

Research on the Process, Problems and Countermeasures of China Mobile's Globalization from the Perspective of Intelligent Data Analysis

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Abstract

China Mobile Communications Group Co., Ltd (hereinafter referred to as "China Mobile") is one of the three telecom operators in China with the registered capital of RMB 300 billion and asset size of trillions of RMB. Till July, 2019, China Mobile was listed among the Fortune Global 500 companies and ranked 14th among the top 500 enterprises of China in 2019. It is a truly large and strong enterprise. The globalization process of China Mobile could be divided into two periods: first comes the active expansion period which is from 2000-2010, and later approaches a prolonged period of stagnation which means China Mobile basically abandoned the overseas market. The ten years globalization is failed; the global market of China Mobile develops slowly and produces very little effect. It has lower market profit rate and smaller contribution to the group compared with the domestic market. This paper summarizes the process of China Mobile's internationalization by using data analysis tools such as pattern recognition, machine learning, and data abstraction, analyzes the problems in the internationalization process, finds out the reasons for China Mobile's internationalization failure, and puts forward countermeasures and suggestions for the reference of similar telecom service enterprises that have adopted overseas direct investment to internationalize.

Keywords: Globalization, environment factors, intelligent data analysis, overseas markets, market entry strategy

1. Introduction

The current world has ushered in the era of big data. With the application of various technologies such as multimedia, a large amount of data is constantly emerging in related fields of society, increasing the difficulty of intelligent data analysis technology processing and analysis in the context of big data. As an important resource in the information age, data is collected and shared among enterprises or within their information systems. The increase in data volume has led to the emergence of efficient computer-based analysis methods, such as intelligent data analysis, which refers to the use of statistical, pattern recognition, machine learning, data abstraction, and other data analysis tools[1]. Intelligent data analysis in business analysis can directly or indirectly improve work efficiency by addressing the complexity, large quantity, and distributed nature of big data.

In the past decade, the outbound investment of state-owned enterprises has developed rapidly, accounting for 81% of China's outbound direct investment stock. Although the growth rate has slowed down in recent years, it still accounts for half of China's outward direct investment. With the continuous advancement of the "Belt and Road" strategic concept, state-owned enterprises have the courage to take responsibility and actively participate in investment projects in countries along the "Belt and Road" route. State-owned enterprises have become the important subject of Chinese enterprises "going out", this phenomenon should be the attention of academia, but both the literature of state-owned enterprises involved less, more research for private enterprise overseas

investment activities, this situation directly led to the state-owned enterprises overseas investment status and literature attention serious mismatch, many rich theoretical value and practical significance is ignored. For example, as a specific overseas investment subject, what factors affect the choice of their entry mode? How do the inherent advantages of state-owned enterprises and the "outsider disadvantage" of entering overseas markets affect their entry mode decisions? The exploration of the overseas market entry mode of state-owned enterprises can well reveal the behavior characteristics of state-owned enterprises as a specific investment subject. Both literature confirmed enterprise overseas market entry mode will be affected by internal characteristics and external macro environment, enterprise scale, innovation research and development ability, productivity is the main internal characteristics into the enterprise overseas market external environment factors mainly involves the national level investment conditions, such as political, legal, culture differences, however, the "factor inquiry" research often ignore the investment subject overseas investment motivation, is not conducive to reveal the internal logic of enterprise overseas investment decisions. China is an important part of emerging economies, and like most, shows a strong desire for strategic assets. Therefore, many Chinese enterprises are more inclined to use aggressive means (such as mergers and acquisitions) in the process of internationalization to seek the strategic assets of psychologically distant developed countries. In the post-global financial crisis period, the special mission of state-owned enterprises further strengthened the guidance of Chinese enterprises to seek overseas strategic assets. However, the pursuit of strategic assets is not the only purpose of Chinese enterprises' international expansion, especially state-owned enterprises. Lin's research found that seeking natural resources from host countries is also an important motivation for Chinese enterprises to invest direct DI, which is more evident in state-owned enterprises. In order to better explore this issue, Hilmersson M and others conducted a case study on China Mobile's outbound investment from the perspective of industrial value chain. The results showed that China Mobile focuses on terminal business and is more interested in [2] for the universal coverage resources of the telecom market. Christofi M Through a comparative study of foreign direct investment of Chinese and Indian enterprises at the same time, [3], it is found that the goal of Chinese enterprises to enter overseas markets is user resources. In particular, when there is strong support from the government of the home country, the motivation of user resources is more prominent. Although the support from the home country may put Chinese enterprises' overseas investment in a dangerous situation of unfair competition. [4], the potential huge benefits of internationalization are always the main driving force for enterprises to invest abroad. The Chinese government issued corresponding policies and regulations to encourage enterprise foreign direct investment, such as the Ministry of Commerce issued in 2004, the foreign direct investment country industry oriented directory, these measures for Chinese enterprises overseas investment has a huge role because the Chinese government plays an important role in the process of enterprise internationalization, therefore, in the study of Chinese enterprises, especially state-owned enterprises overseas investment process need to attach great importance to the role of the government.

Compared with the existing literature, this paper tries to make contributions in the following aspects: 1) Following the basic view of productivity heterogeneity of enterprises in the new trade theory, expanding the traditional equilibrium model of productivity heterogeneity that determines the decision of enterprises and the characteristics of state-owned enterprises in emerging economies. Specifically, the merger and acquisition mode of enterprises entering overseas markets is further refined to the strategic asset seeking and market seeking overseas M & A, which enriches the research content of the overseas market entry mode of enterprises in emerging economies, and provides more specific suggestions for the investment decision of enterprises in emerging economies in overseas markets. 2) This paper defines the research object as state-owned enterprises, thus expanding in the following two aspects: on the one hand, the unique characteristics of state-owned enterprises provide more possibilities for the development of traditional overseas market, keep the theory of overseas investment and the practice process of enterprises more interactive, and thus derive a more compatible and rich theoretical analysis perspective; on the other hand, since the participation of state-owned enterprises has become an important phenomenon, concern the overseas market entry mode of state-owned enterprises. 3) This paper has also carried out a series of innovations in the research methods. First, it breaks through the matching limit of the List of Overseas Investment Enterprises (Institutions) of the Ministry of Commerce and the micro data of the main M & A transaction database Zephyr and SDC, and arranges a new overseas investment database of state-owned enterprises manually, making the sample transaction information more

timeliness and richer content. Second, a new practice of higher recognition is adopted for the measurement of key variables (for example, the measurement of cultural variables according to the Globe Project index) to further improve the accuracy of the research conclusions. Third, the Heckman two-stage analysis method is used to control the sample selection bias, and other possible endogeneity problems are controlled by reference to the ivprobit model. Compared with the same type of studies, the endogeneity problem is better handled.

2. Overview of the Globalization Process of China Mobile

2.1 Reorganization to go public and connect the global market

Compliance with international rules, implementation of market economy and reform of enterprise systems are all required before going abroad. In October, 1997, Zhejiang and Guangdong Branches of China Mobile funded and co-established the China Mobile Hong Kong Company Limited [former name China Telecom (Hong Kong) Co., Ltd.] and went public in Hong Kong and New York according to the deployments of and requirements on China joining WTO. Since then, China Mobile started the journey to international capital market, marking that the management systems of telecommunication companies in China are brought in line with the international and modern enterprise systems. From 2002-2004, China Mobile Hong Kong Company Limited accomplished the equity acquisition of China Mobile branches all around China and China Mobile realized the overall listing plan. Then, China Mobile Hong Kong Company Limited also became the first China telecommunication enterprises to go public abroad among the three operators[5].

In March, 2005, China Mobile, Singapore Telecom and Etisalat competed for the equity acquisition of Pakistan Telecommunications Company (PTCL), which was the first try of overseas acquisition for China Mobile. At last, Etisalat beat China Mobile (USD 1.4 billion) and Singapore Telecom (USD 1.167 billion) at USD 2.6 billion and acquired 26% shares of Pakistan Telecommunications Company (PTCL). Local Pakistani media disclosed that the intentional price was USD 1.38 billion and the offer of China Mobile was only 2 points higher on this basis. Considering all the factors, the acquisition offer of USD 1.4 billion was reasonable. From the perspective of capital market, it was more a reasonable choice than a failure [6].

In 2006, China Mobile was faced with another chance of overseas acquisition. The mobile operator Millicom International Cellular Company with the headquarters in Luxembourg was to be sold off overall. Millicom had 9.89 million users, which couldn't match the hundreds of millions of users of China Mobile. But it was a transnational operator with 17 subnets, covering 16 emerging markets including Latin America, Africa and Asia. Its abundant overseas operation experience and the growth market with high possibility of high-speed profit attracted China Mobile. Then, China Mobile started to buy in with the private equity organization Bain Capital Partners LLC. The negotiation then was on the difference between the market value of Millicom (USD 5.6 billion) and the reference value (USD 4.0 billion) reached by an investment bank for China Mobile. During the signing stage, China Mobile declined the agreement for the excessive acquisition premium, large political risks of the emerging country and difficulty in post-acquisition management. After the acquisition failure, China Mobile's share price did not fluctuate much, but Millicom's share price fell sharply. This shows that China Mobile's abandonment of the acquisition of Millicom was recognized by the capital market. But later, Millicom's market value rose to a maximum of 15 billion US dollars. Facts have proved that China Mobile missed the best time to acquire.

From then on, China Mobile has never stopped going global and continues to look for the acquisition target.

2.2 Acquisition and participation for going global

In October 2005, China Resources Wanzhong Telephone Co., Ltd., a listed company in Hong Kong, announced that China Resources Wanzhong will transfer 66.5% of its shares to China Mobile. The acquisition was finally completed in March 2006 for HK\$2.25 billion. The user market share of China Resources Wanzhong is about 15.3%. It is the fourth largest mobile communications operator in Hong Kong. This became the first milestone for China Mobile to step out of the Chinese market.

In June, 2006, China Mobile signed the official contract with STAR Group Limited of American New Corp to purchase 19.9% shares of Phoenix Satellite TV from STAR. China Mobile became the second largest

shareholder of Phoenix TV and completed its second step towards the overseas expansion through the participation in Phoenix TV.

In February, 2007, China Mobile successfully purchased 88.86% outstanding shares of the fifth largest operator in Pakistan, Paktel and finished the shares acquisition from minority shareholders in May of the same year. With 100% shares, China Mobile changed its name to CMPak, Chinese name of “CMPak(China Mobile Pakistan Company)”. The total cost of the acquisition was USD 300 million. It was remarkable that Paktel was a subsidiary of Millicom and its performance was at the bottom among the subsidiaries of Millicom around the world. Upon China Mobile purchasing the company, the value assessment on Paktel from Millicom was zero, but a year later, its acquisition price rose to USD 300 million[7]. It was because that China Mobile discovered the rapid growth of mobile network market in Pakistan within one year. The data from Pakistan Telecommunication Authority (PTA) showed that the user coverage of mobile market in Pakistan was 8% in 2004 and rapidly rose to 22% in 2005. When China Mobile purchased Paktel, the coverage rate reached 39% and further rose to 54% in the end of 2007 and 61% in 2010 stably. The upsurge of emerging markets attracted global investment very much. China Mobile was wise to enter the field during the rapid market expansion process. The acquisition also promoted China Mobile to realize the transnational management and was an essential step for China Mobile’s going global strategy[8]. CMPak has become the first and only overseas wholly-owned subsidiary of telecom enterprises of China. China Mobile also put additional investments in CMPak based on its strong economic strength. In 2007, it invested USD 700 million for preliminary network construction and USD 800 million to launch a new brand called “Zong” in 2008. USD 500 million was made in 2009 for network expansion and maintenance. However, the high input doesn’t always bring about high return. According to the statistics of Pakistan Telecommunications Authority (PTA), China Mobile ZONG ranks fifth among the six operators, and the total number of users is far from the top four. It only occupies 7% market share, which is far from the originally set 20-25% market share target.

3. Analysis of Problems in the Globalization of China Mobile

The global operation of China Mobile is far inferior to that of the same-level operators and even lags behind the globalization degree of large state-owned enterprises. The globalization process of an enterprise is affected by local politics, economy, market and other external environment factors and internal management system and culture of the enterprise. Then, the problems during the globalization process of China Mobile will be analyzed from the external environment and internal factors.

3.1 External environment analysis for the retardation of globalization of China Mobile

3.1.1 Significant competition environment difference of the target country and failure in adopting the domestic market strategies

The advantages of China Mobile are the good network coverage and high-quality user experience. Though the price is slightly higher, China Mobile still occupies the leading position in domestic market. In the quasi-monopoly telecommunication market of China, the slightly higher price with excellent network quality will not lead to the loss of users, but bring about higher rate of capital return. However, the telecommunication markets abroad are mostly open markets, greatly different from the domestic markets and leading to the especially fierce competition among operators. The competition of brands is replaced by competition of price, so the brand competition mode of high quality and price in domestic market cannot work in foreign markets.

In terms of Pakistani market, the fierce competition was presented through the proportion of quantity of users and operators. In China, there are 1 billion users and only 3 operators, while there are 97.58 million users and 5 main operators in Pakistan[9]. Obviously, Pakistani users have more chances for operator selection. Secondly, only a little activation tax is required for Pakistani users for the access to a new network and they can easily turn to a new operator with their phone numbers unchanged, i.e. number portability service. Under such conditions, the user is significantly reduced, but China Mobile has been used to the high-loyalty customers in domestic market. Even though the price is high, the users in domestic market have to stand it because of the inconvenience of change of number. With number portability, users are likely to turn to another operator with lower price and the high quality and price strategy cannot work here. In addition, the low per capita GDP of the

country also provides the fact that the users emphasize price very much during operator selection and China Mobile doesn't have the price advantage. At last, the different levels of market openness result in the fierce price competition. "Divided management and conditional competition" principle is applied in the telecommunication industry of China, while the telecommunication industry supervision of Pakistan abides by the idea of "open market and full competition"[10]. The Mobilink, Ufone, Telenor, Warid6 and other telecommunication companies of Pakistan are equipped with abundant global operation experience and Telenor with its headquarters in Norway is famous for the market management principle of 1 dollar, i.e. obtaining advantages through price war.

In summary, fierce price competition has made user coverage rate the most important indicator for the profit of operators, which means that who has more users will realize scale economy and gain profit. The high quality and price brand competition strategy of China Mobile doesn't emphasize the growth of the quantity of users only, but the growth of ARPU value of users (average revenue per user). The greatly different telecommunication market of the target country brings about the fact that successful experiences in domestic market cannot be applied here, and even seriously impedes the development of China Mobile.

3.1.2 Greatly different market supervision rules of the target country and lack of global operation experience

Though Pakistan and China maintain a friendly relationship, the difference in market supervision rules brought by different socio-economic systems cannot be neglected. China Mobile didn't sense the detailed problems in daily work and lacks global operation experience when entering Pakistani market.

Pakistan is an underdeveloped capitalist country and the English and American type capitalist market economy prevails. Land privatization policy poses a large cost for China Mobile since the network construction of telecom operators need lots of base station and machine room land, which was almost free in China. But in Pakistan, land is privately owned and the construction of base stations and machine rooms cannot be planned uniformly. Direct state acquisition is not applicable for Pakistan and the machine room land needs to be rented or purchased as appropriate. This not only leads to the increase of station construction cost, but the large increase of human resource cost and management cost for communicating with local people.

In the open market, the government cannot directly interfere with the market competition and China Mobile cannot enjoy any special policy in Pakistan. However in China, the communication operation license is directly issued by the Ministry of Industry and Information Technology to the operator according to the communication industry supervision policy of China. The licenses are highly concentrated to the three operators and all the operators are full license operators. But Pakistan has more license types than China and the operators receive the licenses through bidding. Both the types of licenses and charges are diversified. E.g. local, long-distance and mobile telephone licenses are different and all require payment. In addition, all types of licenses have a limited validity. Even if China Mobile acquired lower price for license use due to good political relationships, the bidding expenses vary from USD 5 million to USD 0.7 billion, leading to the rising cost of operators.

3.2 Internal factor analysis for the retardation of globalization of China Mobile

3.2.1 The enterprise management lags behind the development level

Ever since the date of establishment, China Mobile has witnessed several transformations and reforms. Its organizational structure has improved, while the management system remains unchanged. The out-of-date management model is no longer suitable for the development situation of China Mobile, especially its diversified global development.

Firstly, China Mobile applies the pyramid structure management mode. As the administrative organ, the Group Corporation implements the integrated and refined management over the country from top to down. The excessive management levels and overly centralized control are inconsistent with the diversification trend of global market, leading to the low efficiency. Secondly, the Group head is appointed by the superior government authority and owns double identities of the manager and government officer. The functional orientation requires the Group head to pay more attention to the "leadership" rather than the enterprise management. The administrative management restricts the development of entrepreneurship as well as the innovative thinking and

risk control. Thirdly, the invisible lifelong employment system results in the shortcomings in the stimulation and restriction system of enterprises. The staff's thinking mode is outdated and the enterprise is in urgent need of vitality.

At the same time, China Mobile became larger and more scattered after several reforms. The number of divisions in a department increases and there is lots of repetition. Under such circumstances, the functional orientations become vague. Then, the departments tend to shrink the front and sacrifice others for their own benefits based on protectionism, leading to increasing in-fighting within the Group. Once there is a problem, the network management department blames the optimization department that further blames the construction department. The construction department blames the procurement department, while the market department turns to blame the network department. All departments decline to shoulder the responsibility and neglect the most essential issue: When customers enjoy the communication service, they will not investigate who provides the service, but just enjoy it.

3.2.2 Cultural difference causes the failure in global market

The failure of globalization of China Mobile is also caused by the cultural difference and the resulting problems, including the use of wrong person, enterprise culture difference, insufficient staff cohesion and restricted business development

Firstly, a major mistake occurred when China Mobile went out of China the first time and still complied with the traditional Chinese cultural thinking. Thus, we believed that only the person of our Group was trustworthy and refused the suggestion from the international consulting agency that "retain the original group, especially the management group". We dispatched employees abroad rather than hired the local workers and the core positions were all occupied by Chinese staff, including human resource and finance positions requiring communication with local organizations. Language was the natural barrier[11]. The employees dispatched to Pakistan were incompetent in language and failed to achieve the expected communication effect. Even if the employees were able to communicate in English, the cultural connotation of language was difficult to acquire. Low context occurred in the communication between different languages inevitably, so the effective emotional connection cannot be established and the integration into the local was even harder.

The cultural difference of enterprise and insufficient staff cohesion also led to the failure. Restricted by the general economic development level, the education in Pakistan is undeveloped and the number of schools cannot satisfy the need of the large population. School attendance rate of primary school there is quite low. The popularization rate of primary education is low and the population receiving the higher education is extremely limited. Among the Pakistanis receiving education, they are greatly influenced by English and American culture and emphasize the realization of personal value more[12]. Therefore, they frequently quit and regard the enterprises as the platforms at different stages of their occupational careers. The local Pakistani employees were careless about work and the management systems of the Group could not be performed fully.

At last, though the Pakistani employees are good at expression, they are lack of horizontal communication skills and weak in execution, greatly influencing the effect of various measures of the Group. If a problem occurs, the conflict in horizontal communication leads to the failure in forming a closed loop for problem solving. The work habits of Pakistani employees are stable in a fixed position, and they do not strive to work upstream. This leads them to not focus on learning at work, rarely cross-professional work in the industry, and often can only be responsible for certain module, but the management team often requires certain industry experience, good communication and coordination. This makes China Mobile unable to achieve ideal communication with local government and enterprise departments and people through local employees in Pakistan under the situation of poor communication between local employees and locals, which ultimately restricts the good development of the business.

4. Countermeasures to Promote the Globalization of China Mobile

4.1 Expanding the target market suitable for developing its own advantages

China Mobile is still in the initial stage of internationalization. When choosing an overseas market, it is necessary to choose a market that is similar to the domestic market or has close business links. For example, choose a few typical areas where the degree of economic development and consumption capacity are similar to the domestic market, in line with the survival of your own business model, and you can copy your own successful business model. In this way, the operational risks of market development are reduced, so as to ensure the company's investment benefits as much as possible.

The coherent advantage of China Mobile is the relatively abundant labor resources in China and leads to its comparative advantage in China's handset manufacturing industry. The Company purchases the low-cost contract phone in a large scale and provides them for the customers for free through signing contracts or at a low price, in order to "bind" the users and improve the penetration rate of China Mobile through the increasing device penetration rate. China Mobile is good at the application and development of data service and provides good experience for customers through its mature operation. It uses the contract phone binding mode of "mobile phone + rates + flow + membership" to enhance the customer retention. So, it is supposed to select the overseas market allowing the full development of its operation advantages including value-added business services, buy in the shares of local operators based on its core competitiveness, carry out the value-added data services in its operation mode to improve the ARPU value (average revenue per user) and develop its fundamental telecom services after a certain user scale has been met.

4.2 Combination of cooperation and outsourcing to manage the overseas market with local operators

Considering going global, China Mobile must learn the market rules abroad, but how? The successes of Deutsche Telekom AG and France Telecom in expanding the overseas market can be our references, i.e. cooperation with local operators or equity exchange and soft investment rather than asset acquisition[13]. We can form a strategic alliance with the operators of the target country and reach cooperation agreements on use of licenses and complementation and inter-connectivity of network to share the station resources of local operators and solve the resource allocation issue under land privatization system through lease rather than establishment or bidding.

As for operation and maintenance, service outsourcing can be applied to deliver the maintenance of stations to the local companies. The local companies are familiar with the local custom and residents' behavior mode, which is beneficial to improve the efficiency of operation and maintenance services and reduce the cost. At the same time, China Mobile focuses on its strengths, its competitiveness, and gets rid of the non-core services. Then, the general work efficiency will be improved.

4.3 Introducing market-oriented employment mechanism and changing from functional management to process management

Besides the external factors, internal management innovation is also essential. China Mobile has to establish the manager market conforming to the common law of market, introduce the technical experts and professional managers, restrain the operators with the accountability and motivate the employees through market-oriented methods. It is required to implement the employee stock ownership plan in the Company and fully combine the interests of the enterprise and employees based on years of employment and contribution level to improve the incentive mechanism. In addition, the restrictive mechanism needs to be optimized and exit mechanism established to build a flexible entry and exit system of employees and maintain the vitality of the enterprise.

In terms of management mode, China Mobile can learn from the practice of domestic communication equipment manufacturer Huawei, and hire professional third-party consulting companies to help enterprises establish customized process management, promote flat management, and improve work efficiency. For the current China Mobile, the processes are distributed in various departments, and they are rigidly separated by the boundaries of the departments. Modern enterprise management should abandon the enterprise standard and focus on the customer[14]. Only by carrying out the whole process management around the customer can the job function be

clarified, and the work efficiency can be greatly improved. Designing the management model based on the process can solve the problem of conflicts between China Mobile's management ideas and management model and modern enterprise management, realize the conceptual change and method improvement from the company's overall level, and make the company's decision-making power and execution Strength, control, and management efficiency and level have been significantly improved.

4.4 Constructing the new enterprise culture and preparing a reserve of cross-cultural management talents

The different enterprise cultures and diversified national cultures bring about difficulty and challenge for the cultural integration of the enterprise. The problem can be solved through construction a new culture based on three levels, internal core value, enterprise rules and systems and internal and external brand promotion. The new culture emphasizes mutual respect and understanding, team efforts and construction of the common value. The improved system is critical in communication management, and a multi-channel communication mode should be established. Language training can be scheduled for team activities and included in the assessment of KPI. The cultural communication activities should be carried out on such bases to create the atmosphere of cultural fusion.

The reserve of talents consists of local talents and domestic talents. Local talents can be introduced and employed for some core positions and then cultivated by China Mobile for the purpose of localized management. The domestic talents who are familiar with the legal environment of the target country and equipped with global market operation skills should be employed and cultivated for the purpose of being international talents. Countermeasures should be taken from the perspectives of both culture and origin. With enterprise culture orientation and objective of familiarity with the local telecom operation market, China Mobile will cultivate a group of transnational talents with strong comprehensive capability and advantages of global coordination and cultural integration.

4.5 Striving for market domination and actively participating in the international standard establishment of telecommunication industry

Improving its own operation mode and complying with regulations are far from enough for being a truly globalized company. China Mobile has to participate in the international standard establishment of telecommunication industry and grasp the industrial rules to transform the inferiority to superiority[15]. From analog communication to digital communication, the telecommunication industry has witnessed different mainstream technology period from 1-4G. The telecommunication industry of China is dominated by the global giants with technical standards prior to 3G era. During 2G era, China has paid over 500 billion for patent fee. Entering 3G era, China owned the first independently completed international communication standard TD-SCDMA and China Mobile utilized the mode for networking and completed the 3G network construction. Who owns patents has the power to formulate rules and rules further determine the market operation mode. If Chinese technologies can be the international standards, then Chinese enterprises will own the natural advantages.

At present, China Mobile has shifted from active participants to platform builders and Eco-builders in the development of future-oriented 5G standards. During the 2016 Mobile World Congress in Barcelona, China Mobile's joint industry partners launched China Mobile's 5G joint The Innovation Center participates in 5G architecture design from candidate technology verification, standard formulation, industry chain construction and product maturity. In 2019, 5G officially entered the commercial stage. China Mobile should seize the opportunity to integrate into various industries, help industry transformation, invest in the R&D layout of network, application, terminal and other infrastructure, actively participate in national major special research and promote the transformation of R&D results. Improve the core competitiveness through the improvement of the independent innovation system, participate in the formulation of market rules, exert international influence and strengthen international dominance.

5. Conclusion

China Mobile's failure to go overseas has exposed the operational risks faced by China Mobile going overseas. In view of the differences between domestic and foreign markets, China Mobile should pay attention to the differences between localized operations and overseas operations when going overseas. First of all, through the Internet to explore the market remotely, if a certain number of users are recognized, and then establish a formal office in the region, and establish a localization team, in-depth understanding of the market trends and user needs. Secondly, in terms of product development and operation, localized adjustments should be made while retaining product characteristics and core competitiveness.

Chinese enterprises can find their own opportunities in the wave of mobile Internet globalization by relying on a valuable product to enter the market and then form a closed loop through a suitable business realization path.

In the future, big data will play a greater role and value in the society of digital transformation, and intelligent analysis is particularly crucial and important. The integration and development of big data intelligence complement and coexist with business decision-making, and differentiation and sharing are the "characteristics" of big data intelligent analysis; Accuracy and technicality are the "means and methods" of intelligent analysis of big data; And authority and foresight endow big data intelligent analysis with more "future" attributes. Having a clear understanding of the characteristics of the integration and development of big data intelligence, mastering the ability of big data intelligent analysis, controlling the pulse of industry development through big data intelligent analysis, and gaining the initiative in competition, is the key to better "planning before taking action".

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