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Huawei Case Study - Goals and Strategies

This case study analyses and discusses the internationalization process of Huawei, a leading telecommunication equipment manufacturer in China.

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Huawei thought this was a perfect way to display the results of the research and found it incredibly informative. They were able to use the documentation and what they learned internally to demonstrate their ideas and future goals for the company.

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Huawei has become China's most prominent multinational company and a leader in the ICT sector. Given unprecedented access to the company, the authors of this book examine the management transformation of Huawei from its inception in 1987 until 2019, observing in detail not only the creation of its organizational routines but also the breaking of routines across most major functional areas: Management, Product Development, HR, Supply Chain, Finance, R&D, Intellectual Property, and International Business. 'Dynamic capabilities' are central to theories of competitive advantage and this book highlights Huawei as an ideal case study for the successful implementation of change routines and change-supporting values. The chapters cover all the major change initiatives the firm has undertaken since 1996 to import best practices from the West, with the help of consultants. The insights presented in the book will be particularly interesting for academics in the field of strategy, management, and business history.

This casebook demonstrates that the future of global business lies in how well the multinational landscape is charted and how the importance of Asian market leaders is deeply embedded in it. It offers international management students and researchers an extensive guide to the business history, strategy development, and foreign market entry modes used by emerging Asian multinationals. The cases focus on well-known companies such as Lenovo, Alibaba, Infosys, Huawei, Panasonic, and Rakuten. These companies, all of which generate huge revenues in their own countries (e.g. in China, India, South Korea, Taiwan, Vietnam), are now becoming increasingly sophisticated and striving to become global brands, while also enjoying the active support of their governments in terms of their international business. Readers will learn about the current multinational landscape in Asia, the management challenges, and the future implications for traditional western companies seeking to retain their market share. Chapters on corporate entrepreneurship, human resource management and

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intercultural competence, and current branding trends in Asia will provide a cutting-edge update on international business strategy for students and practitioners alike.

Huawei Goes Global provides a much-needed, comprehensive, and scholarly examination of the business environment and the striving global operations of China's technology giant. With theoretical research, case studies, data analysis, and empirical studies, this two-volume work tells a fascinating story of internationalization in an emerging economy. As one of the most powerful Chinese companies in the global economy, the largest global telecommunications-equipment producer and a leading consumer-electronics manufacturer, Huawei is a great example of the globalization of the Chinese enterprises in the twenty-first century. In Volume I, scholars critically examine the rise of Huawei as a Chinese global enterprise from the political economy and public policy perspectives, as well as Huawei's development strategies, innovations, and talent management. In Volume II, multiple authors carefully study the growth of Huawei from regional and geopolitical perspectives, and its corporate communication and crisis management. Within the framework of the trade conflicts between China and the US, controversies over economic sanctions, intellectual property disputes, and espionage and cyber security concerns, this groundbreaking work makes an important contribution to both academic literature and the ongoing public discourse on Huawei. Volume II is available here: <https://www.palgrave.com/gp/book/9783030475789>

Reveals how Huawei has developed the ability to continually transform as a company by developing dynamic capabilities and change-supporting values.

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Huawei is a prominent company among the most successful and most internationalized in China. This book offers insights to Western readers, allowing them to truly understand Huawei, its management philosophy and culture, and the special leadership approaches of Ren Zhengfei.

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