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ABSTRACT

Li Yujia. Analysis of Chinese Car Brands' Marketing Strategies in Russian Market: SUSU,EU-224, 89 p, 11 tables, 4 pictures, references-66 names.

With the economic globalization, Sino-Russian trade is becoming more and more frequent. After decades of development of China's automobile industry, Chinese brand cars have finally gone overseas, one of the most important markets is Russia.

This article introduces the current situation and trend of the development of China's automobile industry, studies the sales performance of Chinese brand cars in the Russian market, uses PEST analysis method to make a basic analysis of the Russian market, establish an evaluation system to evaluate the marketing effect of Chinese brand cars in Russia, and summarizes the strategies suitable for the development of Chinese brand cars in the Russian market.

Keyword: Chinese brands, automobile, Russian market.

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INTRODUCTION

Since twentieth century, globalization has become unstoppable. With the increases of communications in many fields, such as politic, economic, education and culture, more and more products made in China have entered Russian market. Passenger car is a very important product type of them. Nowadays, Chinese companies who manufacture passenger car regard Russian market as a more and more important overseas market. Some of these companies, such as Haval, Geely and Chery have taken their own market shares overseas and have great increases of sales in Russian market.

Generally speaking, the export markets of Chinese auto companies are mainly developing countries, Russian market is not exception. And the products are mainly economical types, the prices and profits are low, there are no stable markets and consumer groups, and the brands influence are low. Correspondingly, at this stage, most Chinese car companies do not have a clear overseas development strategy in their overseas market expansion, and they lack effective planning guidance. They are in a state of "making the next step according to the situation"; Focus on short-term benefits, eager for quick success, and product qualities are not stable enough. At the same time, Chinese car companies are mainly exporting directly in Russian market expansion. Although other business models and strategies have been tried, they have not formed a large scale. They are basically taking a test-driven development and lacking mature experience of development and business model. Therefore, this kind of development has brought many problems to the Russian market expansion of Chinese car companies, and it has also increased the difficulty for companies to further develop overseas markets.

In this context, the marketing strategies of Chinese brand cars will profoundly affect their interests in the Russian market. In this article I will choose following methods:

(1)Combine theoretical research with empirical research.

Based on the relevant theories of international trade and international division of labour, this paper draws conclusions through current situation analysis and relevant Chinese case studies, and proposes relevant countermeasures.

(2)Literature reading research method.

By consulting relevant domestic and foreign literature and research results, combined with my own observation, and thinking, summarize the strategies and strategies adopted by automobile companies in overseas market development and operation, and provide research on the strategic positioning and business strategy selection of Chinese independent brand Russian market development in accordance with.

(3)Case analysis method.

According to the research purpose of this article, Chinese car companies have been selected for case analysis, and their Russian market development and management practices, the similarities and differences of Russian marketing strategies and their effects have been analysed, especially summarized, and sorted out. Problems in the development of domestic independent brands in overseas markets, summing up experience, pointing out deficiencies, and then putting forward relevant suggestions for future improvements and enhancements. Provide reference value for the development of other similar car companies. To enable them to further develop in the Russian market, and at the same time provide better products and services to the Russian people, improve the impression of Chinese brands in the Russian market, and promote further economic and trade cooperation between the two countries.

1 THEORETICAL RESEARCH AND LITERATURE REVIEW

1.1 Research overview

1.1.1 Research background

After China's entry into the WTO, China's economy has developed by leaps and bounds, and the automobile industry has also entered a stage of rapid development and has become the world's largest automobile production and sales market [0]. With the entry of many foreign-owned auto companies into the Chinese market, joint ventures and cooperation have brought about the rapid development of China's auto market, as well as auto manufacturing technology, which has provided impetus for the development of China's own-brand autos. At present, the export volume of China's self-owned brand cars is large, the car models are diversified, and the ways of conducting international operations are diversified. In the international market, it has achieved good market results with the advantage of low-cost civilians and has a certain market share in the low-end market. In Russian market, some of these companies, such as Haval, Geely and Chery have taken their own market shares and have great increases of sales [2].

The automobile industry in developed countries such as Germany, the United States, and Japan developed earlier, and the per capital car ownership in the region is relatively high. The market has almost reached saturation, and the market growth rate has slowed down [3]. However, the market holdings of developing countries are low and the market development space is relatively large. The automobile market has become the target market country for automobile companies in various countries. Due to the low level of economic development in developing countries and the relatively low level of national consumption, China's self-owned brand cars have chosen to enter the car market in developing countries such as Russia with the advantage of "high cost-effectiveness" and have achieved a relatively high market share [0]. However, in the process of internationalization, Chinese cars are facing a series of problems.

Looking at the world, about 80% of the automobile market share is occupied by the world's top 15 major automobile manufacturers, mainly including GM, Volkswagen,

BMW, Mercedes-Benz, Toyota of Japan, and Hyundai of South Korea [5]. For Chinese cars that started late, they face greater competitive pressure in the international market. Compared with the mature and well-known international automobile industry, China's independent brand cars still have a series of problems and deficiencies. For example, lack of core technology to attract more consumers, insufficient brand influence, imperfect service system, and shortage of international human resources.

Moreover, in the “new normal” of the economy, the internationalization of self-owned brands is facing various challenges from the slowdown of global economic growth and the rise of trade protectionism [6]. In the face of these challenges, China's self-owned brand cars need to continuously improve the scientific and technological content, increase brand recognition, and improve the service system. All in all, the road to the internationalization of China's independent brand auto industry is difficult, and there is a long way to go.

1.1.2 Research purpose and significance

(1) Research purpose

At present, although Chinese self-owned brand cars have achieved certain results in the Russian market, they still face some shortcomings and problems that restrict their further development. For example, lack of core technology, immature international business strategy, and insufficient overseas experience [7]. In this context, this article first analyzes the development status of the internationalization of Chinese self-owned brands of automobiles, and further summarizes the influencing factors that influence the company's marketing strategy choices. On this basis, it pointed out the problems existing in the marketing of Chinese cars. This article selects Chery Automobile, Great Wall Motors and Geely Automobile as cases study, analyzes the problems faced by them in their marketing from the enterprise level, and puts forward relevant solutions to the problems. Finally, from the cases analysis back to the industry level, it puts forward relevant suggestions on the overall marketing problems of Chinese brand car in Russian market.

(2) Research significance

As more and more Chinese companies participate in Russian market competition, relevant research on internationalization strategy selection has received attention. Moreover, Chinese brand car companies do not have a lot of relevant theoretical research on international management, and the companies themselves have insufficient experience in internationalization, and there are no perfect theoretical results for the internationalization problems faced by the companies [8]. This article analyzes the status of the internationalization of Chinese brand cars on the basis of mature internationalization-related theories, and further enriches the academic theories of China's autos in terms of internationalization management.

From a practical point of view, this article uses Chery Automobile, Great Wall Motors and Geely Automobile as cases to illustrate the current status of their development in Russian market. A comprehensive exploration of the international business environment of the company, and finally put forward some countermeasures and suggestions for the current situation. It not only has a certain guiding significance for them to enhance its brand, enhance its competitiveness and promote, but also has certain reference value for Chinese brand car companies.

1.1.3 Research methods

In the writing process of this article, there are three main methods used: literature research, empirical analysis, and PEST, SWOT analysis. In addition, the analytic hierarchy process is used to find out the shortcomings of Chinese brand auto companies in the Russian market.

First, the literature research. The internationalization research of automobile companies is a systematic project. Therefore, this article will involve knowledge of international trade, economics, and management. This article will also choose to start from the perspective of different traditional international theories to analyze the international business strategy of Chinese brand cars. By reading the relevant literature and research results of domestic and foreign scholars, I summarized the relevant

strategic choices of automobile companies in the development and operation of overseas markets and provided a theoretical basis for the selection of China's automobile internationalization strategy and business strategy.

Second, empirical analysis: This article chooses Chery Automobile, The Great Wall and Geely as cases of China's own brand cars, compare their differences and finds out the problems in the current process of their operation, and puts forward corresponding countermeasures and measures on this basis. The choice of business strategy provides a certain reference basis.

Third, the PEST analysis methods. They mainly analyze the macro environment in Russian market, the current status of Chinese brand car such as Chery Automobile, Great Wall Motor and Geely Motor, and analyzes the opportunities and challenges faced in the process of development in Russian market. Comprehensively consider the advantages and disadvantages of them and the opportunities and challenges of the external environment and put forward relevant solutions to the problems existing in their operation in Russian market.

1.1.4 Research ideas and content

Internationalization is a dynamic process, which is mainly divided into outward internationalization and inward internationalization, that is, "going out" and "bringing in." This article chooses the "going global" perspective to analyze the operating strategy choices and problems faced by Chinese brand cars in the process of going global. The specific research ideas of this article are based on internationalization theory, outline the theory of comparative advantage, brand life cycle theory and other theories. Then start with the actual situation, analyze the current situation of the international operation of Chinese brand cars, and the problems existing in the process of marketing. Furthermore, the cases analysis is carried out and relevant suggestions are made on the difficulties faced by Chery Automobile, Great Wall Motor and Geely Motor in their marketing work. Based on case analysis, it puts forward relevant suggestions on the difficulties faced by Chinese brand cars in the process of expanding in Russian market.

1.2 Literature review

(1) Regarding the internationalization of Chinese companies

As Chinese companies “go global,” more and more Chinese scholars have conducted research on the internationalization of companies and have drawn many conclusions. Academic Achievements. Regarding the analysis of China's current internationalization status, Feng Delian analyzes the factors that influence the internationalization of enterprises and outlines the choice of the path for enterprises to go out and the choice of organizational structure. He believes that China is now in the rapid development stage of outward internationalization [9]. Li Hongjie analyzes the status quo of Chinese companies "going out", and deeply analyzes their development characteristics and some problems they will face in the process. He believes that with the rapid increase in the scale of Chinese companies' overseas investment, the export-oriented investment industry institutions tend to be optimized, but because of the low level of internationalization, they are facing some problems, mainly including international financing difficulties and insufficient brand support capabilities [10].

(2) Regarding the development status of the international operation of the automobile industry

Rong Weicheng and Gao Qian Analyzed the advantages and disadvantages of China's self-owned brand cars and believed that the strong support of the government has promoted the rapid development of self-owned brand cars and proposed self-owned brands Automobiles have price advantages and latecomer advantages, but they also have disadvantages such as low technical level, imperfect international business strategy, and lack of brand influence [11].

Hu Rui From the macro and micro perspectives, analyze the factors affecting the internationalization of China's own brand cars. He believes that at the macro level, the improvement of China's comprehensive competitiveness and the introduction of relevant national overseas investment policies are conducive to the international development of independent brands; at the micro level, the improvement of the strength

of independent brand cars and the accumulation of international experience are positive factors. Insufficient technology and fierce competition in the global auto market are not conducive to the international development of independent brand cars [12].

Qu Jie believes that the internationalization of China's auto industry has a good momentum of development, but it is still in its infancy, and there are still problems such as unreasonable export product structure and unbalanced export market layout [13].

(3) Countermeasures to the dilemma of the internationalization of self-owned brand cars

Zhao Fuquan, Liu Zongwei, and Wang Yue believe that in the process of internationalization, we must act actively and proceed cautiously. Analyze its own strengths and weaknesses, and make plans in terms of talents, capabilities, and funds; have clear goals and make full use of the domestic pulling effect of overseas markets; actively M&A and enhance competitiveness by finding the optimal combination that can complement each other [14].

Rong Weicheng and Gao Qian believe that the problems faced in the process of international operation should be based on the regularity of the development of the company, expounding the inevitability and significance of the overseas development strategy of auto companies, and it is also important for the overseas development of Chinese auto companies. Put forward relevant suggestions to provide reference for China to achieve the goal of building a powerful automobile nation [15].

Li Hongjie believes that in the process of "going out", enterprises should scientifically predict the development trend of enterprises and strengthen research on the "going out" model. Regarding policy recommendations, it is mainly to strengthen the top-level design and coordinate the development of overseas investment; implement differentiated development strategies to improve overseas resource allocation capabilities; improve the government support system; rationally build an international industrial division system to improve the quality of enterprise "going out" development [16].

1.3 Concepts of analysis of marketing strategy

1.3.1 Internationalized business concept

Internationalized business is a company breaking through a country's business scope and expanding its business scope to the international market in various forms. In other words, the resource transformation activities of enterprises transcend national boundaries, transferring and transforming various resources such as products, capital, and technology internationally. With the development of economy, international operation is an inevitable trend of economic globalization. If an enterprise wants to enter the international market, it needs to conduct a complete assessment of its own resources and operating status and formulate a reasonable internationalization strategy based on the domestic and foreign environment of the enterprise's industry, to achieve the goal of smoothly entering the international market [17].

International operation is a process of continuous maturity. The internationalization stage of an enterprise is divided into different stages, mainly including the following five stages: domestic operation, sporadic export, regular export, overseas sales, and direct investment stage. In these five stages, companies continue to move from the domestic market to the international market and form a mature management system. The same is true for the internationalization process of auto companies. From the beginning, they are operating at home and gradually exporting to foreign countries. The number of exports continues to increase, and then they are sold on a large scale abroad, and finally they reach the stage of direct foreign investment [18]. Looking at China's self-owned brand auto industry, some companies have already developed into the stage of foreign direct investment.

1.3.2 Comparative advantage theory

David Ricardo further proposed the comparative advantage theory based on Adam Smith's absolute advantage theory. Moreover, the comparative advantage theory has strong practical significance and economic explanatory power in international trade and international division of labor. Since it was accepted by people, this economic theory

has not been challenged too much. The theory of comparative advantage believes that between two countries with different production technologies, international trade occurs because of the difference in the relative cost of the products. In international trade and the division of labor, the principle of “the power of the two advantages and the power of the more important, and the power of the two disadvantages whichever is the less” should be adhered to [19]. In other words, in international trade, a country should increase production and export products or services with comparative advantages and reduce production and import products or services with comparative disadvantages. The comparative advantage theory reasonably explains the reasons for the international division of labor and trade.

Undoubtedly, the theory of comparative advantage can explain the causes of international trade and international division of labor and accelerate the development of social economy and trade by countries in trade based on their own comparative advantages. It explains the causes of international trade from the perspective of differences in capital, technology, land, labor, and resource endowments, and provides strong evidence for the occurrence of international trade in countries with different resources and at different stages of development. On the basis of the comparative advantage theory, domestic and foreign scholars have enriched the traditional comparative advantage theory from the perspectives of economies of scale and product differentiation. Regarding the choice of the internationalization strategy of Chinese self-owned brand cars, especially how to make use of the advantages of China's auto industry in terms of production scale, relatively complete auto parts supply supporting system, and relatively low labor costs, how to make use of these advantages Based on the rational formulation of China's automobile development strategy in the international market, the comparative advantage theory has a very important theoretical guiding role.

1.3.3 Product & Brand life cycle theory

Professor Vernon, a well-known scholar at Harvard University in the United States, first proposed the product life cycle theory. He divided the product life cycle into four stages, followed by introduction period-growth period-maturity period-decline period.

In the introduction period, new products developed by enterprises have market monopoly advantages. The products produced are only used to meet domestic consumption, and a small amount are exported to countries with equivalent income levels; in the growth period, the technology of the products is no longer exclusive. Instead, it is copied by other manufacturers, and the original innovative enterprise of the product has weakened its export competitiveness; in the mature period, the product gradually becomes common and tends to be standardized, and the demand for products in the domestic and foreign markets continues to increase. Exports sell products to the international market, but also choose the way of overseas direct investment. When a country with a relatively low level of technological development acquires product production technology, R&D companies no longer have technical expertise and start to invest in labor-intensive countries; in the period of decline, they have learned and absorbed technology. Almost all countries have basically mastered the production technology of the product and can independently produce this product. In short, the product life cycle theory, as a dynamic economic theory, can well reflect the distribution of the division of production in countries with different levels of development [20].

The development history of the international automobile industry also reflects the product life cycle theory. Developed countries that started early, such as the United States, Germany, Japan and other automotive powerhouses, initially had an absolute lead in automotive product innovation. From the 1940s to the 1980s, the automobile powers continued to innovate in automobile production technology and experienced the rapid growth of the automobile industry. In the 1990s, the automobile industries such as the US, Germany and Japan, as the automobile powers, entered a mature period as a whole, and there was a growth momentum. Insufficient phenomenon, the giants of the automobile industry have begun to target overseas markets and develop overseas markets. After international trade and investment, the production of some automobiles was transferred to developing countries, and the advantages of labor resources were actively used, which caused the transfer of the automobile industry. The Chinese market

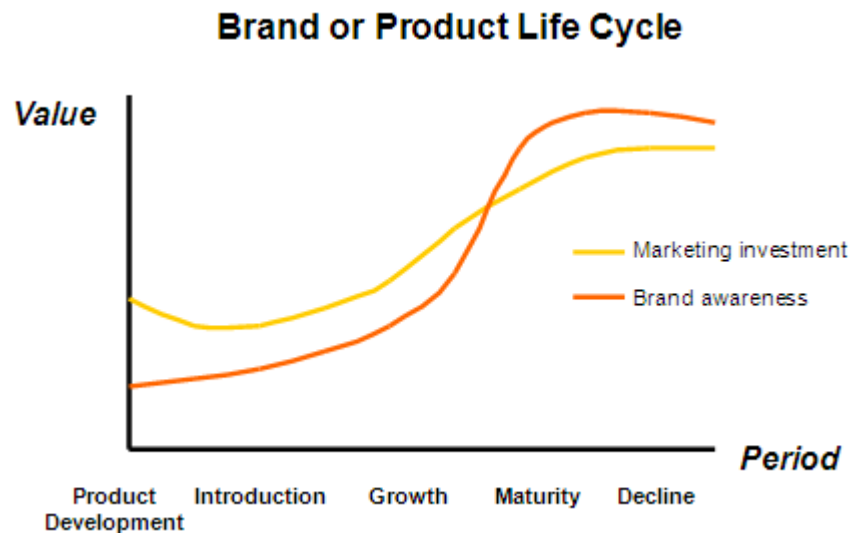
has become a trade transfer target of international auto giants because of its open auto market and low labor resources. Of course, this kind of trade transfer has promoted the development of China's auto industry to a certain extent.

The brand life cycle is like the product life cycle, but it includes five stages: incubation, immature, growth, maturity, and decline.

The incubation period of a brand refers to the process from when a brand enters the market with a product or company to be perceived by most consumers in the target market; the naive period of a brand means that the brand has been generally recognized and familiar by consumers in the target market, but has not yet been widely recognized. Most consumers in the target market agree; the growth period of a brand refers to a certain number of consumers in the target market who are satisfied after consuming the products represented by the brand they are already familiar with, or recognize the brand through other means, and thus recognize the brand. This sense of identity and trust is spread and diffused in a certain way, and eventually becomes a general social consensus; the maturity period of the brand refers to the maintenance of a brand with a higher reputation, and it will follow the internal and external environment of the company. The process of changing and constantly improving its good brand image and increasing the awareness, recognition, and trust of consumers in the target market; the decline period of the brand refers to the process of the brand withdrawing from the market [21].

Since brand and product are two different concepts, many brands may increase and decrease with the increase and decrease of products, but there are many more brands. Products and owners have changed for several generations, but the brand is still that brand. Like General Motors, Ford. The length of a brand's life cycle is generally related to the product life cycle and business strategy, but the most important thing is the degree of satisfaction that the brand itself can bring to consumers.

The life cycle of a brand is much more complicated than the life cycle of a product. In theory, the life cycle of a brand can be infinitely extended



Picture 1.1- Brand or Product Life Cycle

. The length of product life cycle is the inevitable result of market demand changes, corporate competition, and technological progress. The brand life cycle can be achieved by companies adopting correct strategies in each period of brand development to develop new and updated products of the same brand, which can be sustained through continuous innovation.

1.3.4 Concept of PEST analysis

PEST analysis refers to the analysis of the macro environment, also known as the general environment, refers to all the macro factors affecting the industry and enterprises. Analysis of macro-environmental factors, different industries, and enterprises according to their own characteristics and business needs, the specific content of the analysis will be different, but generally should be political, economic, social and Technological four categories of the main external environmental factors affecting enterprises. Simply, it is called PEST analysis.

Political environment

The political environment includes a country's social system, the nature of the ruling party, government policies, policies, decrees, etc. Different countries have different social nature, different social systems have different restrictions and requirements on organizational activities. Even if the social system remains unchanged in the same country, at different times, due to different ruling parties, their government's policy

characteristics, policy tendencies on the organization of activities attitude and influence is also changing.

Government policies have a wide range of influence on business practices, even in the more developed countries in the market economy, government intervention in the market and enterprises seems to be increasing, such as antitrust, minimum wage restrictions, labor protection, social welfare and so on. Of course, many government interventions are often indirect, often leveraged by tax rates, interest rate exchange rates, bank reserves, the use of fiscal and monetary policies to achieve macroeconomic regulation, and by intervening in foreign exchange rates to ensure the international financial and trade order. Therefore, in the formulation of enterprise strategy, the long-term and short-term judgment and prediction of government policy is especially important, enterprise strategy should be the government plays a long-term role in the policy of the necessary preparation.

The operation of the market needs to have a set of rules of the game and reward and punishment system that can guarantee the order of the market, which forms the legal system of the market. As the compulsory expression of the national will, laws and regulations have a direct normative effect on regulating market and corporate behavior. The role of legislation in the economy is mainly reflected in the maintenance of fair competition, safeguard consumer interests, safeguard the best interests of society three aspects, so enterprises in the formulation of strategies, to fully understand the existing legal provisions, especially to pay attention to those in the pipeline of the law, which is an important prerequisite for enterprises to survive in the market and participate in competition.

Economic environment

The economic environment mainly includes macro and micro aspects. The macroeconomic environment mainly refers to a country's population size and its growth trend, national income, gross national product, and its changes, as well as the level of national economic development and the pace of development that can be reflected through these indicators. Microeconomic environment mainly refers to the income

level, consumption preference, savings, employment level and other factors of consumers in the region or region in which the enterprise is serving. These factors directly determine the current and future market size of the enterprise.

Key economic variables for important monitoring:

GDP and its growth rate, the availability of loans from China to an industrial economy, the level of disposable income, household consumption (savings) tendencies, interest rates, inflation rates, economies of scale, government budget deficits, consumption patterns, unemployment trends, labour productivity levels, exchange rates, securities market conditions, foreign economic conditions, import and export factors, income disparities between different regions and consumer groups, price fluctuations, monetary and fiscal policies.

Social environment

The social and cultural environment includes the educational level and cultural level, religious beliefs, customs, aesthetic views, values, etc. of the residents of a country or region. "The level of education affects the level of demand of the population, religious beliefs and customs prohibit or resist the conduct of certain activities, values affect the recognition of the organization's objectives, the organization's activities and the existence of the organization itself, and the aesthetic view affects people's attitude towards the content, manner and outcome of the organization's activities."

Key socio-cultural factors:

Women's fertility rate, number of special interest groups, number of marriages, number of divorces, birth mortality rate, migration rate, social security schemes, life expectancy, per capita income, lifestyle, average disposable income, trust in government, attitudes towards government, attitudes towards work, buying habits, ethical concerns, propensity to save, investment in gender roles Tendency, racial equality, birth control measures, average education, attitude towards retirement, attitude towards quality, attitude towards leisure, attitude towards service, attitude towards foreigners, energy conservation from pollution control, social activities, social

responsibility, attitude towards occupation, attitude towards authority, demographic changes in urban and rural areas, and religious beliefs.

The technological environment

In addition to examining the development and change of technological means related to the activities of the enterprise in its field, the technical environment should also be aware of:

(1) The focus of state investment and support for scientific and technological development.

(2) The total cost of technological development and research and development in this field.

(3) The speed of technology transfer and the commercialization of technology.

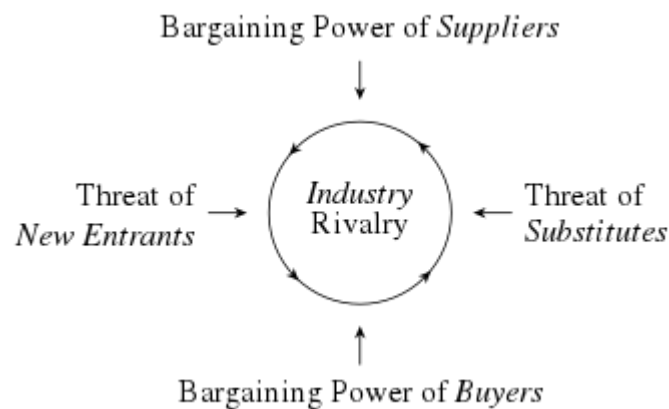
(4) Patents and their protection, etc. [22].

1.3.5 Porter's five forces model

Porter's five forces model was proposed by Michael Porter in the early 1980s. He believes that there are five forces in the industry that determine the scale and degree of competition, and these five forces collectively affect the attractiveness of the industry and the competitive strategic decisions of existing companies. The five forces are the competitiveness of existing competitors in the industry, the ability of potential competitors to enter, the ability of substitutes, the bargaining power of suppliers, and the bargaining power of buyers. The significance of Porter's competitiveness model is that there are three types of successful strategic ideas in the struggle of the five types of competitiveness, that is, the total cost leadership strategy, the differentiation strategy, and the concentration strategy [23].

That is, based on the internal and external competitive environment and situation analysis under competitive conditions, the main internal advantages, disadvantages, and external opportunities and threats that are closely related to the research objects are listed through investigations, and arranged in a matrix form, and then used. The idea of system analysis is to analyze various factors by matching each other, and draw a series

of corresponding conclusions, and the conclusions usually have a certain decision-making nature [24].



Picture 1.2- Porter's five forces model

1.3.6 Concept of SWOT analysis

Using this method, it is possible to conduct a comprehensive, systematic, and accurate study of the situation in which the research object is located, to formulate corresponding development strategies, plans and countermeasures based on the research results.

S (strengths) is an advantage, W (weaknesses) is a disadvantage, O (opportunities) is an opportunity, and T (threats) is a threat. According to the complete concept of corporate competitive strategy, strategy should be an organic combination of what an enterprise able to do (the strengths and weaknesses of the organization) and what it possible to do (environmental opportunities and threats).

On the whole, SWOT can be divided into two parts: the first part is SW, which is mainly used to analyze internal conditions; the second part is OT, which is mainly used to analyze external conditions. Using this method, you can find out the factors that are good for you, worthy of promotion, and things that are not good for you and you should avoid, find out the existing problems, find solutions, and clarify the future development direction. According to this analysis, we can classify the problems according to their priorities, clarify which are the problems that need to be solved, which can be delayed a

little bit, which are obstacles to strategic objectives, and which are tactical problems, and these research objects List them, arrange them in a matrix form, and then use the thought of system analysis to match various factors together to analyze, and draw a series of corresponding conclusions from them, and the conclusions usually have a certain decision-making nature.

1.3.7 Concepts of the analytic hierarchy process

The analytic hierarchy process, also called AHP. It refers to a decision-making method that decomposes the elements that are always related to decision-making into goals, criteria, plans and other levels, and then conducts qualitative and quantitative analysis on this basis. This method is based on the application of network system theory in the US Department of Defense research on the topic of "power distribution based on the contribution of various industrial sectors to national welfare" in the early 1970s by the American operations researcher Professor Satie of the University of Pittsburgh. And multi-objective comprehensive evaluation method, a level weight decision analysis method proposed.

The analytic hierarchy process refers to a complex multi-objective decision-making problem as a system, the goal is decomposed into multiple goals or criteria, and then decomposed into multiple indicators (or criteria, constraints) several levels, through the qualitative index fuzzy quantitative method to calculate the level Single ranking (weight) and total ranking are used as a systematic method for target (multi-index) and multi-scheme optimization decision-making.

The analytic hierarchy process is to decompose the decision-making problem into different hierarchical structures according to the order of the general goal, the sub-goals of each level, the evaluation criteria, and the specific investment plan, and then use the method of solving the eigenvectors of the judgment matrix to obtain each level. The priority of an element to an element of the previous level, and finally the weighted sum method is recursively merged and the final weight of each alternative plan to the overall goal. The one with the largest final weight is the optimal plan.

The analytic hierarchy process is more suitable for decision-making problems that have hierarchical and interlaced evaluation indicators, and the target value is difficult to quantitatively describe.

1.4 Concepts of automobile marketing strategy

Automotive marketing strategy refers to the general idea and plan of marketing development in a certain period under the guidance of modern marketing concept.

(1) Cost leadership strategy

Price is a sensitive and difficult factor in a marketing strategy. The price, whether the pricing is reasonable or not, will be related to the market acceptance of the product. Price strategy refers to a variety of specific countermeasures taken in determining product prices according to marketing objectives and price principles, in view of the actual changes in production and distribution enterprises and the market.

The cost of producing cars

Automobile production cost refers to the sum of raw material value and labor compensation consumed in the process of production and operation, which is an important part of automobile value, the basis of automobile price formation, and the important basis for setting automobile price. Only by accurately accounting for costs can enterprises make commodity prices reflect value and ensure the smooth progress of production and business activities [25].

The cost of the car's circulation

Refers to the sum of all the costs incurred in the entire process of moving a car from production to consumption. Specifically, commodity operators engaged in commodity purchase, transportation, storage and other activities to pay the costs.

Profits of automobile companies

Refers to the performance form of the value created by automobile producers and car dealers for society, which is the component of automobile price and an important source of funds for enterprises to expand reproduction [26].

State taxes

Refers to the composition of car prices. The high and low tax rates directly affect the price of cars. The state imposes value-added tax, income tax and sales tax on automobile enterprises, as well as consumption tax and purchase tax during the circulation of automobile products.

Automotive companies strive to reduce the cost of production and distribution of products, so that their product prices lower than competitors' prices, in order to rapidly expand sales and increase market share. The strategy requires enterprises to have an effective scale of equipment, strict cost and cost control, continuous technological innovation. Low costs can withstand competition because inefficient competitors will first be frustrated under competitive pressure. Implementing a low-cost strategy often requires investing heavily in advanced equipment, adopting aggressive prices, and incurring losses for market share at the beginning of the business. Toyota Motor Corporation of Japan, for example, has been adopting this strategy since the 1960s to continuously improve Toyota's competitive position in the international automotive market. Cost-leading strategies can sometimes lead to an industrial revolution in which competition deviates from its historical foundation and competitors are not ideologically and economically prepared to take the necessary steps to minimize costs.

(2) Differentiation strategy

Automotive companies vigorously develop unique product projects, to strive for products or services than competitors unique, to obtain a differential advantage, so that customers are willing to accept higher prices. Car companies around the world, for example, that produce expensive cars have been adopting this competitive strategy.

Differentiation strategies can be achieved in many ways: design or brand image (e.g., Mercedes-Benz's reputation for excellence in the automotive industry), technical features, appearance characteristics, customer service, distribution networks, and other aspects of uniqueness. Ideally, the company would be different in several ways. A differentiation strategy does not mean that the company can ignore costs, but at this point cost is not the company's primary strategic objective [27].

(3) Specialization strategy

The overall focus of the specialization strategy revolves around the center that serves a particular day standard well, and each functional approach it develops takes this objective into account. The premise of this strategy is that car companies can serve a narrow strategic objective with greater efficiency and effectiveness, thereby outpacing competitors on a broader range. As a result, companies either achieve differentiation by better meeting the needs of a particular object, or by serving the object at a low cost, or both.

2 THE QUO OF CHINESE BRAND CARS AND THE RUSSIAN MARKET

2.1 Introduction of China's automobile industry

The development of China's automobile industry has gone through three important stages: independent self-owned brand stage, joint venture brand-based stage, rapid development stage of independent brand. Automobile production and sales are also increasing, but there are still some problems.

In order to promote the development of independent brands in China's auto industry and realize the leapfrog development from a major automobile country to a powerful automobile country, it is necessary to understand what independent brands are, what are international competitiveness, the status quo of independent brand development, and what problems exist. This is conducive to finding obstacles to development can be solved in a targeted manner.

2.1.1 The history of China's automobile industry

From the founding of New China to the reforming and opening, China's automobile from scratch, achieved qualitative changes. Among them, the representative automobile brands mainly have the liberation brand and the red flag, which laid the foundation for the development of the Chinese automobile industry later. After the reforming and opening, China's automotive industry has achieved breakthrough progress, the automotive product range gradually improved, production from 100,000 units in 1978 to 2 million vehicles in 2000 [28].

Moreover, after the opening of the Chinese economic market, many car brands from developed countries entered the Chinese market. Chinese auto companies choose to change technology to the market, and foreign auto brands set up joint ventures to introduce technology. The cooperative operation mode of joint venture has promoted the improvement of production technology and management level in China's automotive industry.

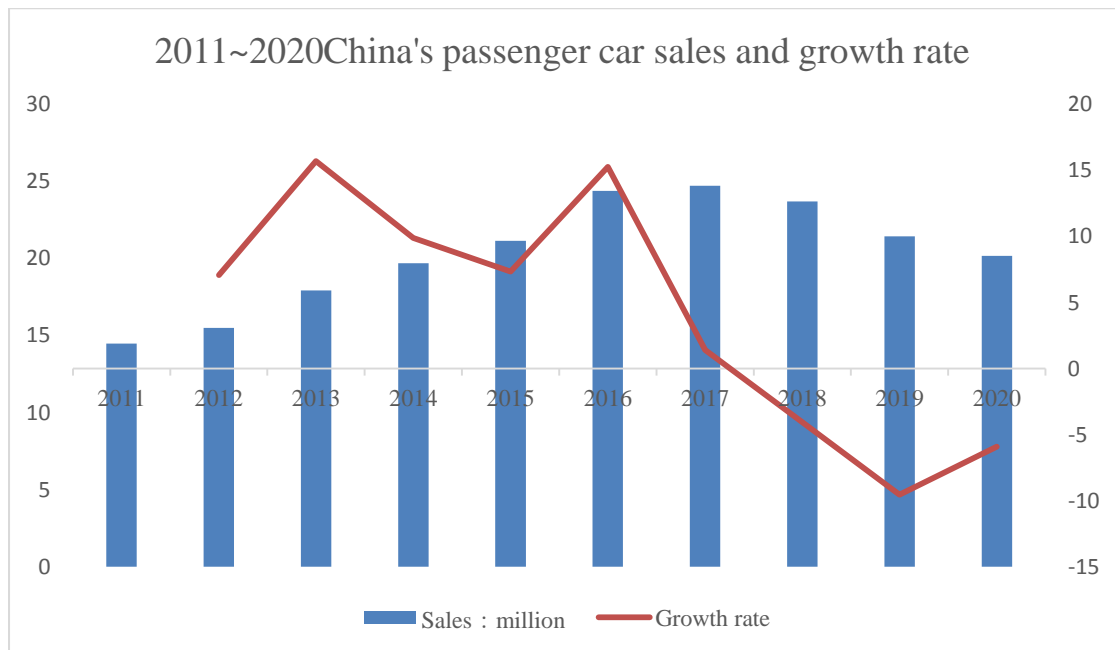
After China's accession to the WTO, as an important pillar industry of China's economy, the automobile industry chain has become longer, the national consumption pulls strong, and in the next ten years, the rapid development. In terms of production, this increased from 2.34 million units in 2001 to 29.02million units in 2017 [29].

In 2020, the sudden outbreak of the COVID-19 had a huge impact on the automotive industry, but in the second half of the year, production resumed production, marketing changes accelerated, and production and sales reached 25.225 million units and 25.311 million units, respectively [30]. With the rapid development of China's automotive industry, the development of self-branded cars is particularly obvious, auto companies by virtue of their own efforts to continuously narrow the gap with foreign brands, the domestic auto market share is rising, and even to compete with the strength of joint ventures.

2.1.2 The state of the China's automotive industry

By the end of 2020, the country's auto ownership amounted to 281 million vehicles, an increase of 8.1% [31]. In recent decades, China's automotive industry has developed rapidly, whether in terms of automotive technology, quality, performance, or car sales, there has been an excessively big improvement. Domestic auto production and sales for 10 consecutive years ranked first in the world, becoming the world's largest automotive market.

Like the trend in total sales in China's automotive market, total passenger car sales in China have been on the rise for 10 consecutive years, with passenger car sales more than doubling in the past decade and promising growth. According to the China Association of Automobile Manufacturers, domestic passenger car sales grew in the first half of 2018 compared with the same period last year, but sales for six months starting in July 2018 were lower than in the same period last year, resulting in a decline in full-year passenger car sales compared to last year. This situation is due to slower macroeconomic growth, reduced domestic investment, depressed stock market, traffic congestion, tighter environmental protection, the withdrawal of preferential purchase tax policies, the early implementation of new emission standards [32].



Picture 2.1- 2011-2020 China's passenger car sales and growth rate (Data source: <http://www.caam.org.cn/>)

. However, in the long run, the per capita income of Chinese residents is increasing year by year, the current domestic car ownership and developed countries still have a big gap, the market of old cars will gradually be replaced with new auto products in line with national environmental standards, so China's auto market still has a very large demand potential, China's auto market supply and demand will continue to grow in the future.

2.2 The status quo of the development of Chinese brand car

2.2.1 Domestic market

Ten years ago, Chinese-branded cars could only compete with overseas brands for less than 100,000 yuan in the low-cost market. In 2016, Chinese brands seized the opportunity to increase the SUV market, gradually increasing the market share of Chinese brands.

According to the China Automobile Association, the market share of Chinese brand passenger cars has bottomed out since June and is on the rise. As a representative of China's own high-end brands, FAW-Red Flag has further enhanced the market impact of

China's automotive brands by achieving an annual sales target of 200,000 vehicles on December 25, 2020 [33]. Geely, Chang'an, the Great Wall and other independent brands rapidly rise.

Geely's total sales of 1,320,217 vehicles in 2020 will grow steadily. Since 2017, Geely has won the top sales of Chinese brand passenger cars for four consecutive years. Geely motor will target sales of 1.53 million units in 2021, up 16% year-on-year, and continue to increase its market share. In the new energy sector, total sales in 2020 will be 68,142 units. On overseas exports, exports more than tripled year-on-year to 11,905 vehicles in December [34].

In October 2020, Geely Automobile sold more than 10 million vehicles worldwide, becoming the first Chinese brand car company to achieve passenger car production and sales of more than 10 million vehicles [35]. At present, Geely automotive product structure presents high-quality, high-tech, high-value development trend, brand strength continues to improve, become a Chinese brand facing to joint venture, to the global benchmark and model.

In 2020, Great Wall Motor's total operating income for the year was RMB103.283 billion, a record high, up 7.35 percent year-on-year, and net profit was RMB5.392 billion, up 19 percent year-on-year. The Haval brand sold more than 750,000 vehicles in 2020, with a cumulative global sales volume of more than 6.5 million units, winning the annual sales champion of China's SUV market for the 11th time Luxury SUV brand; Ola brand annual sales of 563,000 units, up 44.8% YoY, firmly in the new energy industry first camp; Great Wall pickup annual sales of 225,000 units, up 51.2% YoY, the market share of nearly 50%, For 23 consecutive years to maintain domestic and export sales first [36].

In 2020, the sales volume of Changan Automobile Group exceeded 2 million vehicles. Among them, the sales of Changan's Chinese brand vehicles exceeded 1.5 million [37]. Weilai, Xiaopeng, Lixiang and other new brands also gradually make great performances in their market segments.

2.2.2 Overseas market

With the mature development of independent brand automobile enterprises in the domestic market, gradually aim at the international market, the car will be sold to the international market. At first, choose to export the whole vehicle to the international market, and then some mature independent brand automobile enterprises choose to enter the overseas market by way of joint venture with foreign investors. Geely has raised the profile of its entire brand by opening platform sharing after acquiring Volvo Cars, a well-known case of overseas mergers and acquisitions by its own brand. Dongfeng Motor's cooperation with Citroen, France, to develop a car platform, conducive to brand cars into the U.S. market. Other Chinese self-branded automobile enterprises have also been through foreign cooperation or overseas mergers and acquisitions, to the international market. Of course, overseas direct investment in the way of building factories is also an important way for Chinese brand cars to go to the international market. Chery, Great Wall, Geely and Beijing Automobile and other independent brand auto companies actively establish production bases in target market countries to promote the process of internationalization. All in all, China's economy is an important industrial pillar, the rapid development of China's own brand automotive industry has played a role in China's economy.

With the weak sales growth in the domestic auto market and the implementation of the One Belt One Road strategy, more and more auto companies have begun to focus on overseas markets. According to the data from China Automobile Association, there are 1,024,000 vehicles exported from China, 1.6% year-on-year decrease. Among them, the export of passenger vehicles was 725,000, a year-on-year decrease of 4.3%; the export of commercial vehicles was 299,000, a year-on-year increase of 5.7% [38].

Among the Top 10 brands, the actual overseas sales of SAIC's passenger car brand MG is 139,000, which is still the number one. Among other brands, Chery, Changan, The Great Wall, and Geely are basically passenger cars. Their sales are: 96000, 68000, 65000, 58000 [39].

According to the statistics of passenger car sales in 2018, there are about 30 countries with a relatively large scale of more than 300,000 vehicles [40], but not all these countries can become the target market for Chinese cars.

Developed markets such as the United States, Japan, and the European Union have high barriers to entry, and the car quality supervision system is extremely strict. For the current level of Chinese cars, it is still too difficult. Only a few car brands dare to have a try in these markets.

At present, the export destinations of domestic cars are mainly Eastern Europe represented by Russia, Latin America represented by Brazil, Argentina, and Chile, the Middle East represented by Saudi Arabia, and South Asia and Southeast Asia represented by India, Thailand, Malaysia, and the Philippines. In addition, potential markets also include Australia, South Africa, Mexico and so on. During the war in Africa, in addition to the extensive use of Toyota Hilux pickups, China's Great Wall and ZXAUTO pickups were also imported through various channels.

Originally, Iran in the Middle East was also a particularly good market, with a sales volume of nearly 2,000,000 at its peak [41]. Chery used to sell tens of thousands of units annually in Iran, and the profits were very substantial. Unfortunately, it later involved US sanctions and foreign exchange controls, which was a very high-risk market, and the auto business could not be done.

The current overseas automobile market of China is dominated by developing countries in Asia, Africa and Latin America. Chery's exportation data is a good epitome for Chinese car going overseas.

Chery has been exporting to Syria since China joined the World Trade Organization in 2001. Today, Chery's exports cover more than 80 countries and regions in Asia, Europe, Africa and Latin America. In addition, Chery has established 16 production sites overseas. Chery Automobile was named "Best Car Brand" in Iran in 2012. By 2020, Chery Automobile will rank first in China's brand passenger car exports [42].

In the past two or three years, some Chinese brands have succeeded in gaining a foothold in some countries by relying on concentrated to occupy key markets. The most

typical examples are Changan in the Saudi market, Geely in the Belarusian and Malaysian markets, and SAIC MG in Thailand and India.

Table 2.1- Chery's market percentage in overseas countries (Data source: <http://www.cheryinternational.com>)

| Segment | Country | Market percentage % |
|--------------------------|--------------|---------------------|
| Underdeveloped market | Syria | 6 |
| | Saudi Arabia | 3 |
| | Peru | 2.2 |
| | Chile | 3.5 |
| | Colombia | 4.6 |
| | Malaysia | 2.3 |
| | Argentina | 2.1 |
| | Others | 16 |
| | total | 39.7 |
| Emerging country market | Brazil | 3 |
| | Russia | 7.2 |
| | South Africa | 3 |
| | Iran | 10 |
| | Egypt | 6 |
| | Vietnam | 8 |
| | Others | 21.66 |
| | total | 58.86 |
| Developed country market | USA | 0.3 |
| | UK | 1 |
| | Japan | 0.1 |

End of table 2.1

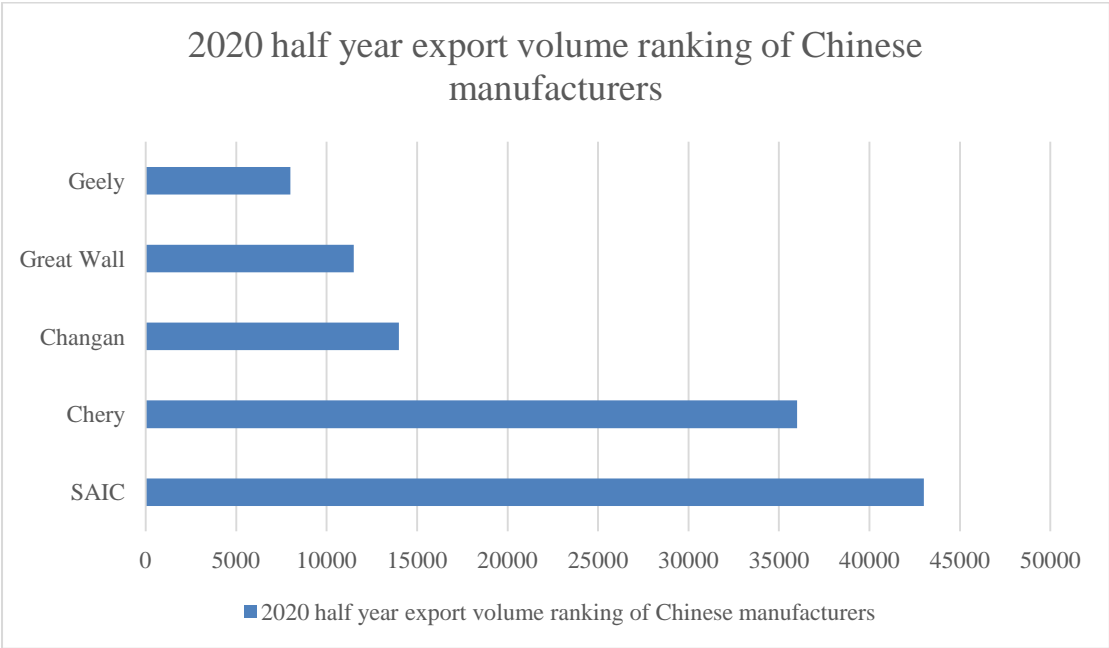
| | | |
|-------|----------------------|------|
| | Australia | 0.01 |
| | Italy | 0.01 |
| | Others | 0.02 |
| | total | 1.44 |
| Total | All overseas country | 100 |

Changan only entered the Saudi market in the second half of 2018, and successively launched a variety of products such as Yidong, Yuexiang V7, CS35, CS75, and CS95. It took less than a year to squeeze from the edge brand into the top 10 brands, with sales of more than 8,600, surpassing Lexus to rank ninth, and it is still growing [43].

Geely currently exports more than 20 countries, has more than 4,000 service outlets overseas, and has five research and development centers worldwide. On the export side, sales rose by 344% to 3,8619 units in the first half of 2019. A total of 651,680 units were sold in the first half of the year. And it is worth noting that the biggest exports are no longer cheap free ships, but the best-known Dihao series, exported to Russia, Iran, Iraq and dozens of other countries. At present, the export volume of the Dihao series accounts for about 70% of Geely Group's total export volume [44]. Relying on the Belarusian plant, Geely Automobile successfully opened its doors in the Eastern European market and ranked among the top 3 brands in Belarus. In addition, the factory's cars are also sold to Russia and have a place in the Russian market. In addition, Geely Auto also relies on Proton Malaysia to launch a variety of products in the Malaysian market, becoming another sales pillar overseas.

Great Wall Motor was the first Chinese auto company to "go global" as early as 1998. he main export models of great wall at that time were SUVs and pickups, and the SUVs were mainly Haval H2, H6 and H9. The Tula plant invested by Great Wall Motors in Russia was officially completed in June 2019. At the same time, the first model of the plant, the Haval F7, also officially rolled off the assembly line and was launched overseas [45].

SAIC MG sells many products in India, Thailand, and the Middle East. In particular, the MG Hector launched in the Indian market has become an explosive model in the market in a short time [46].



Picture 2.2- 2020 half year export volume ranking of Chinese manufacturers (Data source: <http://www.caam.org.cn/>)

2.2.3 Russian market

Trade and commerce between China and Russia have a long history, and cultural, educational, and other exchanges are quite close. Chinese-made products have been entering the Russian market for many years, no matter what aspect of life. The share of Chinese-branded cars in Russia remains low, and sales growth in recent years has been helped by a certain improvement in the quality of Chinese-branded cars, and the global layout of Chinese brands is beginning.

As early as around 2004, Lifan, Chery, Great Wall, Geely and other Chinese auto brands began to export through the way to enter the Russian market, and then began to local production.

Compared with mature markets such as Europe and the United States, the Russian automotive market has certain potential for development. There are more than 3,400

dealers in Russia, one-fifth of which specialize in Chinese-branded cars, according to Autostat, a Russian auto industry analyst [47].

As shown in the table below, almost every Chinese brand that values the Russian market has a large growth rate, especially Chang' an Automobile. But Changan's high growth rate is due to its low stock, which requires only marketing in the right direction, and sales are rising rapidly.

Table 2.2- 2020 New car sales in Russia-Chinese brands (Data source: Association of European Business)

| 2020 New car sales in Russia-Chinese brands (Unit) | | | | |
|--|------------|-------|-------|------|
| No. | brand | 2020 | 2019 | YoY |
| 16 | Haval | 17381 | 12284 | 41% |
| 17 | Geely | 15475 | 9602 | 61% |
| 21 | Chery | 11452 | 6358 | 80% |
| 25 | Changan | 7102 | 2805 | 153% |
| 32 | FAW | 2692 | 1519 | 77% |
| 39 | Lifan | 1384 | 3960 | -63% |
| 48 | Brilliance | 255 | 266 | -5% |
| 51 | Zotye | 158 | 1373 | -88% |
| 52 | Foton | 135 | 189 | -29% |

Here are three outstanding brands, Great Wall Motor, Geely Automobile and Chery Automobile, which are outstanding in the Russian market, and introduce the development of Chinese cars in Russia.

Great Wall

Great Wall Motor first entered the Russian market in 2004, and in 2005 Great Wall Motor co-financed the formation of a large-scale parts center with Moscow-myito Corporation, to effectively shorten the repair time of Great Wall Motor users in Russia to improve efficiency, accessories directly from manufacturers. In the same year, Great Wall was awarded the title of "The Most Popular Pickup of the Russian Public" in the

Russian Imported Car of the Year Award, and Great Wall Motor became the only Chinese autonomous car brand to receive the award that year. From 2007 to 2008, Great Wall Motor's sales in Russia surged, with revenues reaching RMB 1.12 billion in 2008. However, because of the 2008 economic crisis, revenues in 2009 were only RMB 449 million. Haval Motor Rus LLC is the exclusive distributor of Haval cars and spare parts in the Russian Federation. The company has been operating since February 2014, the first official Haval dealership opened in Moscow in June 2015. Now, there are 83 dealerships in Russia.

Great Wall Motor started construction at its Tula plant in Russia in 2015 at a cost of RMB 3 billion, producing the Haval F7, after which the Haver H9 will also be produced there. The Tula plant has a complete vehicle production process workshop for Great Wall Motor, rather than the traditional CDK (part assembly) assembly method. On February 2, 2019, the Tulla plant began production, according to Wang Shihui, General Manager of The International Department of Great Wall Motor Co., Ltd.: "Russia is a normal market, up or down is normal, according to the company's own brand strategic positioning, Haval plans to sell about 3-5 million units in the coming year." 2019 Great Wall Motor's revenue in Russia was 143,43 million, accounting for 25.97% of its overseas total, which shows the importance that Great Wall expands in the Russian market [48].

At present, the Haval brand has 18 dealers in Russia, mainly in Moscow, St. Petersburg, Tyumen and other European mega-cities, after the first Haval F7 auto show, more than a dozen local dealers signed a cooperation agreement with Haval, the end of 2018 dealers reached 35, and in 2020 Great Wall Motor's distribution network in Russia has been gradually improved. Great Wall Motor currently has nearly 100 dealers in Russia, 100% covering Moscow, St. Petersburg, Yekaterinburg, Tyumen and other markets, open local sales channels to drive sales growth. Great Wall Motor will sell 17,381 new cars in Russia in 2020, up 41% year-on-year, and is the top Chinese car brand sales champion in the Russian market. Among them, "China's first global car"

Haval F7, F7X sales steadily increased, for Great Wall Motor sales in Russia, accounting for 65%, to achieve terminal sales of 11,293 vehicles [49].

Geely

Geely Automobile has now established exclusive domestic and foreign sales outlets, and at the same time, it is engaged in domestic and overseas markets. Its corporate vision "to fill the world with Geely" also shows its grand goal of actively building international brands and enhancing international competitiveness. The overseas acquisitions of Volvo, Proton and Daimler are based on their own development plans, benchmarking against top international automobile brands and world-class automobile management teams. At the same time, Geely Automobile has established vehicle and powertrain manufacturing plants in the United States, the United Kingdom, Sweden, Belgium, Belarus, and Malaysia; it has set up styling design centres in Shanghai, Gothenburg, Sweden, Coventry, United Kingdom, California, United States, and Barcelona, Spain; and Ningbo, Spain. , Hangzhou, Gothenburg, Sweden, Coventry, England, Frankfurt have established engineering research and development centres. The establishment of these factories has enabled Geely Automobile to penetrate more overseas markets. Among them, the Belarusian plant has contributed greatly to sales in Russia.

Geely Atlas became the most popular Chinese car in the Russian market in 2019, selling 6,518 vehicles in Russia between January and November, up 198% year-on-year [50].

Geely also recorded the best sales of 2,178 vehicles in Russia in September 2020. Not only did this sales increase geese by 171.2%, but more importantly, it helped it become the number one Chinese brand again after a four-month hiatus, but it also reached its highest ranking in the Russian market, 12th place, which is also the best position for a Chinese brand in Russia. 2020, full-year sales of 15,475 units, up 61% YoY [51].

According to Autospot, one of Russia's largest online car market analysts, the best-selling new Chinese car model in 2020 will be Geely Coolray, with a sales share of 4.9% and even in the top five. The sixth and seventh places were all Chery brands [52].

Chery

In 2004, Chery signed a letter of intent for the purchase of transmissions, engines and vehicles with the Russian Autovaz car factory and the Autocom Group and signed an agreement of intent to build a plant in Russia. This is Chery's first tentative way to enter the Russian market for vehicle exports. In 2005, the first overseas subsidiary was established in Russia to export the first cars to the Russian market in the form of vehicles.

To ensure product quality and quality, since 2008, Chery has successively put into production lines of welding, painting and final assembly equipment in Russia, continuously improving the local production level, laying a solid foundation for building high-quality products and establishing an excellent brand. In addition, in the process of product development, Chery has established a "V" forward development system and process, forming a matrix product development mode in which product development management centres and technical centres intersect, ensuring product development quality. In the process of product manufacturing, Chery took the lead among its own brands in establishing a globally unified production management system - CPS (Chery Production Mode), which further ensured the global quality of Chery products.

By 2018, Chery has nearly 100 offline stores throughout Russia, covering all cities with a population of more than 300,000 in Europe and the Far East.

Chery Automobile once again won the title of "Most Popular Chinese Automobile Brand" by an overwhelming margin in the "2019 Russian Auto Annual Gala," which is the fourth time Chery has won this honour. As Russia's most influential, most authoritative and the widest audience of automotive professional selection activities, winning this award not only reflects the fact that Chery's products and brands have won

widespread recognition among Russian consumers, but also reflects the growing global influence of Chinese auto brands represented by Chery [0].

2.3 PEST analysis for Chinese brand car in Russian market

Since 1999, as the Russian economy has fully recovered and society has stabilized, the marketing environment in Russia has been gradually optimized. Marketing opportunities in Russia, a large country with a strategic partnership of collaboration in China, are also emerging. However, as a country in transition, various new social order or system is still in the formation, the risk of enterprise marketing is difficult to eliminate in the short term. Therefore, it is of great practical significance to strengthen the systematic research of the marketing environment in Russia and to reveal the development trend of the marketing environment accurately, for those Chinese enterprises that are about to enter the market of Russia, it is of great practical significance to capture marketing opportunities and avoid marketing risks in a timely manner.

2.3.1 Political environment

The separation of powers, which coexists with the president, the Duma and the Constitutional Court, has allowed Russia to fundamentally avoid the possible severe economic shocks of a disorderly change of regime. The multi-party system enables the power of the ruling party to be effectively constrained. However, as a country in transition, the relationship between democracy and the rule of law, system and order is far from being straightened out, such as the "grey customs clearance" caused by corruption, the absence of investment protection and dispute arbitration mechanism, imperfect law and incomplete law enforcement, and so on, to a certain extent, also increase the risk of enterprise marketing.

However, Russia's car market was once depressed by Western economic sanctions. In the face of sanctions, Russia has begun to take counter-sanctions measures, including a ban on government procurement of cars made in sanctions countries and a ban on the

production and assembly of cars of all brands in sanctions countries. These countermeasures have sharply reduced car sales in Russia by US, Japanese and EU brands. Some analysts believe that for some other countries, this is just a development opportunity.

Russia's relevant laws and regulations are still imperfect, there is a structural imbalance in the labor market. Some laws and regulations in Russia have been amended more frequently, such as the Law on the Legal Status of Foreign Citizens of the Russian Federation, which is closely related to foreign investors, as of the end of 2012.

There is a degree of structural imbalance in the Russian labor market and a shortage of skilled, managerial, and financial personnel in the automotive industry. While Chinese companies can hire Chinese staff to fill the talent gap, it could lead residents to believe they are crowding out the local workforce. Russian industry stakeholders may put pressure on Chinese enterprises from different levels, so that the day-to-day operations of enterprises face various pressures and obstacles.

2.3.2 Economic environment

In 2018, Russian car and light commercial vehicle sales reached 1.8 million units, an increase of 12.8% compared to 2017. According to statistics, about half of Russia's vehicles have been more than 10 years old, which shows that the Russian car market is more demand for replacement, the next 10 years the demand for the car market is exceptionally large [54].

The weak recovery of the world economy and the slow growth of Russia will lead to insufficient market demand. In recent years, Western countries have imposed several rounds of multi-disciplinary sanctions on Russia, and the collapse in international oil prices triggered the devaluation of the ruble. Russia's slowing economic growth and rising inflation have led to a decline in purchasing power and a lack of demand for cars.

Starting in 2019, Russia's VAT rate will be raised from 18% to 20%, and car manufacturers investing in factories in Russia will pay higher taxes, leading to higher production costs and sales prices [55]. Recently, Ford Motor Co. announced that it is

closing two assembly and engine plants in Its joint venture with Russia and will also exit the Russian passenger car market to focus on light commercial vehicles.

On the market supply side, Chinese car brands face competition from local car brands in Europe, Japan, South Korea, and Russia. Moscow and St. Petersburg are Russia's main car markets, accounting for half of Russian car sales, and the most common on the roads of the two cities are European, Japanese, Korean and American brands.

At the same time, a large part of the Russian auto market is second-hand car trading, imported used cars from Japan, Europe and other places low-cost, good condition, cheap used cars to obtain a considerable number of Russian consumers.

In addition, in 2016, the Russian government issued the "Automotive Industry Development Strategy by 2025", which aims to improve the technical level and production scale of the Russian automotive industry and improve the overall level of domestic automotive enterprises. In particular, the Russian government has subsidized the research and development and production of electric vehicles, self-driving cars, smart-net vehicles, and new energy vehicles, with the aim of comprehensively enhancing the market competitiveness of Russian auto companies.

Although supported by government policies, the development of Russia's domestic automotive industry is still slow, especially the passenger car market supply still needs to be provided by foreign car brands, Chinese brand cars have a certain degree of competitiveness. Russian consumers prefer SUV models, while Chinese car brand SUVs are cost-effective and in line with local market demand. Some SUV models are cheap but consume more fuel. However, given the low price of petrol in Russia and the low sensitivity of consumers to car fuel consumption, the problem of "higher fuel consumption" will not have much impact on marketing.

2.3.3 Social environment

The total population is on a downward trend and the demographic structure is unbalanced. On the one hand, there will be a serious threat to corporate marketing. In

2019, the population of Russia will be 146 million. The reality is that Russia is one of the fastest-growing countries in the world, with even more decline than Japan. Russia's population grew by 1.47% in 1959, a modest but slow growth. But since then, Russia's population growth rate has been declining, and by 1993, the country's population growth rate had grown by -0.11%, and the population began to decline [56].

Since then, Russia's population growth has been negating for most of the year until 2019 and has bottomed out after a -0.46% growth rate in 2002. Between 2009 and 2017, Russia's population grew positively, but at its highest rate of about 0.2%, almost negligible.

And after 2018, Russia's population growth is once again in negative territory.

In addition, Russia is facing a serious gender imbalance, according to statistics, Russia has maintained a ratio of about 46:53 men and women over the years, that is, for every 100 people, women than men about 7 more [57].

The adverse effects of this trend on enterprises are mainly reflected in the corresponding reduction in the market capacity of basic consumer goods and the further increase in market competition, in particular the decline in the number of newborn babies, which will have a serious negative impact on the children's food, clothing, toys, and education markets. At the same time, the number of labor force is decreasing year by year, and the labor cost of enterprises is increasing pressure, thus affecting the market competitiveness of enterprise products, those who are prepared to invest directly in Russia enterprises will have to face this reality. On the other hand, the Russian population is highly urbanized and concentrated in the west. The latest data show that the urban population (106.86 million) accounts for a significant proportion of the country's total population, about 74%, and the rural population (38.5 million) accounts for a smaller proportion of the country's total population, or about 26%. Part of Europe is densely populated, with more than half of the population living here, while parts of Asia are sparsely populated, with an average of 3.5 people per square kilometer, of which Siberia has an average of only 1 person per square kilometer, and the most sparsely populated area is the cold belt along the Arctic Coast, with an average of only

0.1 to 0.3 people per square kilometer. The unbalanced distribution of urban rural population and the uneven distribution of population are also factoring that investors must pay attention to when analyzing the market and planning the investment layout, which is conducive to the implementation of centralized marketing strategy, thereby reducing marketing costs. In addition, the ageing of the population has increased the burden of social old-age care while at the same time showing great business opportunities in the elderly market, such as aged services, nutritional supplements, and health supplies, which will develop steadily.

With the division of social strata, the values of Russian society are also becoming more diversified, many policies and regulations of the federal government are often not fully implemented, and central power is challenged. Separatist activities and terrorist activities provoked by some religious extremists have affected the stability of Russian society to a certain extent and may have a certain negative impact on corporate marketing. However, in terms of the education and level of the population, the overall situation in Russia is still higher than in other emerging market economies. Statistics for 2002 show that 90.2% of citizens over the age of 15 have universal education and higher education, an increase of nearly 10 percentage points over 1989, and an illiteracy rate of only 0.5%, a decrease of 1.4 percentage points over the same period. Russia is also a multi-ethnic country, with more than 130 ethnic groups, the impact of national culture on corporate marketing must be paid attention to. The Orthodox Church, Russia's dominant religion, currently has more than 70 million followers, churches, religious festivals, and celebrations spread through the news media in large numbers throughout the country, so that Russia is filled with a strong religious atmosphere [58]. From the perspective of popular psychology, Russian culture has distinct dual characteristics, which can be seen in the relationship between man and nature, family concept and structure, social consciousness and reform, and even religious belief. As a result, Chinese companies face significantly fewer cultural barriers to marketing than other Western countries.

Russia power distance index is 93, is a quite different power of the country, people recognize the unequal distribution of power in society, the status of the upper and lower levels have a clear distinction, in such a case the subordinates do not have the right to prevent abuse of power, people generally do not have the desire to exceed their rank. Russia has the world's largest territory, and as a very centralized country, all foreign investment into Moscow, 80 percent of the financial potential is concentrated in Moscow, the unequal distribution of power led to a high value of status symbols, visits, negotiations, cooperation, and other business conduct must represent a high status, the next command procedure is from superior to subordinate.

Russia's individual collectivism dimension index is 39 [59]. The support of family, friends, and neighbors is critical to overcoming everyday difficulties, and relationships play a key role in getting information, negotiating successfully, and building business relationships if they maintain trust and sincerity.

2.3.4 Technological environment

Overall, Russia is still a country with technology strength. The main performance is the country's major laws and plans on scientific and technological progress have been issued, the establishment and improvement of the national innovation system, the formulation of Russia's implementation of the national innovation economy strategy, in 2004, the federal government also formulated a special law to support young experts to become talented. The above-mentioned policies and regulations to promote scientific and technological progress have received remarkable reform results, as demonstrated by the extraordinary development of military science and technology, the claim that a new nuclear missile system has been successfully developed, the development and utilization of hydrogen energy is progressing rapidly, and there are many candidates for the Science and Technology Award. These developments are bound to have a positive impact on Russia's economic development. At the same time, Russia is also a large country of talent, the number of college students per 10,000 people reached 448 in 2003, the proportion of employed people engaged in scientific research work is

comparable to that of EU countries, foreign investment into Russia will hardly encounter the contradiction of human capital shortage. However, in the past ten years, Russia's scientific and technological field is also facing a large brain drain abroad, the aging of science and technology personnel and serious lack of funds for scientific research contradictions. Between 1990 and 1998, the number of outstanding scientific and technological talents lost abroad exceeded 1 million, the average age of researchers was as high as 49 years old, and research funding was seriously inadequate. Total spending on research and development, research, and development as a percentage of GDP and per capita spending levels in 2003 are all in OECD countries, which will lead to the loss of scientific research and hinder the progress of Russian science and technology [60].

In the near future, not only the upgrading of Internet technology, new energy technology, blockchain technology and artificial intelligence technology will have a great impact on the automotive industry.

2.4 Analysis based on Porter's 5 forces model

Competition between existing car companies

In 2018, in the Russian automobile market, Lada accounted for 20% of the market, Kia accounted for 13%, Hyundai accounted for 10%, Toyota accounted for 6%, Volkswagen accounted for 5.2%, and Chinese brand cars accounted for 1.7%. From this point of view, for Chinese brand cars, in the entire Russian market, the strongest competitor is Lada; among foreign brands, Korean cars (especially Kia and Hyundai) are the biggest competitors, followed by Japan Toyota and German Volkswagen

The competitiveness of existing auto companies is the most powerful force facing auto companies. These competitors use various methods (price, quality, styling, service, guarantee, advertising, etc.) according to their own set of plans., Sales network, innovation, etc. occupy a favorable position in the market and compete for more consumers, posing a great threat to the automotive industry. For companies intending to enter the automotive industry, they must first analyze the intensity of competition in the

industry in order to assess the level of possible profitability under this intensity; this analysis helps determine the company's position in the industry and predict competitors' Strategies and formulate corresponding strategies.

Supplier's bargaining power

Suppliers may put pressure on companies in the automotive industry by increasing prices or reducing the quality of purchased products or services. Supplier pressure can force the auto industry to lose profits because it cannot keep prices up with rising costs. In some cases, suppliers have strong bargaining capabilities, and companies can adopt different strategies to deal with different situations. For auto companies, the company's suppliers of parts (supporting collaborative parts) are particularly important.

Customer's bargaining power

The scale of Chinese cars is getting bigger and bigger, and it has become the world's largest car market. China's auto market is transforming into a buyer's market. Like suppliers, buyers can also pose a threat to the profitability of the industry. Buyers can force down prices and demand higher quality or more services. To achieve this, they may make producers compete with each other, or they may not buy goods from any single producer. Buyers can generally be classified as industrial customers or individual customers, and the purchase behavior of buyers is generally not related to this classification method. Industrial customers are retailers, which can influence consumers' purchasing decisions. In this way, retailers' bargaining power is significantly enhanced.

Threat of substitutes

Substitutes refer to products that have the same or similar functions as the customer's products. Substitutes are often the product of new technologies and new social needs. All industries are facing the threat of substitution. Some substitutions are caused by economic factors; some factors are caused by shortages of raw materials; and some substitutions are the result of technological progress. In terms of function, some are only short-term supplementary effects, and some may be permanent replacements and lead to a decline in a certain industry, such as the impact of electric vehicles as a substitute for fuel engines on the automotive market.

Threat of new entrants

New entrants to the automotive industry usually bring large amounts of resources and additional production capacity, and demand market share. In addition to a perfectly competitive market, new entrants to the industry may shake the entire automotive market. This is especially true when entering a certain industry step by step and purposefully. The severity of the threat of new entrants depends on the possibility and barriers to entry for a new company to enter the automotive industry.

2.5 SWOT analysis of Chinese brand cars

2.5.1 Strengths

1. Latecomer advantage

China's auto industry started late. Compared with well-known brand cars, my country's independent brands lack competitiveness. However, by observing and understanding the development history and experience of first-entry car companies, my country's local autos can avoid detours, exploit their strengths and avoid weaknesses, and find their own The entry point to better avoid industry risks. Effective use of latecomer advantages can transform one's own backwardness into a foundation for rapid growth and turn disadvantages into advantages. The prosperous road of Japan and South Korea's automobile industry is a strong evidence.

Before the automobile industry adopted Computer Aided Engineering (CAE) technology, the research and development of new cars took a long time, often several years, huge capital consumption, and high research and development costs for automobile companies. With the application of CAE technology, the efficiency of automobile research and development has been greatly improved, and the experiment consumes a lot of time. Time is shortened, the number of sample cars required is significantly reduced, and the R&D costs of car companies are greatly reduced.

2. Comparative advantage

The Chinese government has always been committed to supporting the automobile industry, providing an excellent institutional environment for the growth and

development of automobile companies, and providing a number of preferential policies. In addition, after the reform and opening up, China has always pursued policies centered on economic construction, and China's market economy The system has matured and improved. China's overall national strength has been significantly enhanced, and its international status has been significantly improved. China's GDP has continued to grow at an alarming rate in recent years, and its economic development has been vigorous and powerful. People's demand for cars is urgent and their purchasing power is strong, and cars have gradually become a society. The production and sales volume of China's auto market has surpassed that of the United States in 2009 to become the world's number one, and it has remained today.

3. Price advantage

High-end products in the automotive market often emphasize the content of technology. As they do not have advantages in technology, Chinese independent brand car companies focus on improving the cost-effectiveness of their products and focus on their development in relatively low-end markets. Produce and manufacture cheaper cars, such as minivans, SUVs, micro trucks and lower-priced cars. Relying on their competitive advantages in price, Chinese brand cars have more effectively expanded their share in the international market, and relatively low prices have become a powerful means for local car companies to expand into the international market. For example, the price of Chery SUV in Russia has a clear price advantage compared to similar cars in other Asian countries, and the price is more than 30% cheaper.

4. Cost advantage

The automobile industry is a labor, technology, and capital-intensive industry. During the rise of China's economy, low labor costs have always been an important advantage for many industries. China's automobile industry is no exception. Compared with the high labor compensation of European and American automobile powers, The labor cost of Chinese car companies is very low. In recent years, although China's advantages in labor costs have gradually decreased and labor costs have continued to rise, China still has labor advantages. First, my country's regional economic

development is not balanced. The economy of the northwestern region is relatively backward. Even if labor costs in the eastern coastal areas gradually increase, the economically backward regions such as the northwest can cushion the pressure of rising labor costs. Second, with the popularization of compulsory education and vocational education, the quality of labor in China still has a great advantage over labor in other labor markets. It can be seen that my country's labor cost advantage will continue for a long time.

2.5.2 Weaknesses

1. Weak vehicle technology

Although Chinese brands have developed rapidly in recent years, China's self-owned brand cars are still weak in vehicle technology, and progress in important electronic technology and powertrains is very slow. China's auto industry has weak auto parts supporting capabilities., Strong external dependence. In some core parts and components, Chinese auto companies have a high degree of external dependence, such as ABS, automatic transmission, engine management system and other parts.

2. Lack of influence in brand building

Since a company's brand influence will determine consumers' recognition and loyalty to the brand, the brand has become the key to market competition, and relevant Chinese independent auto companies have not established an influential influence in this regard. Brands, and related independent brands in China lack long-term plans to rely on brands to drive corporate development. First of all, self-owned brand products are mainly concentrated in the low-end market in China. Therefore, in the process of sales, companies have relatively weak brand marketing awareness, and the main sales method is to occupy the hearts of the public through low prices. This marketing method has a low profit margin, which is very unfavorable to the long-term development of the enterprise. Secondly, the company does not have the awareness of maintaining the brand, and lacks certain experience in brand management. The market share of Chinese brand automobile export target market is not stable enough, and the pioneering spirit

and development tenacity of the enterprise in the actual development process are insufficient, and it has not established a good brand image in the consumer market and consumer masses.

3. The service system is not perfect

At present, Chinese brand auto companies have achieved the integration of sales, service, and accessory information in domestic first- and second-tier cities. However, in the overseas business process, most companies only focus on sales and cannot perform good after-sales work for customers. The main reason for this phenomenon is the establishment of an after-sales service system. The investment and manpower far exceed the income that the company can obtain in the near future. This phenomenon of avoiding the important, insufficient investment and not being able to consider in the long-term is not conducive to the long-term sustainability of the company. development of. At the same time, this phenomenon will also lead to serious deficiencies in the construction of the marketing service network and parts supply services. Many parts for normal maintenance and repair of automobiles cannot be delivered to the franchised stores in time. This will cause relevant consumers to buy Chinese brand cars. Some concerns. For multinational joint ventures in various countries, the after-sales service system is not perfect, and other consumers will become bored. This phenomenon has become a bottleneck for Chinese auto competition in the global market, and it has harmed the auto export enterprises themselves. The interests of the automobile industry also affected the reputation of the entire automobile industry in overseas sales.

4. Lack of international talents, cross-cultural conflicts appear

When many Chinese companies enter foreign markets, they often face dissatisfaction caused by cultural conflicts. It is easy to encounter many problems in production and management. Domestic factories have stricter management of workers, pursue higher production efficiency, and pay less attention to workers' demands, and workers receive traditional collectivist ideas and are more accepting of this management model. In the West, however, it is more individualistic. Workers pursue individual freedom and resist stricter management methods. The official language of Russia is

Russian. It is difficult for managers to integrate the brand into the local market if they cannot communicate fluently in Russian and despite conducting a lot of preliminary research work. The major auto market countries outside of China are currently pursuing a capitalist system, and their economic and legal environments are quite different from those in China, and their life philosophy is even different. Chinese auto companies often need to adapt to a certain degree when entering overseas markets. period.

2.5.3 Opportunities

1. The overseas market has huge potential

Despite the obvious advantages of a strong automobile country and numerous strong brands, the Russian automobile market still contains huge potential and business opportunities for Chinese brand car companies. As an emerging market, Russia has a huge demand gap for low- and medium-end automobiles, and the profit margins of such automobile products are small. Most well-known foreign auto companies do not focus on them, so the market space is relatively large.

2. Opportunities brought by the Belt and Road Initiative

With the continuous advancement of the “Belt and Road” construction, it will promote exchanges and cooperation between China and Russia and neighboring countries, and at the same time consolidate the foundation for trade exchanges with related countries and create good policies and external condition. In addition, the cooperation content such as facility connectivity, unimpeded trade, and financial integration proposed in the "Belt and Road" construction document also provides a full range of guidance for the development of China's auto industry. The proposal of this strategy is beneficial to China Automobile companies have been treated with fair competition in relevant countries. Finally, with the continuous advancement of the “Belt and Road” construction, various countries along the route have formed a relatively complete international logistics network transportation system, which is more conducive to the reduction of automobile import and export costs.

2.5.4 Threats

1. Cost advantages continue to decrease

With the improvement of China's economic status and the rise of overall national strength, China's labor cost advantage is becoming less and less obvious. The overseas markets of China's auto industry are mainly concentrated in economically underdeveloped regions and emerging countries. The labor costs of these countries and regions are also relatively cheap, so the cost advantage of independent brand cars in the competition in these regions is gradually shrinking. At the same time, the Chinese government attaches great importance to environmental protection awareness and sustainable development, and places greater emphasis on environmental protection while developing enterprises and raising environmental pollution standards for enterprises. These will inevitably increase the cost of enterprises themselves and weaken their price advantages. In the export market, the renminbi has continued to appreciate in recent years, which has had a greater impact on self-owned brand cars that use low prices as their main means of competition.

2. Risk of policy fluctuations

The Russian government attaches great importance to and supports the development of the automobile industry, and policy support has continued to increase. The government continues to provide policy support and subsidies to Russian automobile manufacturing and related industries and places many restrictions on foreign automobile manufacturers. Although the Russian auto market has great potential, due to frequent fluctuations in government policies, it is very easy for Chinese automakers to experience major fluctuations in sales due to policy changes. The tariff policy in 2007 led to a significant drop in Chery's sales in Russia. In 2006, Chery's sales volume in Russia reached 10,768, and in 2007 it reached 37,000. By the end of 2007, Chery Automobile had nearly 60,000 in Russia. However, in 2007, for the sake of protecting domestic auto companies, Russia began to implement a new policy, canceling the preferential assembly policy of the auto industry, resulting in an increase in export

tariffs in the form of CKD to 30%, and OEMs also required OEMs. The fee increased to twice the original price, and the scale was also limited (10,000 units per year), and the cooperation between Chery and Avtotor was forced to terminate [61]. This led to a 58% year-on-year decline in sales of Chery Automobile in the Russian market in 2008, to only 15,700 vehicles, while sales in 2009 were only 4,919 vehicles.

3. There are uncertainties in multinational operations

Chinese brand car companies are facing many difficulties and uncertain factors in their crossover operations.

First, the standards in the Russian market continue to improve, and the market access requirements for vehicle safety performance, energy saving and emission reduction standards continue to increase. In order to adapt to a more severe competitive environment, the internal quality of Chinese brand cars must be continuously improved, and investment will increase accordingly, and the price advantage will be further weakened.

Second: Competitive pressure has increased. The low- and medium-end cars from Japan and South Korea have brought severe challenges to the export of Chinese self-owned brand cars, making the competition of Chinese self-owned brand cars in the Russian market increasingly fierce. In addition, the pressure of second-hand cars from automobile powerhouses should not be underestimated, especially Japanese used cars.

Third: In view of the transnational business model of automobile powers, automobile parts and components play a key role in the quality of the entire vehicle. Parts manufacturers need to actively cooperate with vehicle companies, and it is particularly important to provide corresponding products in a timely and complete manner. Therefore, Chinese car companies To expand the scale of transnational operations, it is necessary to mobilize the enthusiasm of component manufacturers, work together, and develop together.

3 ANALYSIS AND SUGGESTIONS FOR CHINESE BRAND CARS

3.1 Construction of marketing effect evaluation system

At present, most of the Chinese brand cars in the Russian market is in its infancy, the market share is low, brand awareness is insufficient. Therefore, the strategic goal is to improve brand awareness and reputation, expand the market scope, improve market share.

3.1.1 Design evaluation indicators

According to the 4P theory of marketing, adding two dimensions that are particularly important to the automotive industry: brand and service, we get six dimensions: brand, product, price, place, promotion, service.

Brand

For modern car consumers, the purchase of cars not only to take into account practical functions, but also to regard the car as an individual or family status symbol, highlighting the satisfaction of personal needs and desires, so in the cognitive aspects of the addition of a certain subjective component [62]. So set brand awareness and brand reputation two secondary indicators.

Product

Several key factors that people consider when considering buying automotive products can be used as secondary indicators: appearance, performance, reliability.

Price

Whether pricing is reasonable depends largely on whether the consumer is willing to pay, and the higher the brand premium, the better, within the range that the consumer is willing to pay. So, there is only one second-level indicator of consumer satisfaction under this dimension.

Place (Distribution)

In the distribution dimension, consumer accessibility and wait times are critical. Therefore, set dealer coverage and new product introduction speed for the second-level indicators.

Promotion

In the automotive industry, marketing is always carried out, so set two second-level indicators of promotion intensity and promotion frequency.

Service

Service can be simply divided into two parts, pre-sales service and after-sales service. Therefore, the second-level indicators under this dimension are: pre-sales service satisfaction, after-sales service satisfaction.

Table 3.1- Chinese brand cars in Russia marketing effect evaluation indicators

| First-level index | Second-level index |
|----------------------|----------------------------------|
| brand | brand awareness |
| | brand reputation |
| product | appearance |
| | performance |
| | reliability |
| price | consumer satisfaction |
| Place (Distribution) | dealer coverage |
| | new product introduction speed |
| promotion | promotion intensity |
| | promotion frequency |
| Service | pre-sales service satisfaction |
| | after-sales service satisfaction |

3.1.2 Methods for determining the weight of indicators

This paper will use the main objective combination of the empowerment method, by adding mathematical calculation method to improve the scientific process of the empowerment process. The more widely used is the analytic hierarchy process, that is, AHP, AHP can be a good enterprise or supply chain of multi-objective decision-making

issues layered, gradually determine the weight of an element, the specific content of the indicator data, the decision-making process can also become quantifiable. However, this method the consistency test calculation of the discrimination matrix is huge, and it is not influenced by the subjective factors of human beings and cannot reflect the subjective judgment of human beings. Therefore, this paper integrates fuzzy theory with analytic hierarchy process to obtain fuzzy analytic hierarchy process.

The process can be found below:

List the layer structure, the highest level represents the optimal goal, the middle layer represents the relevant elements of the optimal scheme, the bottom layer represents the expert evaluation. Get the relationship matrix of layers, the rules are:

When B_i is more important than B_j , $r_{ij}=1$.

When B_i is as important as B_j , $r_{ij}=0.5$.

When B_i is less important than B_j , $r_{ij}=0$.

Build a fuzzy aligning between hierarchies:

$$r_i = \sum_{k=1}^n r_{ik} \quad (1, 2 \dots n) \quad (1)$$

$$f_{ij} = \frac{r_i - r_j}{2n} + 0.5 \Rightarrow F = (f_{ij})_{n \times n} \quad (2)$$

Calculate the sort in one single layer:

$$s_i = (\prod_{j=1}^n r_{ij}) / n \quad (3)$$

$$\bar{s}_i = \frac{s_i}{\sum_{j=1}^n s_j} \quad (i = 1, 2, \dots, n) \quad (4)$$

$$W_0 = (\bar{s}_0, \bar{s}_2, \dots, \bar{s}_n)^T \quad (5)$$

W_0 represents the weight of this layer of element B to the upper layer of element A.

Total sorting of levels:

$$W_n^1 = \prod_{k=2}^{k=n} W_k^{k-1} = W_n^{n-1} W_{n-1}^{n-2} \dots W_3^2 W_2^1 \quad (6)$$

$W_k^{k-1} = (W_1^k W_2^k \dots W_{k-1}^k)$ represents the weight of the elements of the k level to the elements of the k-1 level.

3.1.3 Marketing effect evaluation analysis

Divide marketing effect evaluation A into six dimensions, set brand, product, price, place, promotion, service as B1, B2, B3, B4, B5, B6. So, A-B relation matrix shown as follow:

Table 3.2- A-B relation matrix

| A | B1 | B2 | B3 | B4 | B5 | B6 |
|----|-----|-----|-----|-----|-----|-----|
| B1 | 0.5 | 0 | 1 | 1 | 1 | 1 |
| B2 | 1 | 0.5 | 1 | 1 | 1 | 1 |
| B3 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 |
| B4 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 |
| B5 | 0 | 0 | 0.5 | 0.5 | 0.5 | 0 |
| B6 | 0 | 0 | 1 | 1 | 1 | 0.5 |

The fuzzy consistency matrix is shown below:

Table 3.3- A-B fuzzy consistency matrix

| A | B1 | B2 | B3 | B4 | B5 | B6 |
|----|------|------|------|------|------|------|
| B1 | 0.5 | 0.47 | 0.75 | 0.75 | 0.75 | 0.58 |
| B2 | 0.53 | 0.5 | 0.83 | 0.83 | 0.83 | 0.67 |
| B3 | 0.25 | 0.17 | 0.5 | 0.5 | 0.5 | 0.33 |
| B4 | 0.25 | 0.17 | 0.5 | 0.5 | 0.5 | 0.33 |
| B5 | 0.25 | 0.17 | 0.5 | 0.5 | 0.5 | 0.33 |
| B6 | 0.42 | 0.33 | 0.67 | 0.67 | 0.67 | 0.5 |

Result:

$$S = (0.0096 \ 0.0169 \ 0.0003 \ 0.0003 \ 0.0003 \ 0.0035)$$

$$\bar{S} = (0.3107 \ 0.5469 \ 0.0097 \ 0.0097 \ 0.0097 \ 0.1133)$$

$$W_0 = (0.3107 \ 0.5469 \ 0.0097 \ 0.0097 \ 0.0097 \ 0.1133)$$

Set brand awareness and brand reputation as P1 and P2.

Table 3.4- B1-P relation matrix

| | | |
|----|-----|-----|
| B1 | P1 | P2 |
| P1 | 0.5 | 0 |
| P2 | 1 | 0.5 |

The fuzzy consistency matrix is shown below:

Table 3.5- B1-P fuzzy consistency matrix

| | | |
|----|------|------|
| B1 | P1 | P2 |
| P1 | 0.5 | 0.25 |
| P2 | 0.75 | 0.5 |

Result:

$$S = (0.0625 \ 0.1875)$$

$$\bar{S} = (0.25 \ 0.75)$$

$$W_p = (0.25 \ 0.75)$$

Set reliability, appearance, performance under the product dimension as C1, C2, C3

Table 3.6- B2-C relation matrix

| | | | |
|----|-----|-----|-----|
| B2 | C1 | C2 | C3 |
| C1 | 0.5 | 1 | 1 |
| C2 | 0 | 0.5 | 0.5 |
| C3 | 0 | 0.5 | 0.5 |

The fuzzy consistency matrix is shown below:

Table 3.5 -B1-P fuzzy consistency matrix

| | | | |
|----|------|------|------|
| B2 | C1 | C2 | C3 |
| C1 | 0.5 | 0.75 | 0.75 |
| C2 | 0.25 | 0.5 | 0.5 |
| C3 | 0.25 | 0.5 | 0.5 |

Result:

$$S = (0.0937 \ 0.0208 \ 0.0208)$$

$$\bar{S} = (0.6928 \ 0.1536 \ 0.1536)$$

$$W_c = (0.6928 \ 0.1536 \ 0.1536)$$

Because there is only one indicator in the price dimension, we can get weight directly.

The two indicators under the distribution dimension are of the same importance, so both weights are 0.5.

The two indicators under the service dimension are of the same importance, so both weights are 0.5.

The two indicators under the promotion dimension are of the same importance, so both weights are 0.5.

In summary, we can get the weights of the evaluation index of Chinese brand car's marketing effect in Russia.

Table 3.6- Chinese brand cars in Russia marketing effect evaluation index weight

| First-level index | Weight | Second-level index | Weight |
|----------------------|--------|----------------------------------|--------|
| brand | 0.3107 | brand awareness | 0.25 |
| | | brand reputation | 0.75 |
| product | 0.5469 | appearance | 0.1536 |
| | | performance | 0.1536 |
| | | reliability | 0.6928 |
| price | 0.0097 | consumer satisfaction | 1 |
| Place (Distribution) | 0.0097 | dealer coverage | 0.5 |
| | | new product introduction speed | 0.5 |
| promotion | 0.0097 | promotion intensity | 0.5 |
| | | promotion frequency | 0.5 |
| Service | 0.1133 | pre-sales service satisfaction | 0.5 |
| | | after-sales service satisfaction | 0.5 |

After obtaining different indicator data, conduct a questionnaire design, divide the indicator scores into five levels, respectively correspond to 100, 80, 60, 40, and 20, and distribute them to 10 experts for evaluation and finally unified statistics. The expert scoring method is that if 3 experts score an indicator as 100, the score under 100 will be 0.3, so that the scores given by all experts are listed into a matrix. Multiply the weight obtained by the previous layer to obtain the result.

Brand

$$F_p = \begin{bmatrix} 0 & 0.2 & 0.3 & 0.5 & 0 \\ 0 & 0.1 & 0.6 & 0.3 & 0 \end{bmatrix}$$

The metric weight under this dimension based on the fuzzy analytic hierarchy process:

$$W_p = (0.25 \quad 0.75)$$

According to the principle of maximum membership, the final score of this dimension indicator is:

$$W_p * F_p * \begin{pmatrix} 100 \\ 80 \\ 60 \\ 40 \\ 20 \end{pmatrix} = 55.5$$

Product

$$F_c = \begin{bmatrix} 0.1 & 0.3 & 0.4 & 0.1 & 0.1 \\ 0.1 & 0.3 & 0.5 & 0.1 & 0 \\ 0.1 & 0.3 & 0.5 & 0.1 & 0 \end{bmatrix}$$

The metric weight under this dimension based on the fuzzy analytic hierarchy process:

$$W_c = (0.6928 \quad 0.1536 \quad 0.1536)$$

According to the principle of maximum membership, the final score of this dimension indicator is:

$$W_c * F_c * \begin{pmatrix} 100 \\ 80 \\ 60 \\ 40 \\ 20 \end{pmatrix} = 65.2$$

Price

$$F_j = [0.3 \quad 0.4 \quad 0.2 \quad 0.1 \quad 0]$$

According to the principle of maximum membership, the final score of this dimension indicator is:

$$W_j * F_j * \begin{pmatrix} 100 \\ 80 \\ 60 \\ 40 \\ 20 \end{pmatrix} = 78$$

Place (Distribution)

$$F_d = \begin{bmatrix} 0.1 & 0.5 & 0.4 & 0 & 0 \\ 0 & 0.2 & 0.5 & 0.3 & 0 \end{bmatrix}$$

The metric weight under this dimension based on the fuzzy analytic hierarchy process:

$$W_d = (0.5 \quad 0.5)$$

According to the principle of maximum membership, the final score of this dimension indicator is:

$$W_d * F_d * \begin{pmatrix} 100 \\ 80 \\ 60 \\ 40 \\ 20 \end{pmatrix} = 66$$

Promotion

$$F_t = \begin{bmatrix} 0.1 & 0.3 & 0.5 & 0.1 & 0 \\ 0.2 & 0.2 & 0.5 & 0.1 & 0 \end{bmatrix}$$

The metric weight under this dimension based on the fuzzy analytic hierarchy process:

$$W_t = (0.5 \quad 0.5)$$

According to the principle of maximum membership, the final score of this dimension indicator is:

$$W_t * F_t * \begin{pmatrix} 100 \\ 80 \\ 60 \\ 40 \\ 20 \end{pmatrix} = 71$$

Service

$$F_s = \begin{bmatrix} 0.1 & 0.4 & 0.5 & 0 & 0 \\ 0 & 0.3 & 0.5 & 0.2 & 0 \end{bmatrix}$$

The metric weight under this dimension based on the fuzzy analytic hierarchy process:

$$W_s = (0.5 \quad 0.5)$$

According to the principle of maximum membership, the final score of this dimension indicator is:

$$W_s * F_s * \begin{pmatrix} 100 \\ 80 \\ 60 \\ 40 \\ 20 \end{pmatrix} = 67$$

Add the product of the scores of the six dimensions and the weights of the dimensions to get the final score:

$$S_t = 62.6$$

The final score is not satisfactory. According to the calculation result, the effect evaluation of each dimension can be obtained. The lowest score on the brand dimension may be related to the lack of focus on brand strategy in the early stage of entering the Russian market. The brand awareness score under the brand dimension is low. Chinese brand automobile companies should pay attention to brand marketing in the future, especially to increase brand awareness. Secondly, the low score is the product dimension, indicating that the quality of Chinese brand cars is poor, and the impression of unreliability has been deeply rooted. To change this situation requires not only good products, but also marketing efforts. In the product dimension, fortunately, there is a

tendency to reverse the impression of curing in terms of appearance and performance. The distribution and service dimensions have average scores, and the sales and price dimensions are the best. However, all dimensions are far away from the company's strategic goals, so all dimensions need to be strengthened.

3.2 Analysis of Chinese brand car's marketing strategy

As a rising star of the automotive industry, Chinese brands to keep a steady foot in the Russian market, successful marketing strategy is especially important.

3.2.1 Brand strategy

Importance of implementing a brand strategy

For a long time, Chinese auto products have given people a brand image of "low quality and low price" in the international market, which seems to have become a common practice. Moreover, while China's auto exports have made considerable progress, the actual profit growth rate has not been correspondingly improved. The export of automotive products, especially complete vehicle products, is not only a simple concept of manufacturing output, it also reflects the comprehensive strength of a country's automotive industry in terms of design, research and development, after-sales service, and maintenance [63]. The development of China's automobile industry has been short, especially for its own brands, whose quality has not yet been able to compete with the products of developed countries. The accumulation of technology and brand cultivation also lags behind foreign automobile products. Self-owned brands have high configuration and low prices. The phenomenon that cars of the same grade can only be sold at low-grade prices has a lot to do with the technology, products, and services of self-owned brands, but the brand itself is also a very important factor, and it is becoming more and more important. Significantly, especially under the trend of homogenization of automotive technology, products, and services. Therefore, self-owned brand enterprises should continuously strengthen their brand building and development while gradually improving their own level. The key to brand building and

development is to choose a brand strategy suitable for their own development according to the industry and enterprise status and development trends [64].

Content of brand strategy

Brand strategy is mainly divided into single brand strategy, multi-brand strategy and composite brand strategy.

Single brand strategy, also known as same brand strategy or unified brand strategy, refers to the use of the same brand for multiple products of an enterprise. According to the degree and scope of singulation, single brand strategy can be divided into product line single brand strategy and cross product line single brand strategy, a complete single brand strategy. Product line single-brand strategy is a partial single-brand strategy, which refers to the use of a unified brand for products on the same product line. The cross-product line single-brand strategy is also a partial single-brand strategy, but the scope is larger than the product line single-brand strategy, and it is cross-product line. A complete single-brand strategy means that all products produced by a company use the same brand, and the general brand name is the name of the company.

The composite brand strategy refers to assigning two or more brands to the same product, which is divided into annotated brand strategy and cooperative brand strategy. Annotated brand is the most basic composite brand strategy. That is, two or more brands appear in a product at the same time, one of which is the annotation brand, and the other is the leading brand of the product. The leading brand explains the product's function, value, and purchase object, while the annotation brand provides support and credit for the leading brand. The annotation brand is usually a corporate brand, which appears in many product brands of a company. Note: Brands are generally used by companies to produce two or more products of different nature or quality at the same time. At the same time, it also requires that the leading brand should have a higher reputation and a better market reputation [65]. Cooperative brand strategy mainly refers to the simultaneous appearance of the brands of two companies on one product.

The multi-brand strategy refers to the use of different brand names for different products of a company. Generally, there are two situations in which the multi-brand

strategy is applicable: one is that there are many types of products in the company, and the difference is very large; the other is to promote various brands within the company Competition between. The advantages and disadvantages of various brand strategies are shown in the table:

Table 3.7 -Brand strategies' advantages and disadvantages

| Brand strategy | | Advantage | Disadvantage |
|--------------------------|--|---|---|
| Single brand strategy | Product line single brand strategy | Conducive to the establishment of a unified brand image; easy to extend the product line; get the brand scale efficiency, cost savings | Brand extension is restricted by the range of product lines |
| | Cross product line single brand strategy | Conducive to the establishment of unified brand characteristics; conducive to centralized brand promotion, saving cost | Brand personality is not clear |
| | Complete single brand strategy | It is conducive to the promotion and expansion of products; it can reduce the publicity cost of new products; it also helps to show the strength of the company and shape the corporate image | It is not conducive to the individual promotion of the product; it is not conducive to the vertical extension of the brand, and it is easy to cause a mistake to damage the whole |
| Composite brand strategy | annotated brand strategy | It can not only realize the sharing of advantages, but also highlight the differences of each product | The requirements for the design, adaptability and brand promotion of the annotation brand are relatively high |

End of table 3.7

| | | | |
|----------------------|----------------------|--|---|
| | Cooperative brand | Can better indicate the nature or characteristics of the product; achieve complementary advantages and resource sharing; improve the visibility of their own brand, expand sales, and increase market share. At the same time, it saves costs and shortens the time for products to enter the market | The requirements for the joint brand are high: it must have the same brand value and market positioning; the functions cannot overlap too much, and the complementarity cannot be too strong. At the same time, the rights and obligations of the partners must be clearly defined, etc., and the joint must be selected from a strategic height. Object |
| Multi-brand strategy | Multi-brand strategy | It is conducive to expanding market coverage, meeting the needs of market segments, while obtaining the benefits of brand switching, stimulating internal vitality of the company, avoiding the linking effect under a single brand, and improving the company's ability to resist risks | Increased promotion costs and the danger of self-competition consume corporate resources and increase the difficulty of brand management |

Suggestion of brand strategy

Brand strategy has its own advantages and disadvantages, so we must be cautious in the choice of strategy and do our best. After 100 years of competitive development, mergers and reorganizations, and survival of the fittest, the world's auto industry has formed an oligopoly. However, the development time of my country's own-brand auto companies and their own brands is very short. Compared with the multinational auto giants, their strength is very weak. If the limited resources are dispersed among several or more brands, the various brands will gain Resources and support will inevitably be reduced. In this case, the chance of success in the fierce market competition is very

small. Therefore, independent brand enterprises should concentrate all resources to build a brand. Furthermore, the market-oriented operation of my country's auto companies started late, the operation time is relatively short, and the brand building ability and experience are lacking. It is difficult to do a good job under such a background, let alone do a good job of multiple brands.

At present, Great Wall Motors has adopted a multi-brand strategy to develop its own brands in the Chinese market and has launched personalized and differentiated products for each market segment. It hopes to better meet the different needs of different consumer groups and obtain more segments. More share of the market. But now in the Russian market, a single brand strategy is adopted, resources are concentrated to shape the Haval brand, and only GWM pick up, which has stable demand in the previous stage, is retained. This will allow more target consumer groups to better understand and accept the brand, thereby promoting the current situation. Some sales and increase market share and lay a good foundation for the entry of subsequent products; at the same time, it can reduce the cost of promotion, promotion and sales. It is worth mentioning that the adaptability of single brand strategy is also relatively strong. With the extension of the company's product line and the expansion of the scale of the company, the company can choose the product line single brand strategy, cross product line single brand strategy and complete single brand strategy accordingly. brand strategy.

3.2.2 Product strategy

The actual requirements of product life cycle, changes in consumer demand, the development of science and technology, and the intensification of market competition all force companies to continuously develop new products. In an open international environment, an automobile company that has not developed core technologies and cannot independently develop its own brand will no longer exist. For self-owned brand cars to gain a competitive advantage in international marketing, they must work hard on product development.

Chery Automobile is a model of new product development for Chinese brand cars. Take Chery as an example. Since Chery's first engine was rolled off the assembly line and successfully ignited in 1999, it has been focusing on market demand and stepping up development. There are qq3 vehicles put on the market within ten years. , Qq6, A1, Cowin, Son of Orient, Cross, Tiggo 3, Ruilin 2, Karry 3, and dozens of products in ten series, spanning from miniature family cars to urban leisure SUVs, Chery has a more complete product structure. And in terms of engine research and development, Chery is also in the forefront of its domestic counterparts. In 2005, Chery's ACTECO engine was ignited off the assembly line, and Chinese cars began to have a "Chinese core". In 2007, the four-stroke motorboat engine developed by the company rolled off the production line, which was the first independently developed four-stroke motorboat engine in China. The continuous advent of new products has continuously improved the brand and international image of Chery Automobile, and has gained a competitive advantage for Chery Automobile's export. By 2010, Chery, which was already the largest sales volume of its own brand at the time, began to make up its mind to transform and do comprehensive positive research and development. Chery continued to build well-known product series such as ARRIZO, TIGGO, and high-end brand EXEED and series of products. Its joint ventures have brands such as Jaguar, Land Rover, Qoros, and Kaiyi. During this period, Chery's technical test center was officially put into use. The test capabilities of the test center cover vehicle and parts reliability, stability, NVH, safety, environmental adaptability, power, economy, electronic appliances, air-conditioning systems, more than 2,600 types of experimental development and verification of 23 professional modules including cooling systems, emissions and materials. The test technology center can meet the test and verification requirements for the development of 30 new models and the production of 2 million vehicles every year, laying a solid hardware foundation for subsequent development. Now the third generation ACTECO series 1.6T engine has been applied to Tiggo 8, and its outstanding performance has won widespread praise in the industry. Starting from the second-generation ACTECO series engines, Chery has dared to provide the engine with an

ultra-long warranty of 1 million kilometers for 10 years. This is also the first in China, demonstrating Chery's super confidence in its engine technology [66].

As a means of transportation, cars have similar functional requirements. However, the current car technology is quite mature and basically finalized. Whether it is a domestic car or a foreign car, the appearance and function are basically the same. Therefore, as a durable consumer product, its applicability is very high. It does not need to be large. The changes can be exported. However, because self-owned brand auto companies conduct multinational operations, there are differences in the car consumption culture, driving habits, emission standards, and living habits of various countries, and this difference will inevitably lead to different requirements for cars.

Take the Chinese and Russian automobile consumption culture as an example. The former belongs to "ownership consumption" and the latter is "enjoy consumption". The difference between the two can be determined by purchasing motivation, key functions, focus, judgment criteria and pursuit of goals. Reflect in all aspects. Since the main motivation for domestic consumers to buy a car is to "own", it is logical that the special attention to the appearance and the reaction of others are the main criteria for judging. Russian consumers who are motivated by "enjoyment" treat cars only as a means of transportation. It is natural that they are practical and comfortable and care about their own feelings. Similarly, automobile consumers in China and Russia have different requirements for quality. Russian consumers pay special attention to automobile quality. For example, they are very concerned about quality factors that domestic consumers don't pay much attention to, such as wind drying, high-speed stability, safety configuration, and impact resistance. Therefore, Chinese brand cars should conduct in-depth research on the automobile consumption culture and value orientation of the Russian market, as well as the different understanding of the quality of automobiles in the Russian market, and use this to guide product design and development, value selection and value communication.

3.2.3 Price strategy

Price is the most active factor in the marketing mix. It is directly related to the market's acceptance of products, affects market demand and corporate profits, and involves the interests of producers, operators, consumers and other aspects. Although non-price factors are increasingly being valued, price is always an important means of competition, and price strategy occupies a very important position in Russian marketing. If the price is set reasonably, there will be more consumer surplus, and the products will sell well. While making profits, the company can also greatly increase its market share, and naturally its international competitiveness will be strengthened. Generally speaking, when setting prices, companies must consider their pricing objectives, product costs, market demand, and competitors' products and prices. There are three basic pricing strategies to choose from: skimming pricing, penetration pricing, and follow-up pricing. Which pricing strategy is more suitable depends on the specific situation.

Skimming pricing means that when a company's products enter a foreign market, they set the price of the product very high in order to grab the maximum profit. Skimming pricing applies to one of the following conditions: first, there are no competitors in the market; second, there are enough buyers in the market, and their demand is inelastic; third, the added value of the income brought by the high price is enough to make up for the resulting value Cost added value; fourth, high prices give the impression of high-end products. However, as a highly internationalized product, there is basically no undeveloped seller's market for automobiles. In addition, the scale benefits of the automobile industry are relatively obvious, and most automobile manufacturers cannot make their products behave like Rolls. Les is so honorable. Therefore, the strategy of skimming the price of fat is completely impossible for Chinese auto companies with independent brands. Penetration pricing means that products enter the market at a lower price to attract customers and increase market

share. Once they have achieved the desired market share, international companies will raise prices to make up for the costs and at the same time obtain corresponding profits. Companies must meet certain conditions to adopt penetration prices: first, market demand is extremely sensitive to prices, and low prices will stimulate a sharp increase in market demand; second, the production costs and operating expenses of the company's unit products will be brought along with low prices. The increase in sales of the products has rapidly decreased, and the final result is an increase in total profit; third, the company has strong financial resources and can afford the initial loss. Compared with well-known automobile companies at home and abroad, its cost advantage is not obvious. Therefore, for most self-owned brand auto export companies, it is not advisable to adopt penetration prices.

For Chinese auto companies with independent brands, their current comprehensive strength is still far from that of multinational auto companies. This is destined to be neither a market leader nor a challenge to the market. Those who can only be market followers. In the face of the existence of multinational automobiles in the target market and the self-competition between Chinese brand auto companies, follow-up pricing is a correct pricing strategy. If there is a need to expand the market in a short period of time, an appropriate price reduction is also advisable.

3.2.4 Place(distribution) strategy

Automobile sales involve transportation, storage, inventory control, pre-sales, in-sales, and after-sales services. Reasonable arrangements for these activities and correct selection of distribution channels are conducive to the expansion of product sales in the process of internationalization, speeding up capital turnover and reducing Circulation costs. Experience has shown that channels often play a key role in the success of automotive cross-border marketing. In order for Chinese brand cars to occupy foreign markets, they must strive to integrate operation, after-sales service, and spare parts, and

use high-quality services to dispel customers' worries about using their products. This will inevitably require them to work hard on distribution channels.

There are three common ways of distribution channels to enter the international automobile market: one is to cooperate with the sales channels of the target country and use partnership channels to sell; the other is to rely on independent dealers in the target country, and the two are contract sales. Relationship; the third is to establish a direct sales division of the manufacturer's wholly owned holdings. Although the first type can save costs and achieve the purpose of using the other party's channels to quickly enter the target market, it is difficult to select and control partners. The second advantage is that it can save investment in channel construction. The disadvantage is that it has weak control over channel sales, poor feedback from the market and consumers, and large uncertainty in channel efficiency. The third type has greater investment in channel construction than the first two, and once it succeeds, the benefits will also be greater. Which channel method to enter the Russian market is more suitable for the current Chinese independent brand auto companies? This depends on the specific circumstances of each enterprise. For relatively weak Chinese brand auto companies, due to their own limitations, they cannot establish their own sales system and after-sales service system in the Russian market. It is wise to choose local agents; while in the Russian market, choose to have sales. It is also advisable to cooperate with powerful and influential agents to build factories, and then use the sales network of partners to sell products and provide after-sales service; for stronger enterprises, from the perspective of long-term development, the third entry method should be chosen.

In view of the reality that most Chinese brand auto companies choose the second way to enter the Russian market, the point that should be emphasized is that they must be cautious in the selection of agents and can be carried out in an open manner in the target market. "Select" to achieve the purpose of promotion. Unfortunately, Great Wall Motors encountered a setback in the distribution of Russia.

Russia's "Ilito" is the distributor of Great Wall Motors in the Russian market. It is responsible for assembling and selling Great Wall's vehicles in Russia. During the

period when it was selling Great Wall's models as a Russian dealer of Great Wall Motors, "Irito" has done a total of Great Wall Motor sold 76,000 vehicles, but "Irito" used some illegal means to transfer most of the company's sales. The amount involved was approximately US\$50 million, equivalent to RMB 300 million [66].

Fortunately, in the later Great Wall Motors' marketing strategy, it explored location advantages in accordance with local conditions, looked for breakthroughs in the Russian market, and cleverly used the principle of "point, line and surface" to cut into the Russian market. The distribution model was called "selective distribution." The so-called "point, line and surface" principle is that when companies enter the target market, they must start small, first find the key points, then expand it into a network, and finally connect to form a transportation line.

The biggest advantage of this principle is that it can quickly avoid large companies and use its own advantages to carry out large-scale distribution, credit sales and large-scale advertising investment. When the capital and brand influence are still small, it quickly enters the market to form a stable market and a certain customer group. This is undoubtedly an effective way for China's own brand cars to open up the international market. Furthermore, Great Wall Group chose to establish a factory in Tula for localized production, and the expanded production capacity can be quickly digested by the previously laid-out distribution network. It is worth mentioning that localized production has also allowed the Haval brand to obtain orders from the Russian Federation Army.

3.2.5 Promotion strategy

From the perspective of marketing, promotion means that companies use personnel and non-personnel methods to communicate information between companies and consumers, triggering and stimulating consumers' desires and interests, and making purchases. As far as the status quo of the internationalization of Chinese auto companies is concerned, the gap between Chinese brand auto products and products of multinational companies of the same grade in terms of technology, quality, and

environmental protection is gradually narrowing. In response to the increasingly fierce homogeneity competition in the auto industry, Chinese brand auto companies use their brand effects to increase their visibility and reputation through promotion, stimulating actual demand, and cultivating potential demand is undoubtedly a way out. Promotion can be divided into personnel sales, advertising, public relations, and business promotion. Enterprises must consider their product factors when formulating sales promotion strategies. As a kind of durable consumer goods, automobiles have their own characteristics in terms of promotion. The use of television media, online media, and various auto shows, and other advertising forms are all extremely effective means of publicity. A set of interlocking communication management mechanisms, and its rigorous planning, adaptable strategy flexibility and the organic combination of the overall image of the company can ensure the scientific and consistency of advertising, and at the same time, it can strengthen the brand image of automobile companies.

Public relations, a promotional tool, plays an extraordinary role in the initial stage of a company's entry into the target market. In the early stage of entering the target market, there are many things in all aspects and heavy public relations tasks. However, using public relations as a means of promotion has low cost, wide influence and high credibility, which plays a very important purpose for the establishment of automobile brands. In the initial stage of international marketing, self-owned brand cars should focus on public relations, attract high-quality public relations talents, and use advertising as a supporting measure; in terms of marketing and promotion, while adopting a variety of effective promotion methods for consumers, strive to improve middlemen The sales ability and cooperative attitude of the company and strengthen its control.

3.2.6 Service strategy

Automobile marketing services are always produced in the process of cooperation between customers and automobile dealers. The entire marketing service process is divided into pre-sale service, sale service and after-sales service. As an effective tool for

auto companies to participate in market competition and an effective measure to maintain customer satisfaction and loyalty under buyer's market conditions, auto after-sales service also plays a role in getting rid of price wars. After-sales service is both the focus and difficulty of Chinese brand automobile companies' marketing in Russia. The completeness of the after-sales service system will largely determine the market performance of the products. Therefore, while emphasizing the superior quality of automotive products, it is necessary to strengthen after-sales service to ensure Leading service. Strengthen the construction of the after-sales service system, plan and implement the service system and the sales system simultaneously to achieve the matching of the service network and the sales network and launch competitive service measures based on the actual conditions of different target markets.

By providing customers with warranty, establishing customer files, tracking services, etc., and starting from technical consultation, technical training, repair and maintenance service network, information feedback, customer complaint services, etc., the company's service concept is deepened into daily business activities., Make sure to do it: the service will follow to anywhere the car is sold.

3.3 Suggestions for Chinese brand car in Russian market

3.3.1 Enhance marketing innovation

Innovative marketing concepts, on the one hand, require that the production of enterprises must conform to changes in consumer demand, conform to the laws of market consumption, and better meet consumer needs; on the other hand, require that the production of enterprises must be ahead of consumers and guide consumer demand , To create consumer demand, that is to say, the company's international marketing philosophy must move from "adapting consumption" to "creating consumption", and from "sharing the market" to "creating a market." In the international market, a large number of innovative and fast-growing new companies have emerged, constantly replacing those lacking innovation and efficiency.

In the international market, marketing innovation should first be the innovation of marketing concepts (knowledge marketing, cultural marketing), followed by product innovation (such as product standard innovation, product quality innovation), and again as method innovation (such as online marketing, interactive marketing). Marketing, complementary marketing). The concept of continuous innovation can enable companies participating in international marketing to climb high and look far and open up a broader world. Self-owned brand cars implement marketing innovations when they carry out international marketing, and the use of differentiated marketing strategies is an important means of winning.

Advertising marketing is a traditional and effective marketing method that helps to demonstrate the power of brand products and establish a brand image in the minds of consumers. Well-known car manufacturers pay great attention to advertising. For example, sports events have a wide range of influence, and their main male spectators are also the main force of car consumption. Toyota Motor vigorously sponsors the football World Cup matches and invests a lot of advertising expenses to strengthen Its influence in the minds of consumers. Mercedes-Benz has also continuously deepened its brand image by sponsoring a number of sports events. However, Chinese auto companies lack targeted advertising measures when entering overseas markets, and it is difficult to establish brand awareness in a short time.

3.3.2 Improve brand image

Internationally, the image of a product is equivalent to the quality, value, and price of the product. A good corporate image helps to enhance the international competitiveness of the company, create a good external marketing environment, and create the best international marketing performance. Under the conditions of modern international competition, due to the general improvement of product quality and technology and the increasing variety of products, it is difficult to obtain a competitive advantage in the market by only relying on quality and service. Only those companies with good corporate image and good product image will have lasting vitality and will be

avored by consumers and the public. Visibility is a basic condition for an enterprise to participate in international competition. Shaping a good corporate image and carrying out effective image marketing play an important role in improving the competitiveness of an enterprise and promoting the improvement of its economic efficiency. Chinese brand automobile companies should pay attention to various strategies when building their image. For example, they can use certain things in society to build corporate image, public welfare activities to build corporate image, celebrities to build corporate image, and some reference organizations can also be used. Or conceptual leaders come to establish an image for the company or product, etc.

In short, with the rapid development of science and technology, Chinese brand automobile companies must be able to gain a foothold in the highly competitive international market and seek development and growth. Their marketing strategies must conform to the laws of modern consumption, and proper image marketing is indispensable. For example, in order to promote the overseas development of Chinese automobiles, strengthen its communication and interaction with consumers and international public opinion circles, and eliminate the lack of awareness of Chinese automobiles in the international community, Chery Automobile actively invited the Wall Street Journal, AFP, and The Associated Press and other international mainstream media visited Chery's factory. The development of this kind of activity not only enables the international community to understand Chery's general situation, but also establishes Chery's image as an open and transparent large enterprise, which has been universally recognized by the international media.

3.3.3 Facilitate information communication

The international recognition and reputation of China's manufacturing industry is poor. The reason is that China always focuses on "foundry" and "imitation" when exporting, and exports low-value-added products, especially automobile products exported by developed countries to China. No recognition. In this context, it is

extremely important to actively and effectively communicate with any Chinese auto company that wants to start a brand.

In traditional marketing, companies communicate with consumers one-way, introducing information about companies and products to consumers one-way through traditional media advertisements and product catalogs. Consumers are in a passive position to accept this product information, and companies cannot obtain feedback from consumers in a timely manner. The one-way flow of information between enterprises and consumers prevents enterprises from understanding the individual needs of consumers in a timely and accurate manner. Through the two-way communication of information, consumers can also design or make changes to products that meet their own special requirements according to their own needs and preferences, and then transmit the information to the manufacturer, who can quickly produce according to the consumer's customization. In this way, consumers can participate widely in production, sales or advertising, and they can gain self-esteem and pride psychologically and show their unique personality. This marketing method is fully in line with the laws of modern consumption.

At present, more and more international auto marketers have invested heavily in establishing their own information processing systems so as to be able to analyze customer demand trends, so as to formulate measures to retain old customers and open up new customers. This way, Chinese brand auto companies can also Draw on. Chinese brand auto companies can also disseminate their product information on Russian social media in multimedia, so that consumers can obtain information about companies and products online and conduct pre-purchase evaluations. In this way, companies conduct one-to-one marketing through two-way communication, so as to create new market demands with consumers. Every Chinese brand automobile company that conducts international marketing should be soberly aware that in the fierce international market competition, without grasping consumer information, it is impossible to understand the consumer's consumption pattern, and it is impossible to formulate an international Marketing strategy.

3.3.4 Clear brand positioning

Every brand has its own attributes, namely brand value. When the "intersection" of brand value and consumers' own value needs reaches a certain level, it will resonate, form brand preference, and generate purchase behavior. Therefore, accurate brand value positioning is a prerequisite for companies to enhance their brand power. Both the brand value of cars and the value system of consumers are composed of value elements of the same nature, including quality, reputation, service, personalization, affinity, trendy, passion, nature, technology, cost performance, and price. An automobile brand may involve all value elements, but one or several core value elements must be found out and accurately conveyed to consumers to strengthen the brand image in the minds of consumers. There have been successful precedents in the world, such as "Honda" and "Toyota" representing lightness and energy saving; "Cadillac" representing luxury and style; "Volvo" representing "safety"; and BMW representing "driving pleasure"; Mercedes-Benz Represents "fame and status"; and Ferrari represents "speed and individuality." The positioning of these brands caters to the different psychological and emotional requirements of consumers, establishes their own brand differentiation, highlights core values, and forms market resonance. No matter how the model changes, the connotation of the brand representative remains unchanged. Effectively increase consumer satisfaction and loyalty to the brand.

At present, Chinese automobile manufacturers often neglect to shape the individual characteristics of their own brands and lack clear brand positioning and overall brand planning. For the same brand of cars, there are often many different appeals, both pursuing excellent quality and advertised economic benefits; pursuing luxury and comfort, but also pursuing public satisfaction, resulting in blurred brand image and confusion of positioning, making it difficult for consumers to distinguish and choose. If the brand has not formed attractiveness to consumers, it is of course impossible to form brand loyalty. Therefore, if independent brands want to achieve substantial

development, they must clarify brand positioning and achieve personalized brand development.

3.3.5 Speed up cultural integration

When faced with different consumer groups in different countries, different markets, only the experience of a single market is often unable to deal with it. Using the experience of the existing market to open up new markets often results in unacceptable situations. For example, Chinese consumers prefer cars with large space and long wheelbases, and they think that such cars are more stylish and face-saving. Therefore, many foreign brands put in models in the Chinese market with larger volumes and longer wheelbases. In Europe, because of the narrow roads and inconvenient parking, cars with smaller volumes and more flexible operations are more popular. In Russia, consumers prefer to use strong cars to deal with the harsh winter weather. Of course, the humanized configuration of seat heating should also be standard.

In the process of expanding the Russian market, Chinese brand cars must fully consider Russian cultural elements and integrate the differences between Russian culture and their own culture to avoid cultural conflicts. Therefore, when developing the market, Chinese brand cars must be fully prepared, conduct in-depth market research, and must not blindly believe in successful experience in other markets. When developing overseas markets, cooperating with well-known local manufacturers or through mergers and acquisitions of well-known local companies is an effective way to quickly occupy the local market. For example, Geely's acquisition of Volvo, a well-known Swedish car brand, directly increased the reputation of privately-owned Geely and rapidly increased its brand influence. It not only leveraged Volvo's advanced car-making experience, but also improved Geely's own brand product strength and became more self-sufficient. Entered the international market with a loud advertisement. And because Volvo is a Nordic car brand, many business methods and design concepts are quite different from those of Chinese car brands, but Geely does not specifically interfere with Volvo's business methods, but respects its usual business model, and

finally presents Geely A win-win situation with Volvo. In the process of overseas market development, the ingenious integration of enterprises into local culture is extremely important to their own development, and speeding up cultural integration is conducive to the process of internationalization of enterprises.

In the process of internationalization of Chinese brand cars, local cultural elements must be fully considered, and the differences between local culture and their own culture must be integrated to avoid cultural conflicts. Therefore, while developing the Russian market, Chinese brand cars must strengthen cultural integration. In the process of opening the Russian market, the integration of enterprises into local culture is extremely important to their own development and speeding up cultural integration is conducive to the process of internationalization of enterprises. Under the trend of economic globalization, China's "One Belt, One Road" economic and trade policy involves the differences between Eastern and Western cultures in this process. Chinese independent brand car companies should pay more attention to the integration of Eastern and Western cultures. This will be great. To promote the economic development of both sides.

CONCLUSION

Russia is an important partner in China's economy, and the Russian market is an important overseas market for many Chinese brand cars. For Chinese auto companies looking to develop overseas, the Russian market is a good choice, and it is of great significance to explore the Russian market. Through the relevant theoretical knowledge, this paper analyzes the research of literature and related demonstration data, combined with the situation of Chinese automobile brands and the external environment of the Russian market, and summarizes the marketing strategy of Chinese brand cars to develop the Russian market, summarized as follows:

After decades of development, China's auto industry has gone from being backward and relying on imports to its own brands to overseas markets. Some Chinese auto companies, such as Great Wall Motor, Chery Automobile, Geely Automobile, etc., have experienced years of development and have become the leader in Chinese brand cars. Since the beginning of the twenty-first century, these have accumulated a wealth of international experience, but also have the ability and conditions for further development in the Russian market. And from the external environment, Chinese brand cars into the Russian market, whether from the political, economic, cultural, or technical point of view, Russia is suitable for cheap Chinese cars to open up overseas markets and will be the most potential overseas markets.

Through pest analysis and Porter five-force model analysis of the Russian market, we can get the opportunity, risk and competitiveness of Chinese brand cars in the Russian market. To clarify the marketing model of Chinese brand cars in the Russian market, and to analyze the marketing strategy of Chinese automobiles in the Russian market. And it is concluded that Chinese brand cars in marketing strength, brand influence and brand awareness with the world's auto giants are still far apart, so Chinese brand cars still need to continue to improve. The problems that arise in the development of the Russian market should also be continuously improved to better develop in Russia.

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