

Research on Suggestions for Internationalized Business Strategy and Management of Chinese

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Abstract:

The sports industry is China's "sunrise industry" and my country is a major exporter of sports products. The promulgation of the "14th Five-Year Plan for Sports Development" has created favorable conditions for the healthy development of my country's sports industry. Among them, the export volume of China's sports products reached 56.975 billion US dollars, accounting for about 37% of the export volume of major companies in the world. It is China's largest export market. At the same time, China's sporting goods companies are highly dependent on the domestic market. The barriers to entry in the international market are high and the entry channels are relatively single. They are greatly affected by changes in the international market. The international competitiveness of independent brands is not strong. Therefore, International operations are subject to certain restrictions, and few sporting goods companies can grow into world-famous brands. Despite numerous challenges, Anta Group, the leading company in China's sporting goods industry, has continued to increase its global share, its international reputation and brand influence have also continued to increase, and its internationalization path has also continued to expand. In addition, Anta has further increased its international and domestic visibility through its sponsorship of the 2022 Beijing Double Olympics. Anta is a local sports brand, and its internationalization strategy has a good reference value for Chinese sports brands.

The local government of Jinjiang, where the core operations of ANTA Group has been located has coined policies that has significantly enhanced the strategic position of the organization. In particular, the local government has contributed to better competitiveness of ANTA Group through its initiative including industrial cluster development, infrastructure and logistics support, facilitation of internationalization through international trade promotion activities, and public-private partnership initiatives.

Keywords: sporting goods company, Anta Group, international business strategy

Introduction:

In 2001, with China's accession to the World Trade Organization, Chinese companies gradually "went global" and started fierce competition with international brands. Against the background of economic globalization and deepening economic integration^[1], China's sporting goods companies are gradually moving from domestic sales to foreign countries, accelerating the pace of their internationalization. At present, although China's sporting goods companies have developed rapidly, the export market for their products is too concentrated^[2], the added value of the products is not high, and the international competitiveness is not strong. The two markets and two resources are important opportunities for Chinese enterprises to internationalize and enhance their international competitiveness^[3]. Chinese enterprises should accelerate "going global" and use the resources and markets along the "One Belt and One Road" to conduct economic, trade and other cooperation on a global scale and open up a broader market. In the report of the 20th National Congress of the Communist Party of China^[4], it was proposed that supply-side structural reform should be taken as a main line to promote the transformation of the quality, efficiency and capabilities of economic development^[5]. Therefore, we must be based on manufacturing and vigorously develop strategic emerging industries. Promoting the structural adjustment, transformation and upgrading of my country's traditional industries and improving the high-end level of the industrial value chain are important

strategic approaches and measures for my country's economic transformation and upgrading. "Made in China 2025" is China's strategy to transform from a "manufacturing power" to a "manufacturing power". It is also an important measure to promote technological changes in China's sports industry^[6]. The brand influence of Chinese sporting goods companies is not strong. If we want to build Chinese sports products into world-famous brands and expand their international influence, we must strengthen scientific research and development, master core technologies, achieve brand internationalization, and actively adopt international marketing. Strategy makes enterprises more confident when going global. Chinese enterprises must take the road of internationalization in order to go abroad and go global^[7].

1 Overview of the development of Chinese sporting goods companies

1.1 Development status of China's sporting goods industry

1.1.1 Overall supply grows steadily

The successful holding of the "Double Olympics" events in Beijing has promoted the development of China's sporting goods market. Generally speaking, China's sporting goods industry has shown a good development trend. In particular, the introduction of the "Ice and Snow Sports Development Plan (2016-2025)" has provided a solid foundation for the development of ice and snow sports in our country. As can be seen from Table 1, China's total exports of sports products continued to rise from 2007 to 2021, reaching a record high in 2008. The main reason is that the complete success of the 2008 Beijing Olympics drove the overall supply of China's sports products to continue to increase. (a) Due to the global outbreak of COVID-19 in 2019, total exports declined slightly; this number reached US\$5.69 billion in 2021, and it is expected that the 2022 Beijing Olympics will host the Double Olympics. At the same time, China's total imports of sports products have grown steadily in 2021, reaching US\$2.99 billion in 2021^[8]. From this point, it can be seen that China's sporting goods industry is generally in a good development trend, and generally

shows a steady upward trend.

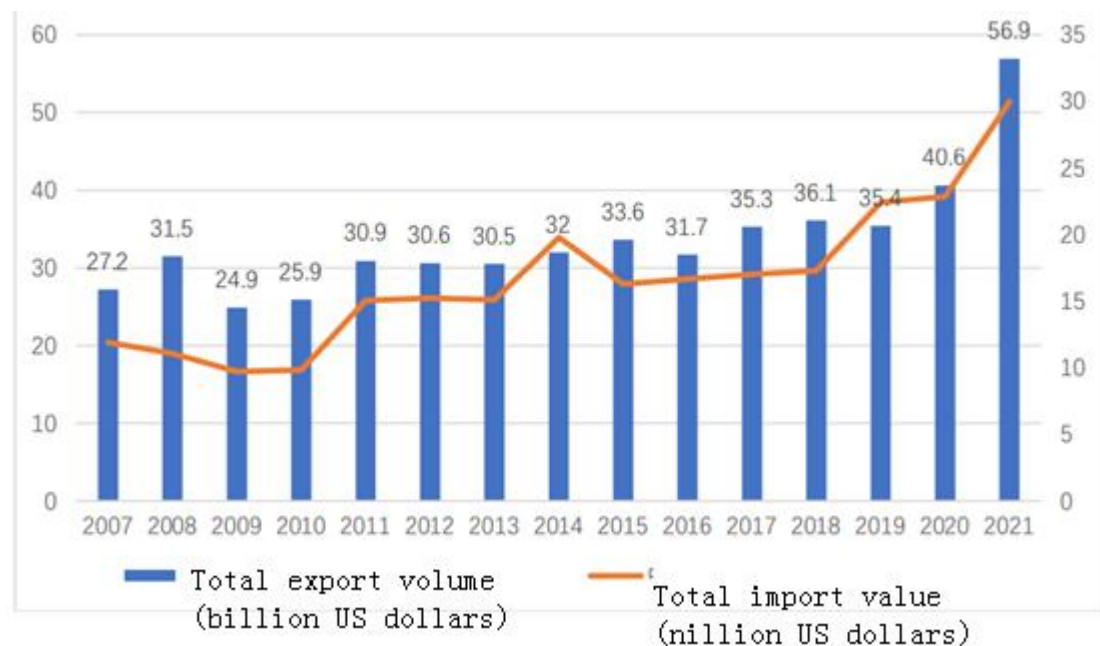


Figure 1 China's total exports and total imports of sporting goods

1.1.2 Revenue growth of local sporting goods companies

There are many large, medium and small-scale sporting goods companies in the country. Combining the market value of major sports brands in 2021 and the operating income of the past few years, we chose Anta, Li Ning, Xtep, and 361°. Based on the annual reports of each company over the years, statistics are made on their operating income and growth rate^[9]. As can be seen from Figure 2, in the seven years from 2015 to 2021, the operating income of these four companies has increased as a whole. Among the three companies, Anta has the largest revenue growth, rising from 11.126 billion yuan in 2015 to 49.328 billion yuan in 2021; followed by Li Ning, with revenue of 22.572 billion in 2021; followed by Xtep, whose sales increased from 2015 to 2021. From US\$5.2951 billion in 2021 to US\$10.113 billion in 2021; 361 degrees, from US\$4.459 billion in 2015 to US\$5.933 billion in 2021. It can be seen from this that the revenue of local sporting goods companies has greatly improved and is generally increasing.



Figure 2 Operating income of local sporting goods companies

1.2 Problems in the internationalization of Chinese sporting goods companies

1.2.1 Heavy reliance on the domestic market

The international business revenue of Chinese sporting goods companies accounts for a very low proportion of operating revenue, and they are highly dependent on the domestic market. Mainly domestically produced, with a small share abroad. In the international market, Nike, New Balance, Under Armour, Dex, Adidas, Puma, Columbia Outdoor, Mercron, Lotto, etc., are all world-famous sports brands. When Chinese sporting goods companies compete with world-renowned sporting goods companies, their international competitiveness is relatively weak. World-famous sports brands like Nike and Adidas not only occupy a place in the domestic market, but also have strong international competitiveness, high consumer loyalty and good brand reputation^[10]. However, the international popularity, international popularity, international popularity, and international reputation of China's major sports brands, such as Li Ning, Xtep, 361°, Hongxing Erke, etc., still need to be improved. At the same time, the company's

international business revenue ratio is also very low, and it urgently needs to improve its foreign revenue capabilities.

1.2.2 There are barriers to entry in the international market

Currently, there are still trade disputes between China and the United States, and the trade friction between China and the United States has also brought great obstacles to China's sporting goods. In addition, due to the outbreak of COVID-19 around the world, many countries and regions are busy responding to the epidemic, and foreign trade activities have also been hampered. In addition to setting up trade barriers such as tariff peaks, tariff escalations, and tariff quotas, European and American countries also implement technical^[11], green, social and other non-tariff barriers, which have adversely affected China's exports of sports products and also face huge overseas investment risks. .

1.2.3 Single way to enter the international market

At present, Chinese enterprises conduct international trade through various forms such as "export" and "investment", which has become an important way for Chinese enterprises to enter the international market. Among them, the export model has become an important way for Chinese enterprises to go global. Direct export is the most commonly used method by enterprises, while indirect export more reflects the various strategies adopted by enterprises in the process of internationalization. Contract models include franchising, contracting^[12], licensing, contract manufacturing, etc. The investment method is an advanced international management method. For example, "going global" is an investment method. All three methods have their own shortcomings, for example: the export method is hindered by international trade; the contract method does not have sufficient international operation; and the investment method faces risks in the international market. Enterprises have different choices and face different opportunities and challenges in the international market^[13].

1.2.4 The international competitiveness of independent brands is low

China's sporting goods companies generally have problems such as low R&D investment, low investment, low technology content, and low product added value, which is very detrimental to improving the company's hardware quality value. Lack of brand culture, insufficient communication capabilities, and inability to well interpret the company's soft culture, that is, brand value. Internationally famous sporting goods brands have well shaped their company culture. By telling their own brand stories, consumers can have a high level of spiritual recognition of the brand and have strong brand loyalty materially^[14]. . China's sporting goods companies lack core technologies with independent intellectual property rights, have low levels of product research, development and innovation; they lack the ability to tell brand stories. From this point, it can be seen that Chinese sporting goods companies lack competitiveness in the global market, which will seriously affect the long-term development of our country's sporting goods companies.

2 Anta Group's international development overview and environmental analysis

2.1 Basis for case selection

ANTA Group is developing faster and faster globally, its level of internationalization is getting higher and higher, and its international business revenue is also increasing. Anta has made a large number of cross-border acquisitions around the world. Its subsidiaries include Fila, Fila Children, Fila Fashion Brand, Spandy, Descente, Colon Outdoor, Amer Sports, etc., forming a strong influence on multiple brands. precise positioning. ANTA Group's pace in the international market is getting wider and wider, and its influence in the international market is also constantly expanding. It has now become the third largest sports brand in the world after Nike and Adidas, and has the fastest growth and development in the Chinese market. The fastest, with a brand value of US\$3.87 billion, its international strategy is worth learning from. Based on the above analysis, this article selects Anta as a case to conduct an empirical analysis, in order to provide useful reference for the internationalization of Chinese sporting goods companies.

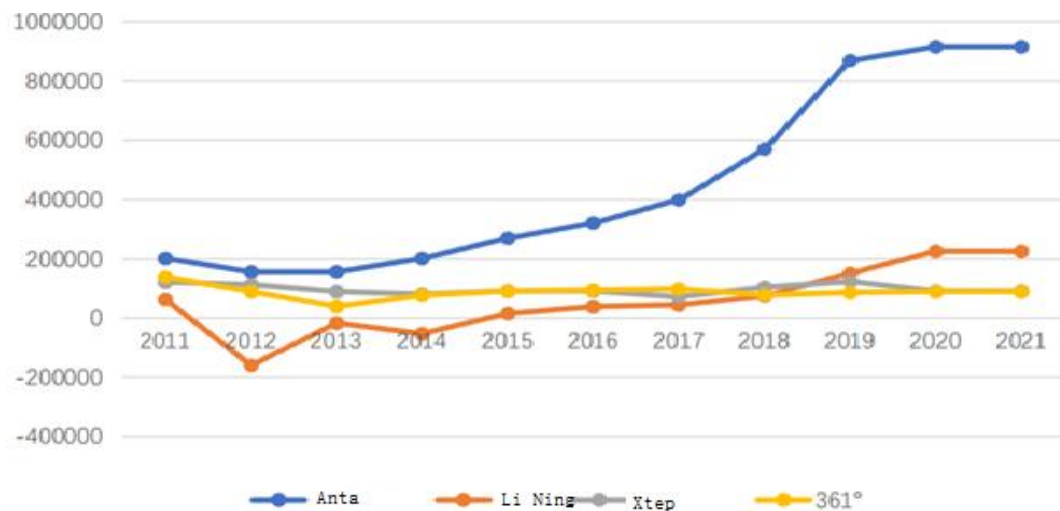


Figure 3 Operating profits of local sporting goods companies

2.2 Overview of Anta Group

2.2.1 Introduction to Anta Group

Founded in 1991, ANTA Group is one of the most representative sporting goods companies in China. Its full name is ANTA Sporting Goods Co., Ltd. As an enterprise specializing in the design, development, production and sales of sporting goods, its main products are sports shoes, clothing, accessories, etc., and targets ordinary consumers in China to provide professional sports products for the majority of consumers. ANTA Group has been adhering to the development strategy of "single focus, multiple brands, and globalization" in recent years and has become China's largest sports brand. At present, Anta has become the third largest sports brand in the world after Nike and Adidas, and has become the most competitive sporting goods company in China.



Figure 4 Anta Group brand logo

2.2.2 Anta Group's main business

Anta's main business is shoes, clothing and accessories. Among them, clothing and footwear account for a large proportion of the company's revenue, while accessories account for a very low proportion. As can be seen from Figure 5, the operating income of the company's shoemaking industry, garments and accessories in 2021 will be 19.139 billion yuan, 28.632 billion yuan and 1.557 billion yuan respectively, accounting for 38.80%, 58.04% and 3.16% of the operating income respectively. From 2015 to 2021, the company's proportion of the company's operating income was 50.26%, 51.59%, 54.61%, 61.03%, 63.07%, 61.02%, and 58.04%. It can be seen that among the main business of Anta Group, the clothing industry is the most important one, and it is developing rapidly.

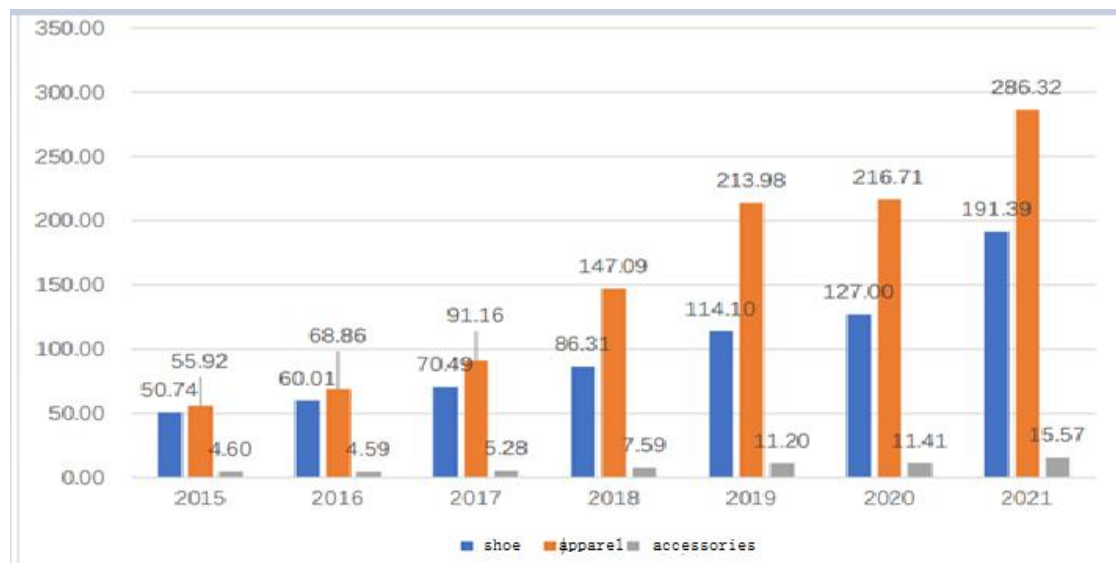


Figure 5 Anta Group's main business revenue

2.3 Motives for Anta Group's internationalization

2.3.1 Obtain a broader market space

Large-scale and powerful multinational enterprises actively carry out transnational production and marketing activities in order to promote market internationalization and expand markets. The international market has not yet been fully developed and there is a lot of room for development. By adopting differentiated international business strategies based on the characteristics of various countries and regions, we can gain greater profit margins and improve the operational capabilities of enterprises. In China's local market, there are many sports brands, such as Li Ning, Xtep, Hongxing Erke, 361 Degrees, Peak, and China's Jordan. As the domestic sporting goods market becomes increasingly saturated, expanding foreign markets and finding new profit margins is an inevitable trend for the development of Chinese sporting goods enterprises.

From entering the Russian branch in 2001 to the cross-border acquisition of Amer Sports in 2019, Anta's internationalization path has continued to broaden and it has gradually built a global map. Anta ranks first in domestic market share. Expanding overseas markets will help increase the company's revenue and

profitability and expand its business globally.

2.3.2 Seek greater brand premium capabilities

In order to obtain greater brand premium capabilities, it is necessary to establish an international brand image, improve brand quality, achieve brand innovation, enhance brand value, clarify price positioning, and identify product grades. If a company wants to establish its international image, it must adopt effective marketing methods; if it wants to improve the quality of its products, it must ensure long-term quality control; if it wants to achieve brand innovation^[15], it must increase investment in scientific research and differentiate its products. production, giving the brand more updated connotations; to enhance brand value, it is to create a high-grade, high-value brand and design emotional and humane products; the price guide is clear, and long-term and stable price positioning needs to be maintained; for products to mark the grade, the boundaries between high, medium and low products must be clearly defined.

By improving its brand premium capabilities, Anta enhances brand awareness, recognition and loyalty, obtains higher sales prices, higher operating income and higher profit margins, thereby reducing Anta's risks, enhancing the company's profitability and achieving sustainable development. Continuous development. Domestically, developing foreign markets can enable the company to achieve greater profits and a larger market in the future^[16].

2.3.3 Enhance the company's international reputation

The so-called international famous brands are those brands that are familiar to people around the world and promote their products to the world. International brands generally have three major characteristics: first, they have a long history of decades or even centuries; second, they are in a leading position in their respective industries; third, they must have specialized knowledge and technology to support the brand. Improving a company's international recognition is of great significance to increasing

the company's brand value, increasing the brand's international influence, and improving the brand's international visibility and brand reputation. Compared with world-famous sports brands such as Nike and Adidas, Anta is not well-known internationally, which is detrimental to developing overseas markets and gaining recognition from consumers around the world. The international recognition of a company can make consumers associate the brand with its reputation, thereby forming a good brand reputation. The international operation of ANTA Group is to enhance the international recognition of the brand, explore the vast international market, and establish the image of an international brand. As a company's overall market capitalization grows, so does its brand value^[17].

3 Analysis of Anta Group's international business strategy

3.1 ANTA Group's brand internationalization strategy

3.1.1 International brand positioning

The international brand positioning has a positive impact on all the company's products, so no one will doubt the quality of any product purchased from the company. Anta has acquired many world-famous brands, such as Italy's Philo, Britain's Spandy, Japan's Disun, South Korea's Kolon Outdoor, Finland's Amer Sports, and Hong Kong's mid-to-high-end children's clothing brand——Kow is also the first mid-to-high-end children's clothing brand purchased by Anta in Hong Kong. Through the merger and acquisition of many world-famous brands, Anta aims to meet the needs of consumers, from lifestyle to professional, from popular to high-end, and expands the international market through international brand positioning. ANTA Group will be internationally oriented, continue to deepen its global strategy, introduce internationally renowned brands to China, and promote ANTA Group as the spokesperson of Chinese sports brands to the world.

3.1.2 Multi-brand operation strategy

Anta's diversified business strategy is to divide the brand into three major sectors: Anta, Anta Kids, Anta plus, Spandy; trendy brands represented by Fila, Fila Children, Fila and other fashion brands; Descente Outdoor Sports, Kolon Outdoor and Amer Sports together form an outdoor sports brand. From daily life to professional, from fashion to professional, from children to adults, everything is available, which can make up for Anta's shortcomings in sports products. By supporting multiple brands, the role of a single brand can be transformed into that of a group, thereby achieving efficient use of resources and achieving large-scale operations.

3.1.3 Brand crisis management

Brand reputation refers to the image of a product in the minds of consumers, which reflects consumers' love and trust in it. It is an indispensable element in establishing a modern corporate image. Brand reputation is based on brand awareness; brand awareness refers to consumers' awareness of the brand. Both metrics are assessments of brand equity. Because brand reputation is based on brand recognition, without good brand recognition, there will be no good brand reputation. Brand recognition can be improved through marketing, but brand reputation can only be achieved after a long period of careful management. Establishing a good brand image can establish a good brand reputation^[18]. Therefore, if you want to gain a good brand reputation, you must strengthen positive publicity for the brand and minimize the impact of negative information on the brand. Therefore, how to handle the brand crisis well is crucial to the long-term development of the enterprise.

3.2 Anta Group's international marketing mix strategy

3.2.1 Price strategy of psychological pricing

The value of goods is closely related to the psychological feelings of customers. Among the many influencing factors, psychological factors account for a large proportion. When pricing, companies can use consumers' psychological factors to price goods according to different situations to meet customers' material needs, which

can also be spiritual or psychological. Organically combine customer psychology and marketing. Through customer loyalty or preference for the company's products, the company can maximize profits and gain greater market share. Through the merger and acquisition of many world-famous brands, Anta has gradually improved the quality of its products and at the same time increased the value of its products, adopting a "psychological pricing" pricing strategy.

3.2.2 Publicity strategies for cross-cultural communication

Through cooperation with the American NBA, ANTA Group conducts cross-cultural exchanges on a global scale and strengthens the internationalization of sports brands through the use of the world's top sports ambassadors. As can be seen from Table 1, the main players of the Argentine men's basketball team in 2007 were Luis Scola and Steve Francis; the contract was signed with Kevin Garnett in 2010; Rajon Rondo in 2013 Signed; Klay Thompson signed in 2015; Gordon Hayward signed in 2018; James Whiteman signed Alex Carruth in 2021. ANTA Group has signed contracts with multiple world champion athletes over the years and has adopted a cross-cultural marketing strategy with the purpose of establishing an international brand image, increasing the brand's international influence, and enhancing the brand's recognition around the world. Trust and affection.

Table 1 Sports champions signed by Anta Group

Sports	Signing time	sports champion
NBA	2007	Luis Scola
	2007	Steve Francis
	2010	Kevin Garnett
	2013	Rajon Rondo

	2015	Klay Thompson
	2018	Gordon Hayward
	2021	James Wiseman
	2021	Alex Carruth
Tennis	2009	Jelena Yankovic
	2009	Zheng Jie
Ping-Pong	1999	Kong Linghui
	2004	Wang Hao
	2013	Liu Shiman
Running	2015	Chen Penbin
Diving	2011	Guo Jingjing
Skate	2019	Wu Dajing
Ski	2019	Gu Ailing
Rhythmic gymnastics	2014	Zhang Doudou
Football	2015	Zheng Zhi

3.2.3 Unique Olympic marketing strategy

As can be seen from Table 2, Anta implemented a targeted marketing strategy during the Olympic Games. For 16 years from 2009 to 2024, Anta has been the designated partner of the Chinese Olympic Committee. In particular, ANTA Group will appear at the Olympic Games as a Chinese sporting goods brand at the 2022 Beijing Double Olympics, giving China's sporting goods brands international

visibility; in 2024, ANTA will hold competitions with Chinese athletes in Paris. ANTA Group is a national brand that has long been committed to Chinese sports and has shown a strong sense of responsibility and mission in this regard.

While Anta is participating in the Olympic Games, it is also actively integrating into various fields of international sports and integrating its brand promotion into sports events. As can be seen from Table 2, since 2004, ANTA Group has been actively participating in various international sports competitions to strengthen the linkage between its brand and international sports events. Today, ANTA Group has become an outstanding team among domestic sports brands relying on the international Olympic Games and international sports events. In the new decade of "internationalization", ANTA will spread the Olympic spirit to the world, enhance ANTA's international popularity and influence, and create "ANTA Speed".

Table 2 List of sports events sponsored by Anta Group

Time	Sponsor sporting events
2004 to 2006	Chinese Men's and Women's Volleyball League
2004 to 2012	CBA's only designated partner
2005 to 2008	The only designated partner of the Table Tennis Club Super League "Sports Equipment"
2009 to 2012	CUBA sponsors
2009 to 2024	Official partner of the Chinese Olympic Committee
2010	Vancouver winter Olympics
2012	London winter Olympics
2014	Sochi Winter Olympics

2014 to 2022	NBA China market partners, NBA licensees, can use NBA trademarks
2016	Rio winter Olympics
2018	PyeongChang winter Olympics
2018	Designing award-winning uniforms for Chinese young athletes in the Youth Olympic Games
2021	Tokyo Olympics
2022	Beijing Winter Olympics, Winter Paralympics

3.3 Anta Group's supply chain and R&D internationalization strategy

3.3.1 Improve supply chain flexibility

Anta completed the acquisition of the world-famous sports product brand Amer in 2019. Arc'teryx, a subsidiary of Amer Sports, has jointly developed fabrics with Gore, the world's top fabric manufacturer, for nearly 20 years. The products developed are widely used in various outdoor occasions such as mountaineering, cross-country, skiing, and mountaineering. Amer's cooperation with it will help improve the professionalism of its brand. As can be seen from Table 3, Gore's products have been updated to Gore-Tex professional products, Gore-Tex active products and Winds toper products, showing the company's strong R&D strength. Based on its cooperation with Gore fabric suppliers, Anta can use "Arc'teryx" as its brand to reduce risks and save costs through supply chain optimization and flexible supply chain management, laying a solid supply chain foundation for its international operations. .

Table 3 Some of Arc'teryx's core fabrics

Fabric	Function
Gore-Tex Profession	Fabric with the strongest protective power, the highest thickness, waterproof and breathable
Gore-Tex Active	The most mobile fabric, softer than Gore-Tex Pro
Gore-Tex with Paclite Technology	Breathable entry-level fabric
Gore-Tex with Soft Shell Construction	Special fabric for soft shell, less protective than Gore-Tex Pro
Gore-Tex Performance	Add-on fabrics that combine high-performance surface fabrics, membranes and special lining materials
Gore-Tex with Tricot Technology	Ultra-thin, ultra-breathable
Gore-Tex with Tricot Insulation	Good thermal insulation performance and enhanced cold protection effect
Windstoper	Protection from strong winds and extremely adaptable
ThermaTek	Made of monofilament hollow fibers, the outer layer of each fiber has been treated with DWR (a water-repellent technology) to ensure warmth and breathability.
CoreLoft	Soft, elastic, high warmth
PrimaLoft	Super soft, strong water control, microfiber, light

	weight, high warmth retention
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3.3.2 Laying out international R&D centers

Descente Technology Co., Ltd. is located in Osaka, Japan, covering an area of more than 20,000 square meters. It is equipped with multiple functional training equipment such as ergonomics, climate, and biomechanics, and is committed to the development of multifunctional materials. Today, Descente continues to upgrade its products with the help of some of the world's top fabric technologies. As can be seen from Table 4, ANTA Group has its own core technologies in many fields such as midsole, shock absorption, outsole, upper, and carbon plate, and has achieved remarkable results in international research and development.

Table 4 Anta Group's core shoe technologies

Type	technology	type	technology
Midsole technology	Elastic glue	Shock-absorbing technology	Midfoot support and stabilization technology
	Power foam		Core Technology 2.0
	Wormhole Technology		Shuangcheng Technology
	Flash Technology		A-TRON
	energy ring	Outsole technology	Five-wheel drive control technology
	Energy storage		Outdoor inspired

	capsule		technology
	Hydrogen technology		Wear-resistant rubber
	Nitrogen Technology		Anti-slip rubber
	Shudan Technology		GOZONE
	Nitrogen rebound technology		A-GRIP PRO
	Nitrogen Technology		A-HARDCOURT RB
Upper technology	A-COOL	Carbon plate technology	3D foot mold board
	A-WEB	Other technologies	Dual carbon tube support system
	Cloud Knit		Adaptable heel piece
	Space Fiber		Rolling pattern midsole
	Breathing Network 3.0		Gait guidance support
	Thermal technology		

	Lingxian Technology		
	Dynamic cable technology		
	The upper is waterproof 3.0		

4. How Local Government Has Boosted the Competitiveness of ANTA Group

Irrespective of the unique competitive strategies that ANTA Group has been leveraging to enhance its position in the local and international sports equipment market, the unique position held by the organization could not have been possible in the absence of the strong support that the local government has been extending to the organization. In particular, the local government of Jinjiang, where the core operations of ANTA Group have been located, has coined policies that have significantly enhanced the strategic position of the organization. Some of the key strategies of the local government in this regard are explored in the following:

4.1. Establishing Jinjiang as a Sports Manufacturing Hub

Since 2006, the local government of Jinjiang has been working on establishing ‘Jinjiang’ as the ‘sports goods capital’ of China. The local government has facilitated the process through the establishment of the Jinjiang Economic Zone, whereas more than 10,000 sports-related enterprises have now been established^[19]. The local government has supported the process by providing subsidized land, business facilitation through one-window operations, and infrastructure development. In particular, the local government has facilitated clustered formation, whereas related industries and clusters have been established that provide the desired resources that ANTA Group has leveraged for its smooth operations, and much of the innovation and

efficiency that the firm has been enjoying could be attributed to such clusters found in the region^[19].

4.2. Policy Incentives

ANTA Group has significantly benefited from the range of policy incentives that the Jinjiang local government has executed in the recent past. Some of the core incentives that the firm has enjoyed include subsidies for technology upgradation that has been motivating the management of the firm to consistently upgrade its manufacturing facilities, enabling the organization to better fulfill the quality and efficiency expectations of the market^[21]. Furthermore, the local government has taken key steps to overcome administrative barriers that companies are witnessing in other parts of the world. Such facilitations have also contributed to the competitiveness of ANTA Group as the organization through effective decision-making.

4.3. Internationalization Facilitation

A growing portion of the total revenue of ANTA Group is generated through its global operations. However, such could not have been imagined in the absence of the sound policies that the local government of Jinjiang has executed in the recent past. Some facilitation that the local government has provided in this regard includes trade promotions where trade fairs are held in different parts of the world, providing opportunities for cross-border trade. Examples of such include the China International Sporting Goods Show and ISP Munich, which significantly boosted demand for ANTA Group products in the European market^[20]. Furthermore, the local government of Jinjiang has also significantly simplified customer procedures through its Fujian pilot free trade zone. This has significantly accelerated cross-border trade, particularly the e-commerce operations of ANTA Group, which have gained greater momentum due to such cross-border e-commerce policies of the local government.

4.4. Public-Private Partnership

The local government has contributed to the competitiveness of ANTA Group through

its public-private partnership initiatives. This includes opportunities for collaboration with the local universities that have been providing not only opportunities for the latest research and development (R&D) to the firm, but also the ANTA Group has benefited from the top talent acquisition that resulted from such collaboration^[19]. ANTA Group has recently formed a strategic collaboration agreement with Huaqiao University, whereas the firm has been offering scholarships while the university has been providing access to the latest research conducted by the student^[20]. Furthermore, the local government has been supporting ANTA Group through its automated initiative, whereas the company has been granted funds for the upgradation and automation of different operations. The local government has been working on a joint venture with ANTA Group for the development of eco-friendly production that aims to realize the ‘dual carbon’ goals that the local government has been chasing.

5. Conclusion

By analyzing Anta's successful experience in the international market, we can provide some reference and reference for the development of China and Anta Company in the international market. We hope to provide more reference for Chinese sporting goods companies. The local government of Jinjiang, where the core operations of ANTA Group has been located has coined policies that has significantly enhanced the strategic position of the organization. In particular, the local government has contributed to better competitiveness of ANTA Group through its initiative including industrial cluster development, infrastructure and logistics support, facilitation of internationalization through international trade promotion activities, and public-private partnership initiatives. However, the local government need to further extend its role which could be done by increase scientific research funding and strengthen the construction of independent brands; establish a diversified international market and reduce risks; improve the comprehensive quality of enterprises in the process of globalization and improve their adaptability in the process of internationalization; China's digital economy development advantages and accelerate the development of the digital economy.

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