly.

In 2000, the telecommunications division of the Ministry of Railways (MOR) set up a new actor amid this double fission. To sum up, the Chinese telecommunications market has changed from a state-run monopoly system to a state-run "oligopolistic" system in the last decade. Among other duties, the MII is responsible for regulatory development, resource allocation, licensing, competition regulation, promotion of Research & Development (R&D) and quality of service as well as tariff development. This structure involves introducing a telecommunications law in the western style and creating an independent regulatory and arbitration body to negotiate with telecommunications operators. All of those targets have yet been truly achieved: Telecommunications laws, on the one hand, are still in infant condition. For instance, most senior Chinese telecom company executives have ties to the MII, government or group. Prior to its accession to the WTO, China's policy supported the emerging national telecommunications industry as it was, and is, a priority national market (Muhammad Atif Nawaz, Afzal, & Shehzadi, 2013). The customer relation management (CRM) approach and technology used in this respect affect the efficiency of the business process in a positive manner. Having information about the changing needs and expectations of final consumers of own products and the general public and having their opinions about their products, business procedures are designed in such a manner as to give quality accordingly. Companies customize their production processes, delivery, and marketing procedures according to attained information about the tastes of consumers. It is an evident business reality that the customers of any business enterprise are taken as its backbone. Just as a man can't survive without a back so as the existence of customers and an increase in their number is needed for a company's survival. Thus Customer satisfaction is considered compulsory for the companies' survival and their economic growth. For the purpose of accomplishing such system and equipment updates in every aspect of the architecture of network telecommunication, the main aspects are core, access and end users. The research investigates and reports on the adaptation of telecommunication technology by ICT companies in Malaysia. The principal objectives of this research are, his research study sets out to explore and analyze the evolution of telecommunication technologies, this study also aims to investigate and analyze the factors that affect the adaptation of telecommunication services by ICT companies in Malaysia, identify the aspects of the services of telecommunication by ICT companies of Malaysia, to identify the best 3 criteria that respondents from ICT companies perceived as being important for upgrade to new telecommunication services particularly for VoIP service.

Key companies now have one or more Joint Ventures from these countries. In terms of network size and customer base it ranks first in the world. It is listed in stock exchanges HK and NY. This focuses its energies on CDMA and we expect no investment in GSM. Shanghai Bell and ZTE are other known suppliers of Chinese equipment's. In addition, the most prominent Chinese cell phone manufacturers are Amoi, Konka, Ningbo Bird, and Kejian.

Changes of telecommunication privatization and rivalry have been presented in the broadcast communications advertise. Some economists render Asia as the "most dramatically changing telecoms market on the planet". Broadly defined, any privatization results "embraces denationalization or selling-off state owned assets, deregulation (liberalization), competitive tendering, together with the introduction of private ownership and market arrangements". Of course, there is always a trade-off. The lower the rate that you offer, the less confidence the consumer will have in the product or service. The consumer may perceive your offerings to be less reliable because of the price difference, and in fact, a lack of cash flow may not allow capital to be used for the repair and construction of existing facilities. It provides immediate gratification in the form of an enormous growth in revenue. The Internet has been and will be used for everything from the aforementioned marketing to customer service, billing and much more. Without the Internet, competitive telecom services would have probably occurred anyway, but undoubtedly at a much slower pace than the frenetic pace we see today. In the early stage, some researchers also tried to interlink the networks with dissimilarity of such together for consideration. This eventually led to Transmission Control Protocol. Due to the high level of failures in telecommunication in the past few years, credit policies have tightened considerably. These days, almost no one extends credit, insisting on payment up front for services. The problem with this approach, from a marketing point of view, is that some of the company's competitors may not require advance payments. They also have the resources to sustain a predictable level of uncollectible. While comparing the markets horizontally gives general "one-size-fits-all" offers different attractive measures for the vendors of telecommunication to compare and achieve the meaningful sources of attaining the growth of sustainability and profitability. It is observed that when the companies fail to respond to the demand of markets for special needs will give a space to their competitors to kick them out of the markets which are shared and provide no shelter to these companies for focusing on their consumers.

The former British colony is home to one of the world's most established, advanced and successful telecoms markets. As a result, HK customers get world class capacity, pace and price services. This was a key factor in the growth of HK as a world-leading financial and business hub. The Telecommunications Authority's Office (OFTA) is the legislative body responsible for overseeing the HK telecommunication market. The HK government has completely liberalized all telecom sectors through OFTA, and there are no limits on foreign ownership. There is no pre-set limit on the number of licenses issued nor the deadline for applications in the local fixed-line industry. In 2001 the OFTA issued four 3 G licenses for mobile services: HKCSL Ltd., Hutchinson 3 G (HK) Ltd., SmartTone3 G Ltd., and Sunday 3 G (HK) Ltd. January 2004 saw the introduction of the first 3 G mobile networks. Along with New World Mobile and Peoples Telephone Co, these four 3 G providers are even. HK remains the largest gateway for European and American investors into the Chinese market. It is becoming more difficult to attract new customers. The boom in CAPEX is over too. Chinese carriers change their emphasis from building the network to generating revenue from new and improved services. Anyway when the new 3 G licenses are released a small CAPEX recovery is expected. There is no reason to worry

over this decline though. China still holds enormous potential for further growth and offers significant opportunities for Western industry. But given the transition to more stable growth, providing an unbiased business perspective and knowing which market segments offer the best growth prospects is extremely essential for these businesses.

Broadband is the segment which grows fastest. Pricing, better infrastructure and content catering for young internet users will decide its future. Significant hurdles are the continued control of content by the government and the legal vacuum. With respect to 3 G, networks are likely to have a smooth take-off phase rather than an explosive one. Through adding new clubs, reorganizing existing ones or issuing 3 G licenses, the MII will reshape the current situation. If China remains "El Dorado" for the telecoms industry remains a very difficult question to answer.

METHODS

While the 'Bull Market' of the 1990's continues to rage into the next decade, it is becoming increasingly difficult for managers in Huawei to recruit the professional workers needed to fill the abundant positions available in Huawei. Several recommendations are to establish innovative job opportunity schemes to cope with this shortage. Others have expanded labor on new and at times international markets. Some have turned to the use of technology as a way of raising the extent of Huawei's shortage. Perhaps the easiest way to fill essential positions is to ensure the existing professional workers remain a part of the company. Nowadays workers are a recognized element after all. They're acquainted with Huawei's inner workings. To accomplish this research a personalized survey was developed. Every person taking the survey was asked to rate as true in their individual circumstances to certain statements. The survey then made detailed inquiries about the number of workers in Huawei's respondent divisions, the number of years that Huawei employed the respondent Zhang Yang, the productivity of the Huawei in the previous year, and whether the respondent worked in a managerial or supervisory capacity. Three non-positive comments combined with the positive comments, to create a more balanced tone in the overall sample. Eventually, the respondent will respond to the assertion, 'In three years' I will be with this organization. In Appendix A of this study, an overview of the percentile responses to this survey is given. At first the person who completes the survey will be instructed to understand why they are staying with Huawei. The sentence, 'The commute is simple' includes a work aspect over which a respondent is likely to have the most influence. Within the statement, 'This organization has a strong objective and positive principles,' there is a work aspect about which most respondents would usually have little influence.

The dimensions that the survey looks at focus on many facets of the work environment. Although each person would have a personalized mix of measurements, it should be anticipated that individuals with similar intent to remain with or leave Huawei would display similar behaviors in their person survey responses.

If that is so, Huawei will be able to interact favorably with those critical workers displaying actions that appear to suggest that they are considering a change in employment. You will also assess those workers that are too far away to maintain. In these situations, Huawei may agree to mitigate any adverse effect such individuals would have on other organization employees.

ANALYSIS

A cumulative weighted scoring analysis for all survey statements appears in Appendix D. Statement weighting was required to assess the relative importance of each statement for all responses. After the basic review of the survey statements was done, next attention was paid to the questions that appeared on the survey. The questions, "Around how many people are working for this company? "And" Was last year the business profitable? "It did not seem to influence how the respondent responded to the comment, "I will be with the company in three years' time. In the case of the question "How many years have you been working for this business? "Two of the three analytical groups tends to associate time with Huawei and presence. The higher the number of years with Huawei, the more likely a respondent. Indeed 1/2 category respondents appeared to have the least amount of time with the Huawei. The population in the empirical groups 4/5 and 3 appeared to be evenly split on the question, "Do you control or supervise others? "But 70.3 per cent of the respondents responded" Yes "in the 1/2 category.

Table 2: Question responses for each analysis group

Analysis	Approximate #	# of years with	Profitable last	Manage or
Group	of employees	this company	year	Supervise others
4/5	10659	8.7	68.5% (Yes)	53.7% (Yes)
	(Average) 300	(Average)	13.0% (No)	46.3% (No)
	(Mode)	5.0 (Mode)		
	400 (Median)	8.0 (Median)	18.5% (N/A)	
3	8519 (Average)	7.8 (Average)	78.3% (Yes)	52.2% (Yes)
	3000 (Mode)	3.0 (Mode)	13.0% (No)	47.8% (No)
	500 (Median)	4.0 (Median)	8.7% (N/A)	
½	11428	5.7	83.8% (Yes)	70.3% (Yes)
	(Average)	(Average)		
	300 (Mode)	1.0 (Mode)	16.2% (No)	29.7% (No)
	350 (Median)	3.0 (Median)	0.0% (N/A)	

SWOT ANALYSIS

The authors of this case described the following strengths, limitations, opportunities and threats (SWOT) based on the Huawei Annual Report 2004 as well as on other material:

Strengths

- Strong and cost-efficient R&D
- User-driven organization
- High priority given to customer work, flexibility and adaptability
- Brand is well recognized
- References
- Dedicated personnel (low turnover)
- Positive working atmosphere
- Presence in the customers' market

Weaknesses

- Lack of a defined business model
 - Shortage of qualified, well-educated personnel (creates bottlenecks and the loss of customers)
 - Lack of business experience and non-technical knowledge
 - Difficulty of long-term planning
 - Insufficient financial turnover
- Product weaknesses
- Technology develops rapidly; company's resources are too limited to keep up with the pace of development
- Opportunities
- A growing market (including the domestic market)
 - Promotion and advertising
 - Increasing presence in various markets (representatives / own sales offices)
- Threats
- Rising wages
 - Aggressive actions by competitors (e.g. recruiting)
 - Exhaustion of the workforce pool.

DISCUSSIONS AND CONCLUSIONS

The analysis conducted for this report reveals that variables beyond pure economic compensation do also affect an employee's decision to stay with Huawei. There is also evidence to support profiling theory as a realistic tool in assessing which workers are at risk of leaving the organization. Several trends were common among the different analytic groups in reviewing the responses of those who participated in the survey. Most respondents claimed that by entering other organizations they could gain more (Muhammad Atif Nawaz, Azam, & Bhatti, 2019). Notwithstanding this, they still preferred the idea they should continue with their new employer. Across all analytical groups there seemed to be a deep desire to believe that Huawei was important to what they did at work. Individual flexibility in carrying out tasks was also very relevant. On a practical sense, proper training of managers to uphold these values will have a direct effect on any employee's psyche. A large number of respondents thought the workplace wasn't comfortable. It may have meant that the tempo was too fast, or that somehow there was a lack of work room (Muhammad Nawaz & Hassan 2016). They may have had an overbearing boss or overseer. Given the amount of hours most people spend in the workplace, it seems clear that for many, if not most people, this will be a major dimension. From a practical point of view, any firm should take easy measures to build an atmosphere that is more conducive to the ability of employees to perform well. This study has some limitations such it takes only the predictors in the model and ignore the mediation and moderation role in the model and suggested that the future studies should in corporate this aspect in their study. Finally, the present study has ignored the cross country analysis and recommended that future studies should add more countries to expand their scope.

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