DOI:10.58168/EEMSISD2025_156-160
УДК 339.94

ГЛОБАЛИЗАЦИЯ И ТРАНСНАЦИОНАЛИЗАЦИЯ: СОВРЕМЕННЫЕ ТЕХНОЛОГИИ УПРАВЛЕНИЯ АВТОМОБИЛЬНЫМ КОМПЛЕКСОМ

GLOBALIZATION AND TRANSNATIONALIZATION: MODERN TECHNOLOGIES FOR MANAGING THE AUTOMOTIVE COMPLEX

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Аннотация: В статье рассмотрены процессы глобализации и транснационализации как современные технологии управления автомобильным комплексом, которые проявляются в изменении территориально-производственной организации отрасли и формировании глобальной производственной системы. Эти процессы связаны с изменениями в международном разделении труда, либерализацией международной торговли и движением капитала, а также с ролью транснациональных корпораций (ТНК) в развитии отрасли.

Abstract: The article examines the processes of globalization and transnationalization as modern technologies for managing the automotive complex, which manifest themselves in changing the territorial production organization of the industry and the formation of a global production system. These processes are related to changes in the international division of labor, the liberalization of international trade and capital movements, as well as the role of multinational corporations (TNCs) in the development of the industry.

Ключевые слова: глобализация, транснационализация, автомобильный комплекс, технологии управления, стратегия развития.

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Keywords: globalization, transnationalization, automotive complex, management technologies, and development strategy.

Globalization has become a key driver for enhancing competitiveness in the automotive industry. Globalization helps automotive companies break through technological barriers and achieve technological synergy. The automotive industry is a typical technology-intensive industry, and technological innovation capabilities directly determine a company's market competitiveness [1]. Through cross-border mergers and acquisitions or strategic alliances, companies can quickly acquire the core technologies, patents, and R&D teams of target companies. Following Geely Automobile's acquisition of Volvo, the company not only gained access to Volvo's safety technology and brand influence but also improved its own product quality and technical capabilities through technology sharing. Similarly, the Volkswagen Group in Germany has integrated the technical advantages of brands such as Audi and Porsche through mergers and acquisitions, creating a powerful synergy effect [2]. This technical synergy not only enhances the company's innovation capabilities but also shortens the R&D cycle for new products, enabling the company to respond more quickly to market demands.

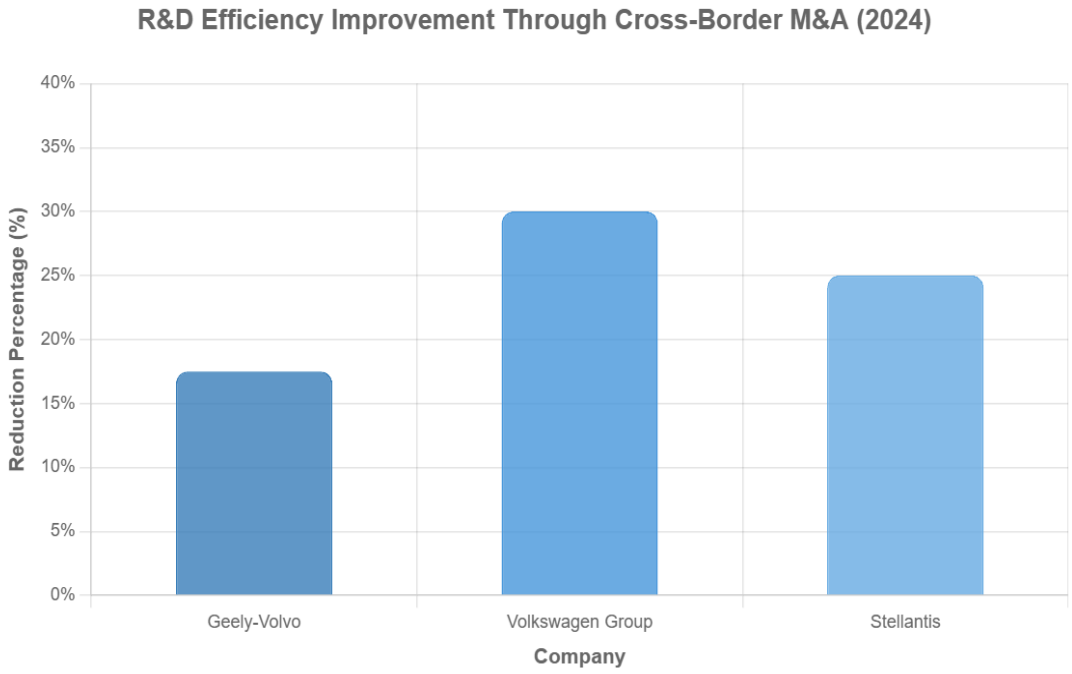


Figure 1-The effect of cross-border mergers and acquisitions on improving R&D efficiency （2024）

Globalization helps automotive companies expand into global markets and reduce regional market risks. Fluctuations in a single market can have a significant impact on a company's operations, while international expansion can diversify risks and enhance a company's risk-resilience [5]. Toyota Motor Corporation of Japan successfully mitigated the impact of the shrinking domestic market by establishing production facilities and sales networks worldwide [3]. Additionally, globalization

enables companies to enter emerging markets such as China, India, and Southeast Asia, where rapid growth offers substantial development opportunities for automotive firms [1]. Through mergers and acquisitions or alliances, companies can leverage partners' local expertise and channel resources to adapt more quickly to the policies, cultures, and consumer habits of different markets, thereby enhancing market penetration.

Secondly, globalization can optimize supply chain management and reduce production costs. Automobile manufacturing involves a complex supply chain system, and globalization enables companies to select the most cost-effective raw material and parts suppliers on a global scale. After Tesla established its super factory in Shanghai, it not only reduced production costs but also shortened the supply chain distance and improved delivery efficiency. Cross-border mergers and acquisitions can also integrate upstream and downstream resources to achieve economies of scale. The collaboration between German automakers Daimler and BMW in the field of autonomous driving not only shared the high R&D costs but also improved technological R&D efficiency through resource sharing. This global integration of supply chains and resources enables companies to minimize costs while ensuring quality, thereby gaining a competitive edge in price competition.

Internationalization can also enhance brand influence and corporate reputation [6]. The degree of internationalization of an automotive brand is often closely related to its market recognition. By acquiring internationally renowned brands, companies can rapidly enhance their own brand value. After SAIC Motor Corporation acquired the British MG brand, it not only retained MG's British heritage but also leveraged its brand influence to successfully enter the European market. Additionally, internationalization can strengthen a company's global image, attracting more international talent and investors. Through global mergers and acquisitions and investments, the German Volkswagen Group has established a strong brand portfolio, making it one of the most valuable automotive brands globally [4].

Table 1 - Progress of Chinese automakers' penetration into the high-end market in 2024

Automotive brand	High-end sub-brand/model	Average selling price (10,000 yuan)	Target market share	Represents market penetration	Sales performance in 2024
Huawei HarmonyOS	Zunjie S800/Wenjie M9	70.8-101.8	Ultra-luxury market	5% of the high-end SUV market	The Wuling M9 has been the top-selling model with over 500,000 units sold for six consecutive months.
BYD	U8/U9	109.8-168	Supercar/Luxury SUV	5.8% in the Middle East luxury market	425,000 vehicles

Geely Technology	Geely/Lynk & Co 900	30-40.4 (Europe)	Global luxury market	Europe: €40,000+ Market leader	507,500 vehicles
Chery Automobile	Starway/Jietu Zongheng	40-100	luxury SUV	Global performance market 1.7%	Xingtu brand sales reached 140,000 units.
Great Wall Motor	Tank/Confident Car	20-30	high-end SUV	3.2% in the European high-end market	Over 200,000 models sold, totaling 310,000 units.
Ideal Auto	Ideal MEGA	55.98	High-end MPV	Shanghai: Over 300,000 and the market leader	500,500 vehicles
NIO	ET7/ET9	40-60	smart electric car	United Arab Emirates market 5.8%	Over 70,000 units in Shanghai

Cross-border operations also face numerous challenges, such as cultural differences, management integration, and policy risks. Corporate cultures and management styles may vary significantly across countries, and improper integration could lead to merger failures or inefficient alliances. Differences in national policies and regulations may also impact the stability of cross-border operations, such as trade barriers, tax policies, and environmental requirements. Therefore, when implementing cross-border strategies, companies must develop comprehensive integration plans, strengthen cross-cultural management, and closely monitor policy changes to ensure the smooth progression of internationalization efforts [5].

Globalization has enhanced the competitiveness of the automotive industry through various means, including technological collaboration, market expansion, cost optimization, and brand enhancement. Despite certain challenges, globalization remains the inevitable path for automotive companies to achieve long-term growth and global expansion. In the future, with the acceleration of digitalization and electrification trends, globalization strategies will be further deepened, driving the global automotive industry toward more efficient and intelligent development.

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