Internal factors affecting the organizational internationalization process: Evidence from Huawei case study

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Abstract:

The relevance of global economy are being enhanced day by day, organizational internationalization is becoming more and more important nowadays. Many companies have stated their internationalization process, but not all of them are successful. Thus, the main purpose and aim of this study is to research the relationship between the internal management of organization and firm internationalization process, and find out the most important internal factors (entrepreneur, corporate culture, organizational human resource management) which could push organization to identify the internationalization opportunity and to operate the internationalization process. In this paper, authors construct an original theoretical framework, and chooses Huawei Company as a real example to examine the theoretical results which are concluded from the existing studies.

Keywords:

Internationalization, Entrepreneur, Corporate Culture, Organizational Human Resource Management
1. Introduction

In this chapter, the authors will introduce the general background of internationalization. And the relationship between organization and internationalization will also be presented. Meanwhile, the research problem and purpose will be clarified here.

1.1 Background

During the past several decades, with the dramatic development of economy and technology, international trade and internationalization have become a trend and been more and more popular to many enterprises. This phenomenon has many reasons, such as the reduced barriers make it ready for firms to access the new market, the companies never stop pursuing to search the cheapest resource, the increasing consumer requirement in the oversea market is also a pull factor for companies to launch their products or service to the foreign market (Doole and Lowe, 2008). As we know, since the early 1980s, the world economy has experienced rapid “globalization” and over the past ten years, the business area has changed a lot due to the globalization and internationalization (Lee and Slater, 2007). According to Doole and Lowe (2008), the emergence of more open world economy and the unabated construction of global electronic highways increase the inter-dependency and inter-connections of nation economies across the globe. Therefore, the need for firms’ managers to develop managerial skills to respond to various pressures affects companies of all sizes.

In addition, the concept of internationalization has drawn many researchers’ attention during past several decades. However, the situations would vary when companies in different industrial context want to be internationalization. The size of companies and many other factors would also affect the process of internationalization. Indeed, many researchers and previous studies have tried to provide different theories and answer the questions within this area from different perspectives (e.g. Harris and Wheeler, 2005; Andersson, 2004; Forsgren, 2002). And, the reasons causing internationalization process to success or failure could be concluded from two aspects, they are internal factors and external factors. From reviewing pervious studies, some researchers pay more attention on the external factors. For instance, Palich and Gomex-Mejia (1999) mentioned the effects of cultural diversity. In addition, the strategic change would also be considered (McDougall and Oviatt, 1996). In another side, some researchers just took their focus on the internal determinations (e.g. McDougall, Shane and Oviatt, 1994; Harris and Wheeler, 2005; Carpenter and Sanders, 2004), such as the financing decisions, entrepreneur’s relationship, top management team and so on. Westhead, Wright and Ucasaran (2001) claimed that “Policy-makers and practitioners with additional insights into the key resource-based factors associated with the decision by new and small independent firms to export sales abroad.” Certainly, there are also some studies examining both external and internal factors (e.g. Asakawa, 1996; Forman and Hunt, 2004), but in this research study, the authors are more inclined to start from the
internal aspect to do the research deeply. The reason is that globalization is affecting all companies currently, but just a few of them have successful internationalization, and the authors of this study try to find out some active factors which could influence the internationalization process. Comparing the external factors and internal factors, the former one looks more diversified and intractable. As we know, when the company operates their internationalization process, it should face many different problems in different markets, so that it is not easy to get a general result which would be suitable to the most of the companies but particular market. In this study, authors do not take their focus on one special market, but on company itself. Thus, this paper takes the focus on internal factors.

Considering the time which we are working, it is a new era of civilization which coming with a lot of new technology, information and economic method, and the relevance of global economy are being enhanced day by day. Xu, Wan and Pei (2008) claimed international business managers to identify and prevent the risk from the perspective of internationalization management and strategy. A lot of international enterprises exist in a competitive environment of high uncertainty and risk, and they are facing such challenges everyday. The challenges might be from natural environment, government policies, market competition, cultural differences and so on (Xu, Wan and Pei, 2008). Thus, they must be accustomed to change fast to adapt to the volatile market, especially in communication equipment manufacturing. As a high values-added technology industry, it has the barrier of high input and high-tech when entering into the market. The internationalization of this industry stands for the development of high-tech industry (e.g. Chen and Liu, 2007; Xu, Wan and Pei, 2008; An and Qiao, 2008). So in this paper, we take telecom-equipment industry as an example. During the past two decades the telecommunication industry in China achieved rapid growth (Mu and Lee, 2005). In 1990s, the policy of reform and opening –up had been carried out over 10 years in China, and the economy was developed very fast. With such good macroeconomic situation, Chinese telecommunications industries got a great development as well (Chen and Liu, 2007). It gave birth to a large number of national telecommunications companies. For instance, since 1998, the Chinese-made telecom-equipment such as digital switches had become internationally competitive. Some indigenous firms such as Great Dragon, Zhongxing and Huawei had begun exporting to foreign countries (Mu and Lee, 2005). As a typical company and a telecom-equipment industry leader, Huawei is one of the most successful internationalization enterprises in China (Xu, Wan and Pei, 2008). “Till 2007, Huawei currently collaborated with 70% of the world’s top 50 telecom companies. In addition, as a major international supplier to operators worldwide, Huawei had realized steady revenue with growing contributions from international markets.”(Annual report, 2007) Thus, in this paper, Huawei Company is chosen by authors to be an evidence to provide which kinds of internal determination would influence the process of organization internationalization.
1.2 Research Problem Formulation

The problems formulation of this study will be: which kind of internal factors of organization would influence the firm internationalization process and how do these issues affect the process of going into international markets? Meanwhile, Huawei Company as an example, the authors would also analyze why it is so successful in its international market.

1.3 Research Purpose

Related to the research problem above, the main purpose and aim of this paper is to research the relationship between the internal factors of organization and firm internationalization process. In addition, the authors will also try to find out the most important internal factors which could push organization to identify the internationalization opportunity and to operate the internationalization process.

The theories used in this study will be basic on the researches which focus on the relationship between entrepreneur/manager characteristic, corporate culture, organizational human management and internationalization process. This paper takes internal management as the new research perspective and constructs a framework which is an intertwined cognitive mode of internationalization process. Through the deep research on the internal factors of organization, this study would provide some useful reference and inspiration.

2. Theoretical Framework

In this chapter, authors review some literature in the area of internationalization and some organizational internal factors which are referred to affect it. Then we constructed a theoretical framework to present our own understanding which is inspired by existing studies and it would also be used for analyzing the empirical data. The definitions and relationships between each element would be explained here.

2.1 Previous Studies

As mentioned before, in an era of immediate global access, the topic of organizational internationalization becomes more and more interesting to researchers. In the struggle to find a way for prospering internationalization process, researchers endeavor to verify their hypothesis in different perspectives, such as strategy (e.g. Forman and Hunt. 2005; Regan and Ghobadian, 2005; McDougall and Oviatt, 1996), Entrepreneur’s behaviors (e.g. Harris and Wheeler, 2005; internationalization process (e.g. Andersson, 2004; Forsgren, 2002), management skills (e.g. Carpenter and Sanders, 2004; Egri and Ralston, 2008) and so on.

Among these researches, some important terms such as knowledge, network,
inter-relationship, human resource and strategy are often highlighted. Carlson (1966) was one of the pioneers who studied firm internationalization and started from the simple facts that firms which intend to go abroad suffer from lack of knowledge about how to conduct a business in a foreign market. Some later studies developed several models dealing with the internationalization process, such as the Uppsala Internationalization Process Model. The Uppsala Model deals with knowledge acquisition, i.e. with learning (Forsgren, 2002). Besides, the importance of inter-personal relationships has increasingly been acknowledged in entrepreneurship and international business research in these years. Harris and Wheeler (2005) once wrote a paper to study the role of entrepreneurs’ inter-personal relationship in the internationalization process and have answered questions such as what are the functions of relationships in the internationalization process and what strategies of relationship development do entrepreneur pursue. Harris and Wheeler (2005) did the research on pricing strategy in the internationalization process. According to their finding, some factors like international experience, degree of internationalization and market share should influence process of the international pricing decisions. In a sense, it also influences the process of organizational internationalization.

After comparing such existing studies, it is not difficult to find that most researchers usually refer their perspectives to the influences from external factors (e.g. Carlson, 1966; McDougall and Oviatt, 1996; Regan and Ghobadian, 2005), so that the study of internationalization with the organizational internal factors remain incomplete. Thus, in this study, authors would take the focus on the internal perspective and try to analysis/conclude some main factors which would influence organizational internationalization process.

### 2.2 Internationalization

There are a great number of literatures on internationalization of firms. Among these studies, many researchers have provided various perspectives on studying firms’ internationalization. Most of the internationalization theories try to explain how and why the firm engages in overseas activities and in particular, how the dynamic nature of such behavior can be conceptualized (Morgan and Katsikeas, 1997). As we can see that the concept of internationalization is used considerably in literature, but new attempts to provide an operational definition of its meaning are continually prepared (ibid). Welch and Loustarinen (1988) provided a definition that encompasses the complexity of internationalization as “…the process of increasing involvement in international operations.”

Since the late 1970s, some valuable models were developed in this research area to help understand the process of internationalization. One of the most famous models is Uppsala internationalization model (Johanson and Vahlne, 1977). This model presents a view wherein accumulation of market knowledge by the firm leads to an increased commitment of resources into a specific foreign market and this process sets up a
system of expansion based on gaining additional market knowledge (Kviselius, 2008). The Uppsala model has received significant support and been used frequently since it was built. In addition, the model does not only explain the internationalization as a process, it also fits well with the resource-based view in the sense that experiential knowledge is treated as a resource that forces the firm’s international expansion (Rutihinda, 1996). In other words, the more knowledge (seen as a resource of firm) is gained in the internationalization process, the less is market uncertainty which leads to more market commitments. Moreover, according to Rutihinda (1996), by treating experiential knowledge as part of a firm’s resources the resource-based view compliments the Uppsala model and goes beyond to include other factors such as attributes of firm capabilities and other environmental factors such as market size, global industry characteristics and the importance of a first mover advantage in new foreign market, can lead to greater market commitments offsetting the long distance. However, some other researchers argued that the Uppsala internationalization model is valid only in the early stages of the internationalization process, when a lack of knowledge and market resources is still a constraining force (e.g. Forsgren, 1989, 2002). When the firm is present in many markets it can continue internationalization based on real market conditions rather than what is known and unknown (Kviselius, 2008). There are also criticisms hit on the importance that knowledge is given in this model. The Uppsala model states that a firm’s internationalization is mainly due to two key elements: the amount of knowledge particularly experimental knowledge the firm possesses; and uncertainty regarding the decision to internationalize (ibid). Nevertheless, Morgan and Katsikeas (1997) points out that in many cases the development occurs in the very beginning of internationalization where firms rely on market experience and make incremental adjustments.

Besides the Uppsala model, other models including the Innovation-Related Internationalization Model which was developed by Cavusgil (cited in Kviselius, 2008) also received special attention. In that model, the internationalization process is conceptualized using five stages: a domestic marketing stage, a pre-export-stage, an involvement stage, an active involvement stage, and a committed involvement stage (ibid). These two models are often mentioned and used for analyzing the internationalization process of firms. Researchers pointed out that they share several features, for instance, both models are behavior oriented and the gradual pattern of internationalization can be attributed to the lack of knowledge and uncertainty associated with the decision to internationalize (Andersen, 1993).

2.3 Internal Factors

As mentioned above, some researchers have studied the relationship between firm’s internationalization process or performance and firm’s internal factors as well as external environments. Authors of this study consider that the external environment is frequently dynamic so it is hard for companies and their managers to control the changing situation. However, some of the internal factors can be relatively easy to
grasp and control. To conclude some representative previous studies, authors identify three important internal factors which are considered as the influential elements in firm’s internationalization by different researchers. These three factors are firm’s entrepreneur, corporate culture and the way of human resource management.

2.3.1 Entrepreneur
There are so many different kinds of definitions for entrepreneur. For instance, Brockhaus (1980) regarded entrepreneur as a major owner and manager of a business venture not employed elsewhere. Gartner (1988) concluded that an entrepreneur is an individual who establishes and manages a business for the principal purposes of profit and growth. The entrepreneur is characterized principally by innovative behavior and will employ strategic management practices in the business. In the recent years, entrepreneur is also seen in some studies as a driving force for economic change and they consider entrepreneur is who uses purposeful searching, careful planning, and sound judgment when carrying out the business process (Kuratko and Hodgetts, 2006).
In other words, with uniquely optimistic and committed, the entrepreneur works creatively to establish new resources or endow old ones with a new capacity, all for the purpose of creating wealth (ibid).

Although different researchers could not get totally agreed about the definition of entrepreneur, this does not stop them from attempting to study on it. Two main approaches can be found in this study area and they are trait approach and behavioral approach according to Gartner (1988). In the trait approach the entrepreneur is assumed to be a particular personality type, a fixed state of existence, a describable species that one might find a picture of in a field guide while the behavioral approach views the creation of an organization as a contextual event, and the entrepreneur is seen as a part of the complex process of new venture creation (Gartner, 1988). Therefore, in the behavioral approach, it is suggested that researches related to entrepreneur should more focus on what the entrepreneur does rather than who the entrepreneur is. Combining these two approaches, it is no doubt that the personality characteristics of the entrepreneur, especially some personal qualities such as judgment, learning capability, experiential knowledge of the world as well as of business (Gartner refer to Say, 1988), personal network and the entrepreneur spirit would influence the entrepreneur’s behaviors.

2.3.2 Corporate Culture
Culture as a concept has a long history. In the past several decades, it has been used by some organizational researchers and managers to refer to the climate and practices that corporations develop around their handling of people, or to the embraced values and credo of a corporation (Schein, 2004). However, the concept of corporate or organizational culture has been considered and academically debated during the past thirty years and there are various approaches to define and study culture issues (e.g. Hofstede, 1991; Trice and Beyer, 1993; Deal and Kennedy, 1999; Martin, 2002). Schein (2004) defined organizational culture in his book as a pattern of shared basic
assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. According to Shieh and Wang (2010), corporate culture is a representation of the values of a company and it would influences the activities and behavior of the staff within a certain company. In other words, the culture of an organization collects and organizes internal beliefs and values possessed or shared among staff. Corporate culture can set up a common value system.

In some managerial literatures there are often implications that having a culture is necessary for effective performance, and that the stronger the culture, the more effective the organization (Schein, 2004). Researchers have supported some of these views by reporting findings that cultural “strength” or certain kind of cultures correlate with economic performance (Sorensen, 2002). Actually, in the 1980s, some researchers have classified corporate culture into four types (Wallach, 1983; Hampton, Summer and Weber, 1987) and they are bureaucratic culture, innovative culture, supportive culture and effective culture. Generally speaking, corporations with bureaucratic culture are relatively stable, mature and cautious in operation. Innovative culture by necessity involves a move away from old, sometimes comfortable and seemingly effective ways of doing business. Corporations with a supportive culture provide their staff with opportunities to learn from each other and activate a warm family-like environment. Corporations with effective cultures pay special attention to controlling the balance of cost and efficiency. This kind of corporation is effective, but there exists competition between individuals and departments. (Shieh and Wang, 2010)

2.3.3 Organizational Human Resource Management (HRM)
According to many previous studies, Organizational human resource management (HRM) is not a new wave conception. There are a lot of explorations that were wrote down by previous researchers (e.g. Boxall and Purcell, 2008; Bratton and Gold, 1999; Pinnington and Edwards, 2000). But so far, there is still no unity description for HRM. In Boxall and Purcell’s study (2008), they took the focus on HRM which is strategic to organizational success, and defined HRM as “an inevitable process in organization; it managers both work and people; it is a set of activities aimed at building individual and organizational performance; it includes the firm’s work systems and its employment practices” (ibid, pp.1-30). Bratton and Gold (1999) thought that the management of people is different from management of other resources of organizations. Cause that as a potentially and complex resource, “human’s behavior is influenced by many diverse factors originating from either the individual or the surrounding environment, it covers five functional areas which including staffing, rewards, employee development, employee maintenance and employee relations” (ibid, 1999, pp.11-15). In addition, both Pinnington and Edwards (2000) and Bratton and Gold (1999) differentiate HRM into “hard” HRM and “soft” HRM: “Hard” HRM focuses on managing and controlling employees to achieve the strategic goals of organization, “Soft” HRM emphasizes the importance of high commitment, workplace learning, enlightened leadership, and
employees’ needs. These theories are similar to each other, compare HRM as a bridge to connect people and work in organization. In this study, authors tend to define HRM base on Boxall and Purcell’s (2008) Conception.

2.4 Analysis Framework

The following figure is the analysis framework of this paper which is constructed by the authors. As we identified three main internal factors which would influence the firm’s internationalization, thus, there are totally four elements in this framework: internationalization, entrepreneur, corporate culture and human resource management. In the next part of this chapter, the relationship between these three factors and firm’s internationalization would be explained and discussed respectively.

![Analytical framework of how internal factors influence firm’s internationalization](image)

Figure 1: Analytical framework of how internal factors influence firm’s internationalization

2.4.1 Entrepreneur and Internationalization

Although issues of entrepreneur and internationalization of firms have been studied respectively for long, attentions paid to the relationship between entrepreneur and internationalization of firms are increasing in the recent ten or fifteen years. In this paper, authors would not give any new definition to entrepreneur and internationalization of firms. However, we conclude the earlier studies and regard the “entrepreneurs” as the most important decision makers who have the ability and with international attitude to identify the business opportunities; meanwhile their experiences and personal network also play important role when carry out the strategies of internationalization. Further more, in some of the studies, the important role of entrepreneurs is analyzed and a positive relationship between international development and the entrepreneur’s international attitude, motivation, orientation, experience and network was found (Andersson, 2004). For instance, Ucbasaran, Westhead, Wright and Binks (2003) have done some studies related to the business opportunity recognition behavior reported by inexperienced novice entrepreneurs and experienced habitual entrepreneurs. They found that the experienced habitual
entrepreneurs appear to be more likely to identify more business opportunities. Therefore, the experience and knowledge an entrepreneur has would influence the firm’s behavior of going to entry new markets and to internationalize. In addition, researchers of marketing relationships also found that inter-personal relationship help the internationalization process (Harris and Wheeler, 2005). Entrepreneurs’ inter-personal relationships enable different departments within the company to link their activities, to tie together their resources, and also to develop bonds between their employees (Hakansson and Snehota, 1995). Some researchers have divided the functions of inter-personal relationships into two parts: direct functions and indirect ones (Walter, Ritter and Gemunden, 2001). They regard the direct functions are for increased profit, for increased volumes, and for the safeguard of both. The indirect functions are for innovation, for market opportunities, for access to markets, and for knowledge about new markets.

Besides, in some of the researches, one way to study the influence of different entrepreneurs on the firms’ internationalization is to categorize firms from an entrepreneurial view. According to Andersson (1999), the following question was proposed in a study: which people influence firms’ behavior and which international patterns can be identified in firms with different entrepreneurs. As a research result, three different types of entrepreneurs have been identified and they are the technical entrepreneur, the marketing entrepreneur and the structure entrepreneur. Respectively, firstly, the technical entrepreneurs mainly focus on technology. The most important is products and production development while the internationalization process is not the main interest but the new product can be known through the international network. These international activities do not acquire fully owned subsidiaries and the industry structure for markets with new products is mainly emergent or growing. Secondly, the marketing entrepreneurs mainly focus on looking for a need in the market and have ideas of how to fill this demand. They considered the market channels and brands are more important than the products. This type of entrepreneur is proactive in internationalization process and willing to develop new international ventures and choose establishment model. Markets chosen are depending on the personal preference and network is important. Thirdly, the structure entrepreneur acts in mature industries and the strategy is implemented at the cooperate level. This type of entrepreneur is trying to restructure the company and industry by combining organizations. From this perspective, the internationalization is not separate but a consequence of the overall strategy. (Andersson, 1999)

2.4.2 Corporate Culture and Internationalization
As corporate culture can influence the business performance of certain company, some researchers consider the corporate culture is a spiritual driving force which could promote enterprise to internationalization and development. According to the IT industry, Lichtenthaler (2007) regards that “the organization of the technology intelligence process is influenced by the corporate culture and the decision-making style of the companies.”
In addition, corporate culture would be a kind of intangible asset of organization, and building an excellent/special corporate culture would be a way to attracting international talent for firm (Liu, 2009). Liu (2009) also concluded four effects of building a good corporate culture in organization as following:
- It is a source of inspiration for attracting international talent;
- It would create a harmonious environment for international talent;
- It could encourage international talents to achieve their personal values;
- It could shape the corporate image which tends to attract international talents.

Beyond doubt, during the process of internationalization, international talent plays an important role. Thus, an excellent corporate culture with its own characteristics of its organization is the core competitiveness of enterprises.

2.4.3 Organizational HRM and Internationalization

Since the increasing internationalization in recent years, the growth of multinational companies has a great impact on HRM (Pinnington and Edwards, 2000). Relating HRM to organizational internationalization process, Bratton and Gold (1999) made a distinction between international HRM and comparative HRM. They mentioned that the majority of international HRM research has focused on issues associated with the cross-national transfer of people, and in their view, international HRM is a comparative HRM with a growing interest in globalization of business. They also claimed that work effectively in one country and culture could be transplanted to others by reasonable HRM practices. Consistent with international business, HRM could be made up of two forms in Dessler’s view (1997): “1. Formulating and implementing HR policies and activities in the home-office headquarters of multinational companies. The responsibilities include selecting, training, and transferring parent-company personnel abroad, and formulating HR policies for its foreign operations; 2. Conducting HR activities in the foreign subsidiary of a multinational corporation (MNC), which means local HR practices are often based on the parent firm’s HR policies.” (ibid, pp.672-673).

As many existing studies mentioned (e.g. Dessler, 1997; Stone, 2005), the employee who has the right skills would be beneficial for organization to perform the missions effectively, so that the employee selection is important. Most researchers (e.g. Dessler, 1997; Stone, 2005; Bratton and Gold, 1999) advocated HR managers to apply some tests to estimate the candidate who has the relevant and better abilities, such as intelligence tests, personality tests, interest tests and so on. In addition, Dessler (1997) and Stone (2005) proposed to use interview during the employee selection process. Stone (2005) also noticed about the issues of employee training. He suggested HR managers to be sensitive to local custom and expectations, when organization enters the international selection and training area. Because people behaviors could get the affects from local culture, ethnocentricity, ethics, value and so on, so that the cultural conflict is inevitable.

In another aspect, when implementing the HR practices in MNC, communication plays
a major role. Ivancevich, Konopaske and Matteson (2008) emphasized the importance of communication in their study. They mentioned it as the glue to hold organization together. “Communication is the transition of information and understanding through the use of common symbols from one person or group to another.” (Ivancevich, Konopaske and Matteson, 2008, pp. 351). In 2005, Stone presented a similar and consistent viewpoint that for avoiding the misunderstanding from differences in language, values, attitudes and beliefs, communication is significant and necessary, especially in cross-cultural issues. Thus, as a process that occurs within people, communication is much important to HRM. Ivancevich, Konopaske and Matteson (2008) also noticed the conception of multicultural communication to sustain this point: “it occurs when two or more individuals from different cultures communicate with one another, and can be divided into several culturally determined parts as words, space, time and behavior” (ibid, pp. 361-362).

Motivating employees was highlighted as an indispensable part of HRM in many researches (e.g. Pinnington and Edwards, 2000; Dessler, 1997; Stone, 2005). Pinnington and Edwards (2000) divided motivation into two parts: motivating individuals and motivating groups. The former one pays the attention on individual needs, and the later one highlight the equity principia. Furthermore, some incentives played big roles in motivational process, for instance, the good communication between organization and employees (e.g. Ivancevich, Konopaske and Matteson, 2008; Stone, 2005; Dessler, 1997), High Job satisfaction (e.g. Lambert, Hogan and Barton, 2001; Wright and Bonett, 2007), Good Payment and treatment (Carpenter and Sanders, 2004) and so on. Meanwhile, relating to the interesting issue on employee turnover which often happened in the company, “job satisfaction” is one kind of factor to influence the turnover intent of employees. Lambert, Hogan and Barton (2001) pointed out that “job satisfaction is a key mediating variable between the work environment and turnover intent, and suggested managers take the focus on the work environment to improve worker job satisfaction, and ultimately lower turnover intent.” Carpenter and Sanders (2004) related that the investment in TMT (Top Management Team) could be way for attracting and retain talent for organization. Thus, it is required, and should be considered into the HRM process too.

3. Methodology

In this section, the authors will present the methodology of this thesis. It will provide adequate explanations about the study approach and strategy which used in the chapters of literature review and empirical research. An inductive and qualitative approach is chosen to carry out the research problem and purpose in this paper. And the way to collecting the data for case study and theoretical frameworks will be also presented here.
3.1. Choice of methodology
Concerned with the practice of business research, there are two kinds of main research strategies would be considered, they are qualitative and quantitative methodologies. Quantitative research is a predilection for a natural science approach and emphasizes quantification in the collection and analysis of data. But on the contrast, qualitative usually emphasizes words rather than quantification in the collection and analysis of data (Bryman and Bell, 2007, p.28). In this research study, the authors chosen qualitative methodology as the main method to do the deeply research on “which kinds of internal factors would affect the organization internationalization process”.

3.2. Choice of research framing
Reviewing the existing literatures could help researchers to revise and refine their research questions, and also could make researchers be clear about the goal that the process is directed towards achieving more easily (Bryman and Bell, 2007, p.95). At first, when doing the problem research, authors decided the research question and research purpose though reviewing many existing literatures. Meanwhile, after selecting and reviewing many existing literature and engaging with what others have written, the authors concluded the internal determinations which were related to the research purpose into three main aspects as following: 1. Entrepreneur/Manager; 2. Corporate culture; 3. Organizational HRM, so that the study was explored in a new area. For proving the theoretical result, this paper took Huawei Company as evidence to prove why Huawei was so successful in its internationalization process in terms of internal factors.

3.3. Case study design
Bryman and Bell (2007) claimed to associate case studies with qualitative research. As mentioned before, in this research study, the authors planed to use a real case study as evidence to prove their own theoretical framework which were built based on many existing pervious studies. Focus on examining these three clearly specified internal factors (entrepreneur, corporate culture and organizational HRM) which were pointed out in framework, Huawei Company was chosen as a kind of critical case in this paper.

3.4. Data collection
The process of collecting data and measurement for control the quality of the research will be presented here. Both primary data and secondary data are used in this research study.

3.4.1. Primary data
The researchers could collect primary data themselves. Kumar (2005) had mentioned three main methods to collect primary data. They are observation, interview and
questionnaire. As a only and focal case in this paper, Huawei is a real company, so that selecting primary data from this company directly seems viable and necessary. As Bryman and Bell (2007) claimed that the qualitative interview is often used to capture the different types of interview that are used in qualitative research, and the interview process is flexible. In addition, the two major types in qualitative research interview is unstructured and semi-structured interviewing. Because this paper took qualitative research as the main research method, the authors chosen to though semi-structure interview as a tool to collect the primary data in this study. According to the research purpose and delimitation, Huawei is a Chinese company, and the data about its information in Chinese and international market are both needed to be collected. Meanwhile, considering about that both authors are the students in Sweden, thus, the primary data in this paper has been gathered through telephone interview with three staffs of Huawei. One is the administration staff in Swedish subsidiary; the other one is the marketing manager in Shanghai (China); the last one is a systems engineer in Xi’an (China). With the different position and working environment, those interviewees provided much useful information from different aspects. According to Bryman and Bell’s study (2007), the authors prepared a list of questions on some specific topics as an interview guide, but during the interview process the questions may not follow on exactly in the way outlined on the schedule. After the telephone interview, authors would contact the respondents with email again for confirming the answers which were recorded before. In addition, owing to the individual privacy, the interviewees would be the anonymities in this study, and the answers which authors got from the interview also were treated as staying anonymous.

3.4.2. Secondary data

In this paper, secondary data was widely used, especially in the process of selecting the data about Huawei Company and its CEO, Mr. Ren Zhengfei. According to the Bryman and Bell’s study (2007) that secondary data is often of good quality and it can therefore be useful for another purpose than the primary reason, secondary analysis of qualitative data has become a growing focus of discussion in recent years. The secondary data in this paper mainly came from the existing literatures and public business information such as the company web pages, public documents/books, newspaper, and annual reports and so on. The sources of existing literatures which are used in this study were also found through Halmstad’s library databases which are providing such relevant articles, journals and books. Through observing, collecting and analyzing these secondary data such as existing documents, studies and so on, authors got some results in this paper.

4. Empirical data of Huawei Company

In this section, the objective data of HUAWEI Company would be presented, including the basic information form existing documents and responses from authors’ interview.
4.1 Introduction of Huawei and it’s Internationalization process

Huawei is a leading telecom solutions provider, owned entirely by its employees. Through continuous customer-oriented innovation, Huawei has established end-to-end advantages in telecom network infrastructure, application & software, devices and professional services. Moreover, with comprehensive strengths in wire line, wireless and Internet Protocol (IP) technologies, Huawei has gained a leading position in the All-IP convergence age. The vision of Huawei is to enrich people's lives through communication and the mission of the company is to focus on customers’ market challenges and needs by providing excellent communications network solutions and services in order to consistently create maximum value for customers. By leveraging the experience and expertise in telecom sector, Huawei helps bridge the digital gap and give people the opportunity to join the information age, regardless of their geographic origin. Nowadays, Huawei is dedicated to helping operators address their challenges with the ABC strategy: Average Revenue per User (ARPU), Bandwidth and Cost. It means Huawei’s strategy is mainly focused on improving the average revenue of per user, enhancing the competence of bandwidth while reduce the cost at the same time. (www.Huawei.com)

Huawei did not go to international market as soon as it was established. Actually, the internationalization of Huawei is a step by step process. Huawei was founded in the year 1988 in Shenzhen, China with as sales agent for a Hong Kong company producing Private Branch Exchange (PBX) switches. It became profitable and famous in the domestic market during the first ten years. In the year 1999 and 2000, R&D centers were established in Bangalore, India and in Stockholm, Sweden and USD100 million generates from international markets at that time. In addition, 4 R&D centers were established in U.S.A and Huawei’s 10 Gbps SDH system started to be used in Berlin, Germany in 2001 and Huawei also became a member of International Telecommunications Union (ITU) in that year. Until 2002, Huawei has entered markets in more than 40 countries and regions, such as Germany, Spain, Brazil, Russia, Korea, Thailand, Saudi Arabia, and Singapore. Then in 2003, Huawei established joint venture with 3Com focusing on enterprise data networking solutions and provided UMTS service for Etisalat Telecom Company covers the whole United Arab Emirates. Huawei achieved first significant contract win in Europe valued at over USD25 million with Dutch operator, Telfort in the next year. The year 2005 is very important to Huawei because international contract orders exceed domestic sales for the first time and Huawei was selected as a preferred telecoms equipment supplier and signs Global Framework Agreement with Vodafone and as a preferred 21 Century Network supplier by British Telecom to provide multi-service network access components and optical transmission equipment. During the year 2006 and 2007, Huawei established joint venture with several famous companies, including with Motorola to develop UMTS technologies, with Symantec to develop storage and security appliances and with Global Marine, to provide end-to-end submarine network solutions. Besides, Huawei won 2007 Global Supplier Award by Vodafone and is a partner to all top operations in
Europe at the end of 2007. In 2008, Huawei became the first large scale commercial deployment of UMTS/HSPA in North America, for TELUS and Bell Canada. Until last year, Huawei ranks No.2 in global market share of radio access equipment and successfully delivers the world’s first LTE/EPC commercial network for TeliaSonera in Oslo Norway. Meanwhile, Huawei has deployed over 3000 sites powered by alternative energies around the world. (www.Huawei.com; Cheng and Liu, 2007)

As we can see above, after years of hard efforts, Huawei is becoming more and more internationalized. Until now, Huawei’s products and solutions have been deployed in over 100 countries and have served 45 of the world's top 50 telecom operators, as well as one third of the world's population. They have also set up more than 100 branch offices in order to provide timely service to the customers and established 17 R&D centers around the world to ensure global R&D with outstanding employees. Moreover, Huawei has 36 training centers worldwide to help the customers and local people to study advanced management, technologies and so on. Huawei believes in localizing the global operations, and makes it a point to hire local employees. This can not only enhance firm’s understanding of the local market, but also contributes to the local economy by increasing employment. (www.Huawei.com)

4.2 The Entrepreneur of Huawei

In the year 2005, Huawei’s founder and CEO, Mr. Ren Zhengfei, in the Builders and Titans category of Time Magazine’s Top 100 of the world’s most influential people list (www.time.com). Other names of that year included Apple CEO Steve Jobs and media giant Rupert Murdoch. Mr. Ren was exemplified for his extraordinary entrepreneurship and he was the only Chinese to be selected for the list.

Ren Zhengfei was born into a school administrator’s family in poverty-stricken Guizhou Province in 1944 and moved to Guangzhou province with his family when he was very young. He attended the Chongqing Institute of Posts and Telecommunications in China and later he joined the People’s Liberation Army research institute to work as a military technologist and spent most of his youth in the military where he was primarily engaged in engineering research. In 1984 he began working as an electronics store manager and in 1988, Ren Zhengfei founded Huawei Technologies in a shabby, one room workshop in Shenzhen, China. (Solano, 2006) As mentioned in the previous part of this paper, we can see Huawei has become one of the most influential and the fastest-growing telecommunication equipment manufactures in the world, bolstered by $1.5 billion in Chinese government loans (Forney, 2005), however, oversea sales jumped from $53 million in 1999 to over $17 billion in 2008. During this period of time, Ren Zhengfei makes great effort in the process of Huawei’s internationalization.

In the middle of the 1990s, Ren Zhengfei had realized that if the company wants to catch up with and surpass the competitors, it should first learn advanced technology
and managerial skills from others. In his opinion, Huawei should have the international horizon in order to go internationalization. Ren Zhengfei himself often goes to visit and investigate some famous companies in U.S.A and Japan, such as IBM. He mentioned that Huawei should learn hardworking spirit from Japanese, learn the pragmatic spirit of dedication, strict work attitude from German and also learn innovative and creative spirit from American. (Cheng and Chen, 2008) Moreover, before Ren Zhengfei went to Russia to introduce their products and services in 1996 he also visited Bulgaria, Romania, Azerbaijan and some other countries to learn more about the development of telecom industry within those areas. Ren Zhengfei met with Sheikh Khalifa Bin Zayed President of the United Arab Emirates in 1998. During the summer of 2003, Ren Zhengfei visited the United Arab Emirates. As soon as he arrived, he went to meet some customer decision makers and discuss the solution of products and services in order to develop the new market as well as learn more from them. (Cheng and Liu, 2007) Ren Zhengfei said he was significantly influenced by Louis Gerstner’s ideas of modern management in an increasingly competitive business environment, especially the “customer-centric approach” that Gerstner (the former CEO of IBM) developed during the 1980’s while running IBM (Li, 2006).

World traveling Ren Zhengfei knew early on that he must reform his team, no matter how expensive it costs (Solano, 2006). In the eyes of many Chinese, Huawei might appear to be successful, but in fact, Ren Zhengfei knew it was still weak in management skills when compared with international companies. Ren Zhengfei emphasizes the management inside Huawei Company very much. He regards that a scientific and advanced managerial system which suits international conditions and employing internationalized personnel are very important in Huawei’s way to internationalization. (Cheng and Chen, 2008) Since 1997, with the help of western well-known consultants, the constant change and improvement have happened to Huawei on corporate operation, product and service quality system, finance as well as human resource management. After seven years’ effort, Huawei has basically established a managerial system which is acting on international convention and has been permitted and respected by the strictest operations over the world. (Ren, 2003) As Ren Zhengfei ever stated, “If we were going to innovate and survive, we would have to learn the successful management structures of western countries. Our management style was immature, while IBM had been a successful model for 30 years.” (Xiao, 2006) In addition, during rare interviews Ren outlines nine major points he wants his management team to adopt and ensure his company is using and one of that is prepare for the impending crisis by keeping an open mind (ibid).

4.2 The Corporate Culture of Huawei

4.2.1 Culture of Wolves
At the beginning, Ren Zhengfei refers to the developing Huawei as a wolf with three characteristics: accurate smell, persistent attack regardless of one’s own safety, and collective/team struggle. He also used to refer to Mao Zedong’s military thoughts as
managerial guide. In an early stage, such provocative words widely penetrate in the internal talk and in publicity material. Until now, there are still some well-known slogans among Huawei’s employees, such as: culture of wolves; result-oriented; bottom up for a success or strive to survive at all costs; survive from the burning to become a phoenix; serving customers is the only reason to remain in existence, and so forth. (Cheng and Liu, 2007) During that phase, the corporate culture of Huawei cherishes a leader-centric and shows a high respect to the top manager. This inspiring corporate culture played an essential role in the early years of Huawei’s development, which accompanying it from a small local company to a multinational player in the global stage. However, in the late 1990s, by inviting 50 consultants and adopting a challenging training program and strict examination plan, in which those workers who fail to pass the examination will be fired, Huawei was able to finally change the “culture of wolves” within the company (Solano, 2007). According to the interview from Huawei’s marketing manager in Shanghai (2010) and an administration staff in Sweden (2010), they mentioned that HUAWEI asked its staffs for learning and adopting Huawei’s corporate culture, and would give some training for them, specially for the staffs just join into the company.

4.2.2 The Culture of Serving Customer
Huawei initiated their internationalization process in the middle of 1990s, thereafter the “culture of wolves” showed a drastic comparison with western humanism and people-oriented. This reflects its challenges and limitations, and appears to show a ceiling effect. In 2001 Huawei’s firm journal “Hua Wei Ren” referred that the real internationalization will not be attained until overcoming the view of narrow-minded dignity. However, the subsequent joint venture with the American company 3COM in 2003 raised the culture of wolves to an outstanding height by the comparison with 3COM’s culture-leisure, individualism, humanism, freedom. Therefore, Huawei realized that a change and an adaptation are needed from “the culture of wolves” to humanism and introduced a series of international standards to adapt to international business culture. For instance, Integrated Product Development (IPD) and Integrated Supply Chain (ISC) have been introduced from IBM, Customer Relationship Management (CRM) from Accenture, and National Vocational Qualifications (NVQ) from England. From then on, the essential of Huawei’s culture began to provide their customers with good service. (Cheng and Chen, 2008)

4.4 Organizational Human Resource Management (HRM) of Huawei
As Huawei’s senior advisor, Wu (2004) related that the philosophy which HUAWEI believes and insistent for a long time is the management, Huawei thought that the management is the real core competence for the company. In fact, the low level of organizational management would be the barriers for company to entry into the international market. Thus, for achieving the internationalization of management system, Huawei has kept reforming in management of its operation, quality, finance and human resource management (HRM) system since 1997. So far the company has
set up a much complete internal management system which includes job evaluation system, job analysis system, payment system, performance management system, finical systems, and incentive systems and so on. (e.g. Wu, 2004; Chen, Liu, 2007) It is not difficult to find that Huawei had paid more attention on HRM.

Huawei’s marketing manager in Shanghai (2010) told authors that Huawei had realized the importance of advanced internal HRM system during the internationalization process. He said: “we need the person who is competitive, with such the studious character, good professional skills, adapting and communication ability or other advantages. When selecting the employees, Huawei would take the focus on candidates’ competency, potential, character and education, but not the experience.” Huawei has a strict interview process: a person who wants to join into Huawei, would be estimated by interviewing from four main departments such as human resources department and business department, then might got the approval from the president of HR finial (Chen and Liu, 2007). The marketing manger (2010) also mentioned that Huawei usually does some training for its staffs, such as the corporate culture, professional skills, communication ways, and business etiquette and so on.

In addition, according to the interview of one administration staff in Swedish subsidiary of HUAWEI (2010), Huawei prefers to hire some local staffs than to send national mangers from headquarters when expanding the overseas market. The Job fairs not just focus on home market (such as Shanghai and Beijing), but also occurs in Prais, London, Canada and so on. However, for avoiding the multicultural conflict, Huawei requires its staffs to agree on and adopt Huawei’s corporate culture and defer HUAWEI’s rules and regulations, whatever he/her has the different backgrounds (Chen and Liu, 2007). Meanwhile, in Chen and Liu’s (2007) study, Huawei highlights the sprit of cooperation. It allows individualism existing in the company, but it must go into the collectivism.

Another interview is form a systems engineer of Huawei in Xi’an, China (2010), when talking about the performance management, he said: “Huawei has a complete system for performance management. And the responsibility of every employee is very clear. Huawei has a good performance appraisal for its employees. It looks much equal and could motive us to work hard.” Meanwhile, this system engineer related that Huawei also hires some expatriate staff, but there is no culture conflicts in the company. HUAWEI has some special directors who are responsible for coordinating these problems.

5. Analysis

In this chapter, authors contacted data with theories which were mentioned before to show the rationality of our own hypothesis.
5.1 The Influence of Entrepreneur on Internationalization

In some of the literatures we reviewed, researches found that entrepreneur often plays an important role in the firm’s way to internationalization (e.g. Andersson, 2004; Ucbasaran et al, 2003; Harris and Wheeler, 2005; Hakansson and Snehota, 1995). As we all know that individual’s traits can affect his/her behavior to some extent. If a certain individual has the ability to be an entrepreneur, we can infer that his/her personal quality and characteristics would influence the decision he/she makes and the different company strategies he/she wants to carry out.

According to Andersson (2004), some positive relationship between firm’s international development and the entrepreneur’s international attitude, motivation, orientation, experience and network was found. Moreover, Harris and Wheeler (2005) found that inter-personal relationship help the internationalization process. In the case of Huawei, the founder, now the president and CEO, Mr. Ren Zhengfei influence on most of the aspects of Huawei’s fast growth and successful internationalization, we can see particularly his experience, international attitude and inter-personal relationship. When he was young, Ren Zhengfei ever studied in Chongqing Institute of Posts and Telecommunications and worked as a military technologist in People’s Liberation Army research institute where he was primarily engaged in engineering research. Later on, he also worked as an electronics store manager. All these study background and working experience help him to found Huawei and impel him to learn more advanced technology and skills from western countries. As mentioned above, he often visits and investigates famous companies of this industry. For instance, after visiting IBM headquarters in 1997, Ren Zhengfei launched a campaign at Huawei to incorporate the customer-centric service ideas of IBM (Cheng and Liu, 2007). Huawei’s successful internationalization has largely been due to Ren’s sound business strategies and research of American firms (Solano, 2007). In addition, Ren Zhengfei’s attitude to internationalization is very explicit and durable because he always insists on that his employees should keep opening their mind when learning from the advanced technologies and management skills so that Huawei could be more adopted in the international markets. Time of working in Chinese PLA’s research institute helps Ren Zhengfei to know the heads of that institute and develop personal network. According to Solano (2007), the company’s current success is in part due to the Ren Zhengfei’s relationship with the former heads of Chinese PLA’s research institute and high level Chinese government officials. Therefore, entrepreneur’s personal network could help the company to get support from local government in order to do a better job in international markets.

Besides, Ren Zhengfei learned customer-centric idea from IBM (Cheng and Liu, 2007) and keep this strategy in both domestic and oversea markets. According to Andersson (1999), Ren Zhengfei can be categorized as the marketing entrepreneur although the company is also focused on the quality of products and services. Because in Andersson’s study (1999), he concluded that marketing entrepreneurs mainly focus on
looking for a demand in the market and have ideas of how to fill this demand and this type of entrepreneur is proactive in internationalization process and willing to develop new international ventures and choose establishment model. Therefore, Ren Zhengfei’s attitude and behavior to lead the firm to go internationalization is also accordance with this study.

5.2 The Influence of Huawei’s Corporate Culture on Internationalization

The organizations without unambiguous corporate culture, likes people without soul, so that they could not have the clear direction and standards. Corporate culture is one of the key factors for the sustainable development of company. It could be the cohesion for the organization. The company loses corporate culture would lose a sustainable competitive also. Based on the theory form Liu’s (2009) study, corporate culture would be a kind of intangible asset of organization. Liu (2009) mentioned that corporate culture could create a harmonious environment for international talent. In the case of Huawei, during the process of its internationalization, the multi-cultures were mixed, and it is necessary for organization to have a unified culture to manage the employees who are with different backgrounds. In addition, corporate culture also “could shape the corporate image which tends to attract international talents” (ibid.). In another words, corporate culture could be the direction for employee to guide their personal goals into the corporate goals. In order to realize the established objectives, company need to make some strategies to guide employees to work for the common goals. But being influenced by the appropriate corporate culture, employees will unconsciously accept the common values with organization much easier. It also motivated employees to achieve their self-value and keep making progress for dedication for organization development. As mentioned above, the founder of Huawei Ren zhengfei has served in the PLA in the early time, which brings himself and his company a strong military spirit by venerating individual hero and encouraging radicalness. According to the case, the corporate culture of “Culture of Wolves” and “efficient services”, it is the main sprite of Huawei. It is seems a traditional Chinese culture, but when setting up some subsidiaries in overseas market, it still be used in Huawei. Because of its unique and strong, it almost became a sign of Huawei. And the staffs in Huawei were all proud of this corporate culture, so that they are willing to work hard for Huawei. It can be seen from this that strong and valuable corporate culture could promote the organization internationalization.

5.3 The Influence of Huawei’s Organizational Human Resource management (HRM) on Internationalization

As many researches mentioned that the premise of internationalization is the
globalization management of human resources (e.g. Chen and Liu, 2007; Pinnington and Edwards, 2000). Sometimes we considered the fail of organizational internationalization strategies with the conflict of culture, but in fact the reason which leads the fail is the lack of proper human resource management. Sometimes, the company does not know what kind of international talents is needful, so that they are lack of clear guidance during the process of employee selection and training. According to Huawei, it is a traditional successful case with the good HRM during the internationalization process. This company realized the importance of HR, and knew how to choose and use the right people. When entering into the international market, the multinational culture leads the cultural conflicts are unavoidable, and the staffs in HUAWEI have to face such issues like different language, custom, value and working style. It requires the people to have the skills and abilities to adopt the flexible environment quickly. Thus, from the step of selecting employees, the company looks very circumspect (including tests and interviews). As Dessler (1997) and Stone, 2005) mentioned that the employee who has the right skills would be beneficial for organization to perform the missions effectively. Then, Huawei trained its staffs become more suitable for itself, and highlighted the communication between the staffs. The communication could decrease multicultural conflicts (e.g. Ivancevich, Konopaske and Matteson, 2008; Stone, 2005). In addition, Huawei has a complete performance management system and payment system. In sense, it could motivate employees to compete fairly, and enhance the organization competitive. To sum up, HRM plays an important role during the process of organizational internationalization.

6. Conclusion

6.1 Conclusion and Discussion

Based upon the research problem discussed and the background in the introduction chapter, the purpose and main aim of this master dissertation is to research the relationship between the internal factors of organization and firm internationalization process. In addition, the authors will also try to find out the most important internal factors which could push organization to identify the internationalization opportunity and to operate the internationalization process. To achieve this purpose, the following research question was formulated: which kind of internal factors of organization would influence the firm internationalization process and how do these issues affect the process of going into international markets?

After reviewing some literature and previous studies authors construct a theoretical framework in this paper in order to illustrate the relationship of some organizational internal factors and the firm’s internationalization. When analyzing the case of Huawei Technologies Company, authors find that all the three internal factors identified in the framework influence the firm’s international strategies and help the firm be more and more internationalize these days. First of all, the founder and CEO
of Huawei, Ren Zhengfei can be categorized as a marketing entrepreneur; therefore, he is active in the firm’s internationalization process and always creates new channels to reach customer. Moreover, his study background and working experience in PLA research institute help him to realize the worldwide situation of the industry his company involved in and his knowledge gained from other famous companies determines his decision of Huawei’s international strategy. Meanwhile, Ren Zhengfei’s personal network also helps the firm to get some support when entering new foreign markets. Secondly, Huawei’s corporate culture plays an important role in the process of internationalization. The corporate culture is embedded in almost all the organizational behaviors and shared by most of their employees in Huawei. The culture of team struggle and customer-oriented help Huawei win a really good position in oversea market as well as a good reputation among the most strict telecom operators Huawei cooperates with. Thirdly, Huawei always emphasized on the human resource management. The managerial system of attracting skilled people with high educated, absorbing talent with international horizon as well as providing professional training and keeping them learning from advanced technologies and skills make Huawei’s internationalization process more successful. Otherwise, these three internal factors would influence each other very much in process of internationalization. Corporate culture would be a kind of tool to promote organizational HRM, and also would be the spirit of company which leads staffs work for the same goal with the organization. It is very important to have a unified value and spirit for those organizations with a lot of multi-cultural staffs and work environments. In another side, the style of organizational HRM is a kind of manifestations of corporate culture. To some extent, the corporate culture would also be affected by the founder of the company. Entrepreneur’s personal characteristic (such as experiences, education background and so on) would determine the main spirit of corporate culture.

6.2 Implication

Some previous studies on this research focused on the effect of organizational external environment on the internationalization, such as Westhead, Wright and Ucbasaran (2001) or some of them prefer to study on how the internationalization process takes place and discuss this phenomenon by using the Uppsala model (Johanson and Vahlne, 1977). However, few of the researches aimed at the internal factors of organization influence on its internationalization. This study takes the consideration of some important factors inside the company to see how they affect the firm’s internationalization and a representative Chinese multinational company is investigated in order to examine the factors authors identified. Furthermore, to conduct this research and be able to analyze the empirical findings, an analytical model is constructed on the basis of accepted theory. Some of the theories were discussed by adding authors’ own understandings so that they could better suit the subject studied. From this view, the model can be seen as a theoretical development of internationalization field.
6.3 Further Research

In order to strengthen and back up the findings and conclusions in this study, it is important that there will be further research in firm’s internationalization process and performance. This paper can be seen as from a resource-based view to study this phenomenon, but meanwhile we suggest that further studies are also very important to research this subject with a broader view, and to gain a deeper and clearer understanding. Suggestions for further researches include:

1. Research more multinational companies and more influential factors in other industries.
2. Research and investigate more different modes of going to internationalization and see which the most important effective factors are.
3. Research from the angle of organizational changing in order to see which internal factors would be influenced or changed in turn when implementing the international strategy.
Reference:


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Appendix . Semi-structured interview guide.

Questions are about marketing strategies of chosen companies.

The following questions will be used for the research and the answers can be treated as staying anonymous, if wished.

1. What is your position in Huawei Company and which department are you in?
2. How long have you been working in Huawei?
3. Would you please tell us your age?
4. What is your education background? (Which university did your graduate from? Which program were you in? Which kind of degree you have, Bachelor degree or Master degree? Do you have any experience of overseas study?)
5. Do you have any similar work experiences before you working in this company, including practice experiences?
6. Does Huawei offer any training opportunities to you before you starting your work in this company? (If you had it, can you describe what kind of training it is?)
7. What’s your average working hour per week and everyday?
8. Do you have to work on weekend or any other leisure time sometimes? How long it would last normally?
9. Do you satisfy with your salary and other welfare system of your company? How is it? (You can just show me a vague extent)
10. What’s the main reason for you to choose this company? Do you like your job and Why?
11. Are you satisfying with your position and please explain why?
12. Do you think your personal value would be reflected very well in this company? Why?
13. Do you have any plans to change your job in the near future? And the reason.
14. What do you think about the cooperate culture of this company? Can you really feel it or be well aware that in your daily work?
15. As we know, Huawei is a company which internationally operated, and it also has a multi-cultural working environment in different countries, are there any foreign colleagues in your department and do you get well with them?
16. Is that easy for you to get information and knowledge sharing with your colleagues within or beyond your department? And how it works normally?
17. Which kind of working style is adopted more often in your company, individual work or team work? Would you please explain which one do you prefer and why?
18. As we know, Huawei’s employees are from different places or even different countries, and many of you must face the complicated cultural background of each other. What do you think is the best way to deal with this kind of problems? Would you please give us some examples?