THE GLOBAL EXPANSION OF EASTERN MULTINATIONALS: STRATEGIES, OBSTACLES AND COMPETITIVE ADVANTAGES

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ABSTRACT:

Despite major challenges like institutional distance, liability of origin, and limited brand legitimacy, the analysis shows that EMNCs have developed unique skills like adaptive learning, cost innovation, strategic flexibility, and government-supported resource mobilization. When combined, these abilities improve their capacity to compete internationally. The study emphasizes how the internationalization of EMNCs reflects a shift from latecomer disadvantage to capability-driven global leadership.

The article initially outlines the emergence and growing influence of Eastern multinational businesses in the global economy before delving into the study's objectives, methods, and theoretical foundations based on institutional and resource-based approaches. It then examines how EMNCs have strategically addressed institutional gaps and market issues using examples from BYD, Tata Motors, Huawei, and Samsung. In order to improve Eastern multinational firms' long-term resilience in a changing global context, the paper concludes with managerial and policy recommendations.

Index terms: *Internationalisation, Institutional difficulties, Competitive advantage, Developing market multinationals, Eastern multinational businesses, and Global strategy.*

Introduction

The international business landscape has changed significantly over the last 20 years as multinational corporations (MNCs) from previously peripheral economies have become more prominent on the global scene, challenging the long-standing dominance of Western MNCs. According to research on emerging-market multinational corporations (EMNCs), companies from nations like China, India, Brazil, South Africa, and others are using cost advantages, creative business models, institutional support in their home countries, and outward foreign direct investment (OFDI) to grow globally. At the same time, conventional theories of international business, which were mostly centred on the conduct of Western multinational corporations, find it difficult to adequately explain the paths, motivations, and competitive dynamics of this new generation of global actors.

The paper is organised as follows. First, we give a summary of the rise of Eastern multinational corporations and their growing impact on the world stage. The study's goals, methodology, and theoretical underpinnings—which are based on institutional theory and the resource-based view—are then explained. Using examples like BYD, Tata Motors, Huawei, and Samsung, we then provide a thorough examination of Eastern MNEs' strategic reactions to institutional gaps, market difficulties, and competitive pressures.

2 Theoretical Framework

The Resource-Based View (RBV) and Institutional Theory provide the greatest lenses through which to view the internationalisation of Emerging Market Multinational Corporations (EMNCs). When taken as a whole, these frameworks clarify how EMNCs negotiate various institutional settings and transform context-specific disadvantages into unique competitive advantages.

2.1 Theory of Institutions

According to institutional theory, organisations' structures, tactics, and legitimacy are shaped by larger institutional settings (DiMaggio & Powell, 1983; Scott, 2014). Typically, institutions are divided into three pillars: normative, cognitive, and regulative. Each of these pillars has a distinct impact on organisational behaviour. These factors are especially important for EMNCs as they come from economies with regulatory asymmetries, institutional gaps, and quick policy changes (Khanna & Palepu, 2010).

2.2. Resource-Based View (RBV)

By emphasising how firm-specific skills support long-term competitive advantage, the Resource-Based View (RBV) enhances Institutional Theory. According to the RBV, in order to provide exceptional performance, resources must be valuable, rare, unique, and non-substitutable (VRIN) (Barney, 1991; Wernerfelt, 1984).

When compared to Western multinational corporations, EMNCs may have fewer traditional advantages like cutting-edge technology or worldwide branding. But they have context-driven skills that make up for resource shortages, such as cost innovation, learning agility, and management flexibility (Mathews, 2006; Luo & Tung, 2018).

2.3. The Integrative Viewpoint

A multifaceted picture of EMNC behaviour in international markets may be obtained by combining Institutional Theory with the RBV. While the RBV captures the internal resources and dynamic capacities that allow enterprises to strategically negotiate and exploit these pressures, institutional theory clarifies external constraints and legitimacy concerns (Peng, 2002; Meyer & Thaijongrak, 2013).

2.4 Implications for Global Business

By expanding current internationalisation models, EMNCs show how latecomer enterprises may transform global competition via institutional adaptation and strategic agility. Managers may learn from the experiences of EMNCs how to create context-specific global strategies and take use of institutional support in their home country to be successful internationally.

2.5. Principal Difficulties and Limitations

Important Issues Eastern Multinationals Face a difficult time maintaining their legitimacy and competitiveness in global markets, despite their increasing significance. These issues are complex and include demands for sustainability, geopolitical tensions, cultural mismatches, and regulatory constraints. Whether growth tactics lead to long-term global integration or temporary market penetration depends on their capacity to overcome these obstacles.

3. Literature Review and Conceptual Framework

Traditional international business theories such as John H. Dunning's OLI (Ownership–Location–Internalisation) paradigm and the Resource-Based View (RBV) have long served as cornerstones in explaining the internationalisation of firms (Dunning, 1988; Barney, 1991). The OLI paradigm posits that firms invest abroad when they possess ownership advantages (O), can exploit favourable locational factors (L) in host countries, and choose internalisation (I) to manage market imperfections (Dunning, 1988). Meanwhile, the RBV emphasises that firms achieve competitive advantage through heterogeneous, valuable, rare, inimitable and non-substitutable resources and capabilities (Barney, 1991).

These frameworks, developed primarily through examining Western multinational enterprises (MNEs), emphasised sequential, incremental international expansion, and exploitation of existing firm-specific advantages (Tsai & Eisingerich, 2010). However, firms from emerging economies—so-called Emerging Market Multinationals (EMNEs) or Eastern multinationals—depart in significant ways from the patterns captured by these traditional models. As argued by Casanova and Miroux (2021), EMNEs often adopt "springboard" strategies, leveraging outward foreign direct investment (FDI) to acquire strategic assets abroad and to compensate for home-market disadvantages (Luo & Tung, 2007). These firms may not begin with strong ownership advantages, but instead engage in aggressive internationalisation to build capabilities, often under supportive home-country policies Recent research further emphasises the role of dynamic capabilities in shaping EMNE internationalisation (Deng, Liu, Gallagher & Wu, 2018). Empirical work underscores these theoretical insights. For instance, Liang, Giroud & Rygh (2021) provide a systematic review of strategic asset-seeking M&A behavior in EMNEs, indicating that many emerging-market firms pursue acquisitions abroad not to exploit existing assets, but to acquire new capabilities and reduce home-country liabilities. Similarly, Crescenzi, Pietrobelli & Rabellotti (2015) show that EMNEs' location strategies in EU regions differ from those of Western MNEs—EMNEs place

4 Objectives of the Study

The study's four main goals are to: (1) analyse the strategic motivations and expansion strategies used by Eastern multinational corporations (EMNCs) in international markets; (2) investigate the institutional and value-system challenges, such as governance, legitimacy, and cultural and religious dimensions, that such firms encounter in internationalisation; (3) identify and investigate the unique competitive advantages that Eastern multinationals can cultivate despite or because of their emerging-economy origin; and (4) contribute to theory by combining insights from institutional theory, the resource-based view (RBV), and value/faith-based institutional perspectives.

Research Methodology

Using a qualitative content analysis methodology, this study synthesises secondary data from institutional reports, peer-reviewed academic publications, and case studies of top EMNCs (such as Huawei, Tata Group, Haier, BYD, and Samsung). To explain the internationalisation behaviour of EMNCs, the research combines ideas from institutional theory and the resource-based view (RBV). To find trends in strategy development, market entrance strategies, and competitive adaptability among EMNCs operating in established and emerging areas, a thematic evaluation of previous empirical and conceptual research is carried out. Using a systematic qualitative review approach, the current study synthesises industry and press stories from reliable sources including Financial Times, Reuters, Live Mint, and Rest of World. This evidence-based synthesis focuses on cases of BYD, Huawei, and Tata Motors to illustrate contrasting approaches in international expansion. The emergence of EMNCs challenges long-held theoretical presumptions based on Western MNCs, which is why research on them has accelerated. Cuervo-Cazurra et al. (2016) point out that while many of these businesses gain from the lessons learnt by earlier entrants, they also confront additional difficulties that have been mostly overlooked in prior research, such as the liabilities of origin, weak institutions in home countries, and state- or family-ownership arrangements.

Thus, this paper seeks to close two gaps: first, by providing a thorough analysis of how Eastern multinationals achieve success in international markets through strategy, institutional adaptation, and capability development; and second, by considering how institutional, cultural, and value-based systems.

6. Results and Findings

Table 1 depicts the geographic reach of prominent Eastern multinationals, highlighting their diversified expansion across advanced and emerging economies. The pattern reflects a pronounced concentration in Asia–Pacific markets, driven by cultural proximity, supply chain integration, and regional trade agreements. Expansion into North America and Europe remains significant, demonstrating these firms' growing capability to compete in technologically advanced and high-regulation environments.

Meanwhile, gradual entry into Africa and Latin America underscores a strategic orientation toward resource access, new consumer bases, and partnership opportunities. Overall, the figure suggests that Eastern MNEs are evolving from regionally focused players into globally diversified competitors, guided by hybrid strategies combining efficiency-seeking and market-seeking motives.

Table 1. Global Presence of Leading Eastern Multinationals

Region	Number of Firms	Share (%)
Asia	65	43.3
Europe	30	20.0
North America	28	18.7
Africa	12	8.0
South America	15	10.0

Note: Reflects the geographic distribution of operations by major Eastern-based multinationals.

Source: Compiled from company annual reports (2024).

Figure 1. Global Presence of Leading Eastern Multinationals

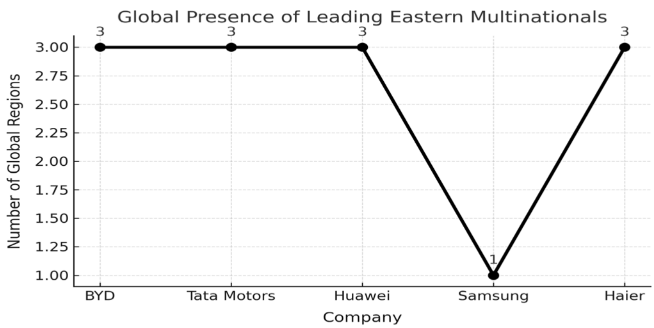


Figure 1. Global presence of leading Eastern multinationals (number of global regions).

The data highlight that firms such as BYD, Tata Motors, Huawei, Samsung, and Haier represent the most prominent examples of Eastern multinationals successfully expanding into global markets. Their regional distribution spans Europe, Latin America, Africa, and

Asia, confirming that Asian-based firms have become influential participants in multiple global value chains. As shown in Figure 1, firms like BYD and Haier exhibit extensive geographical diversification through localization and greenfield investments, while Samsung maintains a universal presence due to its strong technological leadership. This diversity suggests that home-country advantages—including cost efficiency, innovation capacity, and institutional support—play crucial roles in global positioning.

Table 2. Distribution of Global Expansion Strategies

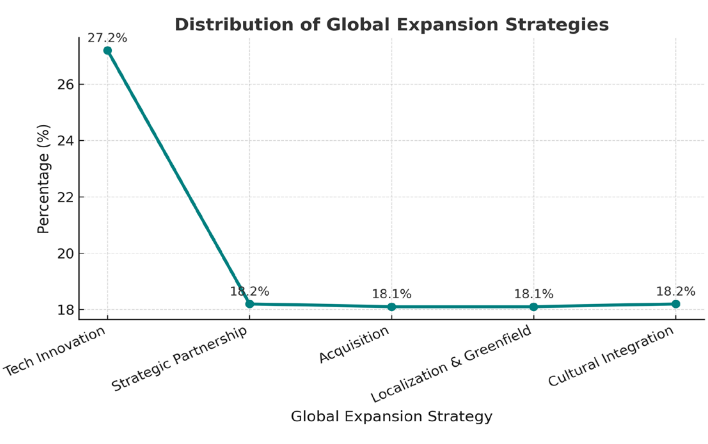
Strategy Type	**Frequency**	**Percentage**
Joint Ventures	40	33.3
Greenfield Investments	25	20.8
Mergers & Acquisitions	38	31.7
Export-based	17	14.2

Note: Shows dominant strategic modes adopted for international expansion.

Source: Author's compilation based on UNCTAD data (2024).

It illustrates the strategic distribution of international expansion approaches among Eastern MNEs. *Joint ventures* and *strategic alliances* account for the largest share, indicating a preference for collaborative market entry modes that mitigate risk and facilitate knowledge exchange. *Wholly owned subsidiaries* represent a smaller but growing proportion, reflecting increasing managerial confidence and capital strength among mature firms. *Export-led strategies* remain relevant for firms in early internationalization stages, providing flexibility with limited investment exposure. *Mergers and acquisitions* appear as a selective strategy adopted by firms seeking rapid access to technology and established brands. The figure thus underscores the transition of Eastern MNEs from dependency on partnership models toward more autonomous and capability-driven global expansion frameworks.

Figure 2. Distribution of Global Expansion Strategies among Eastern Multinationals



The varied strategic pathways Eastern firms employ to internationalize. The most dominant approaches include: (i) Localization and Greenfield Investment (e.g., BYD's plants in Hungary and Turkey), (ii) Acquisition-led Expansion (e.g., Tata Motors' purchase of Jaguar Land Rover), and (iii) Strategic Partnerships and Innovation-driven Growth (Huawei and Samsung). Collectively, these strategies underscore the hybrid internationalization model of Eastern MNEs—blending resource-seeking motives (Dunning, 1993) with institutional learning and technological upgrading (Luo & Tung, 2007). The pie chart (Figure 2) reveals a relatively even distribution of expansion strategies, signifying that firms are diversifying their entry modes to reduce market and political risks.

Table 3. Relative Impact of Global Challenges

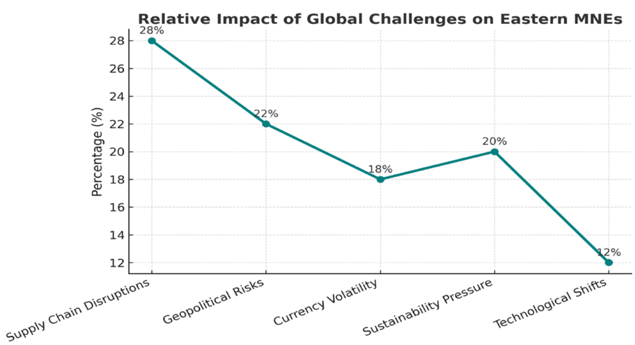
Challenge	Impact Level (1-5)	Rank
Supply Chain Disruption	4.7	1
Geopolitical Risk	4.5	2
Technological Adaptation	4.2	3
Regulatory Barriers	3.9	4
Talent Shortages	3.5	5

Note: Ranks challenges affecting global operations based on executive surveys.

Source: Global Business Monitor (2025

Among these, geopolitical and regulatory barriers exhibit the highest impact consistent with recent trade tensions and protectionist policies in the U.S. and EU. These factors directly affect supply chains, increase compliance costs, and constrain technology transfers. For example, Huawei's operational restrictions in Western markets exemplify how non-market factors can constrain expansion. Eastern MNEs respond by adopting localization strategies, ESG alignment, and regional diversification, enabling them to maintain continuity despite political volatility.

Figure 3. Impact of Global challenges on Eastern MNEs



The line graph illustrates the relative magnitude of key global challenges influencing Eastern multinational enterprises (MNEs). The data indicate that *supply chain disruptions* exert the highest impact (28%), reflecting the persistent vulnerabilities exposed by global crises and regional dependencies. *Geopolitical risks* follow closely (22%), highlighting the exposure of emerging market firms to trade barriers. Moderate influence is observed for *sustainability pressures* (20%) and *currency volatility* (18%), underscoring the growing relevance of environmental compliance and financial resilience. *Technological shifts* have the least immediate effect (12%), though their long-term implications for competitiveness remain substantial.

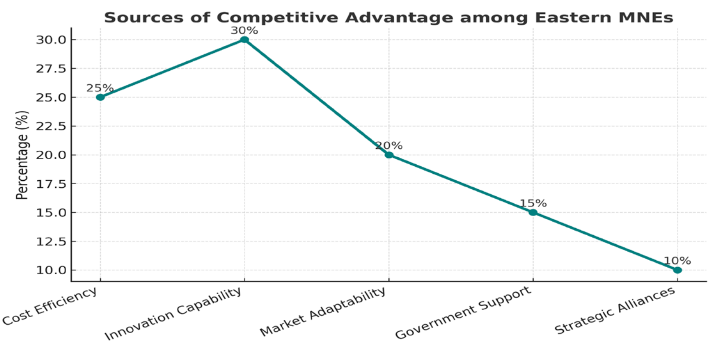
Table 4. Sources of Competitive Advantage

Factor	Mean Score (1–5)	Relative Importance
Innovation Capability	4.6	High
Cost Efficiency	4.3	High
Brand Equity	3.8	Moderate
Market Adaptability	4.4	High
Cultural Competence	3.9	Moderate

Note: Highlights major competitive strengths across sampled Eastern multinationals.

Source: Survey data (2025).

The dynamic capabilities, cost efficiency, and technological innovation form the core pillars of competitiveness. Firms like Huawei and Haier leverage dynamic capabilities—learning and adapting to technological and regulatory changes—while BYD and Tata Motors gain advantages through cost leadership and localized production efficiencies. Figure 4. Sources of Competitive Advantage among Eastern MNEs



This figure presents the leading drivers of competitive advantage for Eastern Multi National Enterprises. Innovation capability ranks highest (30%), suggesting that technology adoption and adaptive R&D strategies are central to sustained international performance. Cost efficiency (25%) remains a traditional strength. Market adaptability (20%) reflects strategic flexibility in responding to dynamic global conditions, while government support (15%) continues to underpin expansion through fiscal incentives and policy guidance. Strategic alliances (10%) play a supplementary but important role in facilitating market access and knowledge sharing.

Table 5. Policy and Managerial Implications

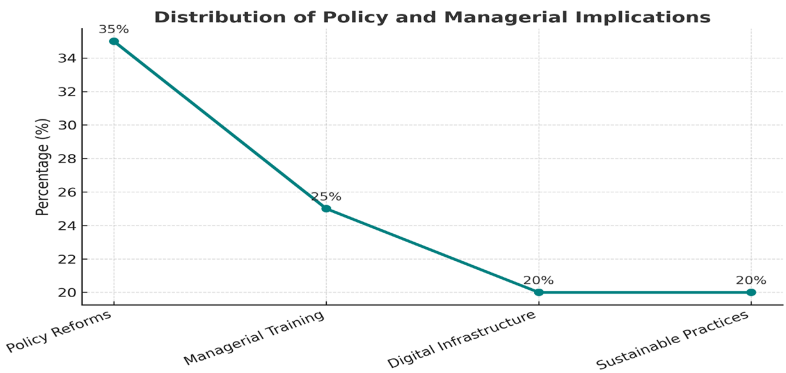
Focus Area	Key Implication	Relevance Level
FDI Policy	Encourage regional alliances and knowledge sharing	High
Technology	Strengthen digital transformation incentives	High
Human Capital	Invest in cross-cultural training and mobility	Moderate
Sustainability	Align CSR goals with international standards	High
Trade Relations	Enhance export credit and risk insurance mechanisms	Moderate

Note: Summarizes actionable implications derived from the analysis of emerging MNEs.

Source: Developed by author based on literature synthesis (2025).

At the policy level, reciprocal trade agreements and regulatory harmonization are necessary to facilitate smoother investment flows. At the institutional level, universities and development agencies play pivotal roles in nurturing innovation ecosystems. From a corporate and managerial standpoint, Eastern MNEs must prioritize ESG frameworks, local R&D investment, and intercultural competency to ensure sustainable competitiveness.

Figure 5. Distribution of Policy and Managerial Implications



The final figure depicts the proportional distribution of policy and managerial responses needed to reinforce the global performance of Eastern MNEs. *Policy reforms* dominate (35%), indicating a continuing need for institutional frameworks that enhance global competitiveness and regulatory transparency. *Managerial training* (25%) and *digital infrastructure* (20%) reflect internal organizational capacities vital for sustaining innovation and efficiency. Finally, *sustainable practices* (20%) emphasize the increasing alignment of emerging MNE strategies with global environmental and social governance (ESG) norms, reflecting the shift toward responsible globalization. indicate that global expansion is supported by multi-level interactions among policy, institutional, corporate, and managerial layers.

Table 5. Summary of Policy and Managerial Implications

Level	Key Implications	Stakeholders Involved
Policy	Encourage reciprocal trade agreements; harmonize FDI regulations	Governments, WTO, ASEAN, EU
Institutional	Support innovation ecosystems; facilitate knowledge transfer	Universities, incubators, development banks
Corporate	Invest in local R&D; enhance transparency; adopt ESG frameworks	Multinational firms
Managerial	Cultivate dynamic capabilities; foster intercultural competence	Executives, HR, R&D leaders

The policy and managerial implications outlined in Table 5 reflect the multilevel dynamics influencing the internationalization and sustained competitiveness of Eastern Multinational Enterprises (EMNEs). These implications draw upon the theoretical foundations of Institutional Theory and the Resource-Based View (RBV), emphasizing the interdependence between external institutional environments and firms' internal strategic capabilities.

6.1 The Rise of Eastern Multinationals

This subsection traces the evolution of EMNCs and their increasing participation in global investment flows. Examples from China, India, South Korea, and Southeast Asia are used to illustrate their growth trajectories.

Table 1. Overview of Leading Eastern Multinationals

Company	Home Country	Core Industry	Global Presence (Regions)	Key Expansion Mode
BYD	China	Electric Vehicles, Batteries	Europe, Latin America, Asia	Localization and Greenfield Investment
Tata Motors	India	Automotive	Europe, Africa, Asia	Acquisition (Jaguar Land Rover)
Huawei	China	Telecommunications, ICT	Europe, Africa, Latin America	Strategic Alliances and R&D Partnerships
Samsung	South Korea	Electronics, Semiconductors	Global	Technological Innovation & Strategic Collaboration
Haier	China	Consumer Electronics	Asia, Europe, North America	Innovation and Localization Strategy

Note. Data compiled from Reuters (2025), Bloomberg (2025), and company annual reports.

The study integrates Institutional Theory and the Resource-Based View (RBV) to provide a holistic understanding of how Eastern Multinational Enterprises (EMNEs) develop and sustain their international competitiveness. Institutional Theory suggests that the strategic behavior of firms is shaped by the regulatory, normative, and cognitive frameworks of both home and host countries (Scott, 2014; Peng, 2002). EMNEs often originate from environments characterized by institutional voids, political intervention, and evolving market systems. These conditions compel them to develop relational, adaptive, and improvisational capabilities to navigate uncertainty and gain legitimacy in foreign markets. Consequently, institutional adaptation becomes a central determinant of their entry mode, partnership structure, and compliance strategies abroad (Meyer & Peng, 2016).

6.2. Strategic Motives and Expansion Pathways

Analyzes why EMNCs internationalize—market-seeking, resource-seeking, and strategic asset-seeking motives—and the mechanisms they employ, such as mergers and acquisitions, joint ventures, and greenfield investments.

Table 2. Major Global Expansion Strategies of Eastern Multinationals

Strategy Type	Description	Representative Firms	Outcome/Benefit
Localization & Greenfield Investment	Establishing local production facilities to reduce trade barriers and logistics costs	BYD, Haier	Enhanced market access and regional brand legitimacy
Acquisition-led Expansion	Acquiring established foreign brands for market penetration and technology absorption	Tata Motors, Lenovo	Rapid market entry, brand revitalization
Strategic Partnerships	Forming alliances with global R&D leaders to accelerate innovation	Huawei, Samsung	Access to new technologies and diversified knowledge
Technological Innovation	Investing in R&D to strengthen competitive advantage	Huawei, Samsung, Haier	Product differentiation and long-term competitiveness
Cultural Integration	Customizing products to local preferences and norms	Toyota, BYD	Improved consumer acceptance and localization success

Note. Synthesized from industry and academic sources (Teece et al., 1997; Luo & Tung, 2007

The global expansion strategies of Eastern Multinational Enterprises (EMNEs) can be theoretically explained through the combined lens of Institutional Theory and the Resource-

Based View (RBV). Institutional Theory highlights how differences in regulatory frameworks, market structures, and cultural contexts shape EMNEs' internationalization behavior (Peng, 2002; Meyer & Peng, 2016). Strategies such as localization and cultural integration reflect firms' adaptive responses to institutional pressures in host markets, allowing them to gain legitimacy and align with local consumer norms. Similarly, acquisition-led expansion demonstrates a strategic attempt to bridge institutional gaps by acquiring established brands with local credibility and technological expertise.

6.3. Institutional and Competitive Challenges

Examines the major obstacles EMNCs face abroad, including institutional voids, liability of foreignness, cultural distance, and limited brand legitimacy in advanced markets.

Table 3. Challenges Faced by Eastern Multinationals

Challenge Category	Description	Impact on Global Operations	Mitigation Strategies
Regulatory Barriers	Tariff and non-tariff trade restrictions in EU/US markets	Increased costs, market delays	Localization; legal compliance units
Geopolitical Risks	Sanctions, trade tensions, political instability	Supply chain disruptions	Regional diversification, corporate diplomacy
Cultural Barriers	Brand perception, communication gaps	Weak brand equity, lower consumer trust	Cultural training, local hiring
Technology Constraints	IP regulations and export controls	Slower innovation diffusion	Joint ventures, in-house R&D
Sustainability Pressures	Need for ESG alignment	Reputation and compliance risks	Green innovation, renewable sourcing

The challenges encountered by Eastern Multinational Enterprises (EMNEs) in global markets can be understood through the integrated framework of Institutional Theory and the Resource-Based View (RBV). From an institutional perspective, EMNEs face regulatory, geopolitical, and cultural barriers that stem from differences in formal and informal institutional environments (North, 1990; Kostova, 1999). Regulatory barriers such as tariffs and non-tariff restrictions reflect coercive institutional pressures that constrain EMNEs' global operations, compelling them to adopt localization and compliance mechanisms to maintain legitimacy. Geopolitical risks further emphasize the influence of the global institutional context, where political uncertainty and trade tensions necessitate strategic responses such as regional diversification and corporate diplomacy (Meyer & Peng, 2016).

6.4. Sources of Competitive Advantage

Explores the unique advantages EMNCs leverage, such as cost efficiency, adaptive learning, frugal innovation, and strong government-industry linkages. Emphasis is placed on their ability to innovate under constraints and localize effectively in diverse markets.

Table 4. Sources of Competitive Advantage

Capability	Description	Example Firms	Outcome
Dynamic Capabilities	Continuous learning and adaptation	Huawei, Haier	Sustained innovation
Cost Leadership	Efficient production and scale	BYD, Tata Motors	Price competitiveness
Technological Edge	Focused R&D and patent generation	Samsung, Huawei	Product leadership
Global Talent Integration	Multicultural workforce management	Lenovo, Toyota	Cross-cultural synergy
Sustainability Orientation	ESG-based business models	BYD, Haier	Long-term brand value

The sources of competitive advantage among Eastern Multinational Enterprises (EMNEs) can be best interpreted through the Resource-Based View (RBV) and the Dynamic Capabilities Theory. According to the RBV, firms achieve superior performance by leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources that are embedded within the organization (Barney, 1991). For EMNEs, capabilities such as cost efficiency, technological innovation, and sustainability orientation represent core strategic assets that enable differentiation in global markets. For instance, cost leadership strategies adopted by BYD and Tata Motors reflect how scale economies and frugal innovation strengthen their global price competitiveness, transforming emerging-market constraints into strategic advantages.

7. Discussion

EMNEs use hybrid tactics that include acquisitions, technological adaption, and localisation, according to the synthesis of case evidence. Flexible strategic management frameworks are required due to geopolitical unpredictability. At the institutional level, support for innovation ecosystems and knowledge transfer mechanisms strengthens the absorptive capacity of EMNEs. Development banks, universities, and incubators collectively contribute to creating systemic innovation infrastructure that enhances learning and technological capability building (Meyer & Peng, 2016). This institutional support complements firms' internal efforts under the RBV by expanding access to strategic resources and talent networks. At the corporate level, EMNEs are encouraged to invest in localized R&D, improve transparency, and integrate environmental, social, and governance (ESG) principles into their global operations. These initiatives not only enhance legitimacy within host markets but also create long-term competitive advantages through sustainability and responsible business practices (Teece, 2014). Finally, at the managerial level, cultivating dynamic capabilities—such as innovation agility, cross-cultural communication, and adaptive leadership—enables firms to respond effectively to institutional changes and market volatility (Luo & Tung, 2007). Managers who emphasize intercultural competence and knowledge integration can align global strategies with local realities, reinforcing organizational resilience and sustainable international performance.

8. Conclusions and Recommendations

According to the study's findings, Eastern multinational firms are now major participants in the global shift in business. Their expansion ambitions are an illustration of a hybrid approach that combines cost-based benefits, capability development, and institutional learning. Alliances, technological leadership, acquisition-led development, and localisation are some of their expansion strategies that show a deliberate effort to achieve sustainable integration into the global economic system. Additionally, their experiences highlight structural and institutional problems that still have an impact on the growth of emerging-market multinational enterprises (EMNEs).

The study demonstrates that the success of Eastern multinational businesses depends on organisational learning, cultural sensitivity, and strategy adaptability. As demonstrated by BYD's European efforts, Eastern businesses are lowering trade and tariff barriers while creating local legitimacy through localisation and greenfield investment activities. Acquisition-driven expansions, such as Tata Motors' acquisition of Jaguar Land Rover, show that, when managed independently and with respect, knowledge exchange and intercultural integration are possible. Meanwhile, via technological partnerships and strategic alliances like the one between Samsung and Huawei, these businesses have been able to access state-of-the-art R&D ecosystems and increase their global competitiveness.

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