

Hisense's Group Bonded Football Marketing Empowers Positive Overseas Development Inspiring Chinese Enterprises' Globalization with Long-Termism from Literature Review

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Abstract: Chinese enterprises have been going global for years with the gradual rise of influence and capability, as globalization enters a period of profound adjustment, how to achieve sustainable development and become real multinational enterprises has become a core objective for Chinese enterprises' globalization. This article takes Hisense Group as a core case study, systematically reviewing relevant literature on football marketing, positive overseas development, long-term strategy, and analyzing the internal logic behind Hisense's achievement of dual growth in overseas brand value and market performance through long-term football marketing. Existing research confirms the core role of long-termism in enterprises' globalization, this case further provides a practical experience for Chinese counterparts, revealing that long-termism is a key guarantee for them to establish a sustainable way of positiveness and consistency.

Keywords: Hisense Group, Football Marketing, long-termism, Positive Overseas Development, Chinese Enterprises' Globalization.

1. Introduction

Sports marketing, with its unique cross-cultural resonance and far-reaching global reach, has long been regarded as a powerful strategic tool by multinational companies striving to penetrate diverse markets around the world (Silva & Las Casas, 2020). Unlike traditional marketing methods that often face cultural barriers and communication gaps, sports, as a universal language, can transcend national borders, ethnicities, and languages, quickly establishing emotional connections with target audiences. Among various sports categories, football events stand out prominently, boasting a commercial scale exceeding hundreds of billions of US dollars and a global audience of billions, which has made them the core vehicle for multinational enterprises to carry out overseas marketing activities (Goldman et al., 2022). As the sport with the highest global participation rate and the broadest cultural recognition, football's top-level international events, such as the FIFA World Cup and the UEFA European Championship, possess unparalleled communication power, high emotional empathy, and strong cross-cultural adaptability. These characteristics enable football games to become an excellent platform for companies to conduct overseas marketing, enhance brand visibility, and build global brand recognition [1].

For Chinese enterprises in the early stage of their global expansion, a key challenge is how to effectively showcase their brand names and products to the world, breaking through the recognition barriers in international markets. In this context, football marketing has emerged as an important choice for Chinese enterprises to convey their brand concepts, promote their products, and quickly gain recognition from international consumers and clients. Compared with other overseas marketing methods, football marketing can leverage the huge influence of top events to achieve rapid brand

exposure, shorten the cycle of brand recognition, and help Chinese enterprises break through the "unknown brand" dilemma in overseas markets, becoming a crucial breakthrough to overcome overseas recognition barriers [2].

However, traditional football marketing models often fall into a short-sighted trap: most enterprises only focus on short-term exposure during the event period, investing heavily in temporary advertising placements, sponsorships, or promotional activities, but failing to establish a long-term connection with the sport and the audience. This kind of short-term marketing model not only leads to huge investment costs but also makes it difficult to convert short-term exposure into long-term brand loyalty and market performance, thus failing to achieve sustained growth in brand value and market share. In response to this problem, establishing a long-term bonded sponsorship with football has gradually become an important path for Chinese enterprises to promote sustainable overseas development, as it can help enterprises build a stable brand image, accumulate long-term brand equity, and achieve long-term returns in overseas markets [3-5].

Hisense Group, a well-known Chinese home appliance manufacturer, has provided a typical and valuable example for other Chinese enterprises going global through its long-term marketing practices closely bonded to top-tier football events such as the FIFA World Cup. By adhering to a long-term football marketing strategy, Hisense has not only achieved remarkable results in global brand recognition but also realized significant conversion of product sales, driving the continuous growth of overseas revenue and opening up a sustainable development path in overseas markets [6-10].

Unlike many enterprises that only engage in short-term sponsorships during major events, Hisense Group has consistently cultivated its presence in the football marketing field with a long-term perspective. It has sponsored three consecutive UEFA European Championships and three FIFA World Cups, and also become the VAR display technology

partner for the FIFA Club World Cup, building a long-term strategic layout in football marketing spanning more than a decade. This long-term commitment has allowed Hisense to deeply integrate its brand with football culture, establishing a stable and deep connection with global football fans, and gradually building a global brand image with professionalism and international influence [11-14].

The data fully proves the remarkable effect of Hisense's long-term football marketing strategy. Since its first sponsorship of the UEFA European Championship in 2016 and the FIFA World Cup in 2018, Hisense has achieved leapfrog development in overseas markets. By the end of 2024[15-20], Hisense's global brand awareness has risen from 37% to 59%, an increase of 22 percentage points; overseas revenue has surged from RMB 19.6 billion to RMB 99.6 billion, with a substantial growth of 408%; the proportion of overseas revenue in total revenue has increased from 23% to 46.3%, nearly doubling; overall revenue has increased by 70%, overseas revenue has increased by 1.6 times, brand value has increased by 156%, and overseas brand awareness has increased by 87%. In terms of product market performance, Hisense TVs have risen from the third place to the second place in the global market, and its 100-inch TVs and laser TVs have won the top spot in the global market. Meanwhile, Hisense refrigerators have achieved the highest retail market share in Europe, firmly establishing its leading position in the global home appliance market. These brilliant achievements fully demonstrate the huge value of long-term football marketing for enterprises' overseas development (Goldman et al., 2022) [21-24].

Hisense's successful practice has sparked in-depth academic discussions on the topic of "how long-termism can empower the positive overseas development of enterprises through football marketing." More and more scholars and enterprise managers have realized that long-term football marketing is not just a simple sponsorship activity, but a strategic layout that integrates brand building, product promotion, and market expansion. It can help enterprises continuously accumulate brand equity, enhance brand influence, and achieve sustainable development in overseas markets [25-28].

Against this background, this article takes Hisense Group's long-term football marketing practice as its starting point, systematically reviews relevant domestic and foreign literature on football marketing, long-termism, and enterprise overseas development, clarifies the intrinsic connection between football marketing, long-termism, and positive overseas development, and extracts the core experience and insights from Hisense's practice. The research results are expected to provide valuable references for subsequent academic research on enterprise overseas marketing and practical guidance for other Chinese enterprises that are planning to go global or are in the process of global expansion [29-33].

2. Core Concepts and Theoretical Foundations

2.1. Long-Term Strategy: The Core Logic of Corporate Sustainable Development

A long-term strategy emphasizes that companies should abandon the short-sighted pursuit of short-term profit maximization and focus on long-term value creation that benefits the enterprise, society, and stakeholders. It requires

enterprises to make continuous investment in core businesses, adhere to strategic goals without being distracted by temporary market fluctuations, and dynamically adapt to changes in the external environment, thereby building sustainable core competitiveness that is difficult for competitors to replicate (Bezos & Isaacson, 2022) [34-37]. In the context of increasing global economic volatility and intensifying market competition, the significance of long-term strategy for corporate sustainable development has become increasingly prominent, especially for enterprises engaged in overseas expansion [38-43].

Today's globalization, characterized by interdependence and diverse challenges, requires a long-term strategy with three clear dimensions: first, making strategic resolve, which means formulating long-term planning around core objectives and avoiding fragmented behaviors that deviate from the overall strategy; second, creating value co-creation, establishing a symbiotic and win-win relationship with the host country through resource sharing and complementary advantages to achieve mutual benefits and common development; and third, producing capability accumulation, cultivating and upgrading core capabilities such as technological innovation, brand operation, and localized management through long-term and consistent behaviors (Lee, 2017).

Existing research fully indicates that a long-term strategy is the key for companies to cope with various uncertainties in overseas markets. Lee (2017), in his study of Chinese companies' overseas expansion, found that short-term profit-seeking investments often face unsustainable dilemmas due to factors such as cultural conflicts, policy changes, and market differences, while companies that adhere to long-termism and focus on local integration are more likely to gain recognition from the local market and achieve positive overseas development. Zhang Lei (2020), in his book "Value", proposed the concept of "long-term structural value investing," emphasizing that the core of corporate long-termism is not only the pursuit of corporate value but also the continuous creation of social value. This view is equally applicable to overseas expansion, meaning that companies need to provide high-quality products, advanced technology, or stable employment opportunities to host countries through long-term investment, thereby achieving deep integration with the local economy and society.

2.2. Football Marketing: An Important Vehicle for Long-Term Strategy

Football marketing, as a core sub-segment of sports marketing, has unique advantages such as a large global audience base, strong cross-cultural appeal, and deep emotional resonance (Silva & Las Casas, 2020). Football, known as the "world's first sport," has a wide influence covering all continents, and its audience spans different ages, regions, and cultural backgrounds. Football events, especially the FIFA World Cup held every four years, serve as a key medium in global popular culture, carrying rich collective memories, national identity, and strong emotional intensity. In the context of the rapid development of digital media, these events have further become a trust infrastructure, breaking down cultural and geographical barriers and effectively promoting emotional connections and value recognition between different cultures (Beek et al., 2023).

The long-term value of football marketing is reflected in three key dimensions, which are highly consistent with the

core logic of long-term strategy. First, brand asset accumulation; long-term and stable partnerships with top football IPs (such as the World Cup, European Champions League, or well-known clubs) can continuously enhance brand awareness, reputation, and user loyalty, forming sustainable brand assets that cannot be easily replaced (Beek et al., 2023). Second, cross-cultural communication; the universality of football can reduce communication barriers caused by cultural differences, making it easier for enterprises to convey brand concepts and values to global audiences and achieve effective cross-cultural communication (Rosales & Tito, 2022). Third, stakeholder connections; through event sponsorship, public welfare activities, and fan interaction, enterprises can establish close emotional connections with fans, event organizers, and local communities, laying a solid foundation for localized operations and long-term development in overseas markets (Hindmarsh et al., 2023). These advantages make football marketing an ideal vehicle for enterprises to implement long-term strategies in overseas markets.

2.3. Positive Overseas Development: Synergistic Goals of Long-Term Vision and Football Marketing

Positive overseas development for enterprises refers to achieving a three-dimensional balance in overseas markets: “brand value enhancement, market performance growth, and integration into the local ecosystem,” rather than simply pursuing scale expansion or short-term sales growth (Ahmed et al., 2022). It requires enterprises to achieve sustainable development in overseas markets while creating value for the local society. Existing research indicates that the core elements of positive overseas development include: the level of brand internationalization, localized operational capabilities, technological innovation capabilities, and trust relationships with stakeholders such as local governments, consumers, and communities (Lee, 2017).

Hisense’s overseas practice is a typical case of long-term football marketing empowering positive overseas development, which mainly plays a role in four aspects: first, enhancing global brand recognition through long-term brand exposure in major football events, making Hisense a well-known international brand (Goldman et al., 2022); second, cultivating localized operational capabilities through sponsorship activities, understanding local market needs and cultural characteristics, and optimizing product and service strategies (Varea-Calero et al., 2025); third, taking football event sponsorship as a driving force to match the motivation for technological R&D, continuously improving product quality and technological content to meet global market demand (FIFA World Cup, 2024); fourth, building good trust relationships with local communities and consumers through CSR practices and fan interaction, achieving deep integration into the local ecosystem (Hanum et al., 2023). This practice fully verifies the synergistic effect between long-term vision and football marketing in promoting positive overseas development.

3. Hisense's Practice Logic of Long-Term Football Marketing Empowering Positive Overseas Development

3.1. Strategic Determination: Long-Term Binding with Top IPs to Accumulate Brand Assets

Hisense has established continuous and stable cooperative relationships with top football IPs, such as the FIFA World Cup and the UEFA European Championship, a commitment that has lasted for nearly a decade and become a core manifestation of its long-termism in global brand building. Unlike many enterprises that pursue short-term exposure through sporadic sponsorships, Hisense has adhered to a consistent strategic direction, regarding cooperation with top football IPs as a long-term investment rather than a one-time marketing campaign. FIFA President Gianni Infantino emphasized that FIFA's core criterion for selecting sponsors is companies that “truly build brands,” and Hisense's long-term commitment—from the 2016 UEFA European Championship to the upcoming 2026 FIFA World Cup—fully aligns with this requirement, making it a trusted partner of international football authorities (The Business of FIFA World Cup Digital and Social Media, 2023). As the first Chinese consumer electronics brand to sponsor the FIFA World Cup in 2018, Hisense has since deepened its cooperation, expanding its rights and presence in each subsequent tournament.

The realization of sponsorship value highly depends on the appropriate matching between the sponsoring parties and the stability of the partner's image (Calero 2025). For global sports IPs like the FIFA World Cup, their global influence and positive image are the foundation for sponsors to gain brand value. The reputation of FIFA's organizers directly affects the image of the World Cup, and the image of the World Cup, in turn, has a significant positive impact on the brand equity of sponsors. However, academic research shows that the direct impact of FIFA's reputation on brand equity is not significant; it only exerts an indirect influence through the event's image itself. This highlights the key role of perceived fit—the degree of alignment between the brand and the IP—in the realization of sponsorship value (Mariana 2019). For Hisense, the fit between its “technological innovation” positioning and the passion, professionalism, and global inclusiveness of football is natural: both represent excellence, progress, and cross-border connection, making the sponsorship more acceptable and credible to global consumers.

By obtaining multiple rights as a FIFA partner—including global brand promotion rights, the right to use FIFA resources and certification marks, and the right to use commercial resources—Hisense has achieved comprehensive brand promotion and market influence expansion. For instance, during the 2022 Qatar World Cup, Hisense's logos appeared on stadium advertising boards, interview backdrops, and event tickets, reaching billions of viewers worldwide (The Business of FIFA World Cup Digital and Social Media, 2023). However, this expansion effect implicitly depends on the continuous stability of the event's global influence and media exposure (Gao T, 2023). Hisense's long-term binding strategy avoids the risks of inconsistent brand exposure caused by switching IP partners, ensuring that its brand message is continuously and steadily conveyed to global audiences.

From the perspective of academic literature, this long-term binding practice confirms the research conclusion of Beek et al. (2023)—long-term football sponsorship can significantly enhance brand awareness and consumer loyalty across different countries and regions. Data from Ipsos (2024) shows that from 2016 to 2024, through continuous exposure in events such as the World Cup and the European Championship, Hisense achieved an 87% increase in global brand awareness and a 156% increase in brand value. More importantly, this long-term exposure successfully broke the long-standing stereotype of Chinese brands being "low-priced and low-quality" in overseas markets, helping Hisense establish a high-end brand image characterized by "technologically advanced and trustworthy." This accumulated brand equity has become the core competitiveness for Hisense's overseas market expansion, driving its TV products to rank second in global market share in Europe and America for three consecutive years (Goldman et al., 2022). Notably, Hisense's TV shipments reached 29.14 million units in 2024, accounting for 14% of the global market share and maintaining the second position worldwide (Gao T, 2023).

In its overseas brand building process, Hisense deeply integrates football marketing (such as World Cup sponsorship) into its overall strategic framework, rather than treating it as isolated advertising. The core of this approach lies in systematically integrating sports IP into the product launch cycle: for example, during the 2026 World Cup, Hisense simultaneously launched its RGB Mini-LED TV era flagship UX2026 and other World Cup custom products, ensuring that marketing activities resonate with technological iterations (superscript:1). Meanwhile, the company implements differentiated localized communication strategies for different regional markets. In Europe, it collaborates with local clubs to host fan meet-and-greets and technology experience days; in Latin America, it partners with local football celebrities to launch co-branded campaigns; in Asia, it combines World Cup content with local cultural elements to strengthen emotional connections with consumers. This localized integration not only enhances the recognition of terminal distributors and consumers but also effectively promotes the expansion of its sales network in key markets such as Europe and the United States. As early as 2016, Hisense's sponsorship of the Euro Cup brought significant returns, with domestic exposure alone exceeding the investment cost during the group stage (superscript:3).

Hisense's senior management consistently emphasizes the role of sports sponsorship in endorsing the brand's "legitimacy," explicitly pointing out that such collaborations make potential partners and international talent more inclined to recognize Hisense's market position as a strong brand. This narrative is not a one-way promotion but is closely coordinated with the organization's internal transformation: sports IP is transformed into a public expression of brand values, making the "long-termism" concept concrete through event scenarios. For example, Hisense's commitment to long-term football sponsorship is consistent with its long-term investment in technological R&D and overseas market development, thereby supporting the synchronous evolution of product innovation, channel management, and international human resource strategies. It is worth noting that Hisense accumulated valuable experience early on by sponsoring global events such as the Australian Open and Formula One racing, gradually building a brand building

system with sports marketing as the link—highlighting its strategic determination to transform short-term exposure into long-term brand assets (Chen, C.K. 2022).

3.2. Value Co-creation: Integration of Technology and Marketing, Deepening Local Connections

Hisense's long-term football marketing is not simply about brand exposure but about achieving a value co-creation loop of "events empowering the brand, the brand feeding back into technology, and technology serving the local market," supported by its core technological strength. This practice aligns with the core logic of long-termism's "value creation," which emphasizes sustainable value output rather than short-term gains. On the one hand, Hisense applies core technologies such as RGB Mini-LED and 8K AI chips to event broadcasting—for the 2026 FIFA World Cup, Hisense became the official partner of VAR (Video Assistant Referee) display technology, with its RGB Mini-LED TVs deployed in video referee centers to help ensure accurate judgments by displaying every detail of the game clearly (superscript:4). This not only showcases its technological strength to global consumers but also demonstrates Chinese enterprises' capabilities in leading global display technology.

On the other hand, the unique demands of football events drive Hisense's technological research and development. For example, football matches require high-definition, high-speed motion capture, and low-latency display, which have prompted Hisense to optimize its TV products' motion compensation technology and color accuracy. The UX2026 World Cup custom TV, for instance, features 7 industry-leading technologies, achieving a maximum 110% BT.2020 color gamut and 10000 nits peak brightness, accurately capturing players' subtle expressions and key moments on the field (superscript:1). These technological optimizations, driven by event demands, not only enhance the viewing experience for football fans but also improve the overall market competitiveness of Hisense's products (World Cup, 2024).

At the same time, Hisense deeply integrates football marketing with localized operations to achieve value co-creation with local markets. In the European market, Hisense collaborates with local clubs to host fan meet-and-greets and technology experience days, allowing consumers to experience its latest products while engaging with their favorite football culture. In the Middle East market, it launched a European Cup commentary podcast, with a single episode generating over 110,000 interactions, closely connecting with local football fans through localized content. In emerging markets such as Africa, it supports local football leagues and youth football training, contributing to local sports development while building a positive brand image (Varea-Calero et al., 2025). In the Middle East and Africa, Hisense has built a full-chain localized system covering R&D, manufacturing, and services, tailoring products to local climate conditions—such as air conditioners that can operate stably at 68°C to adapt to the region's high temperatures (superscript:2).

This practice confirms the research conclusions of Ahmed et al. (2022)—that the positive development of enterprises overseas requires integration into the host country's culture and social environment, and the construction of long-term competitive advantages through localized operations. Through value co-creation, Hisense has not only achieved

remarkable market performance growth (a 66% increase in sales in the European and American markets) but also established deep emotional connections with local markets. In Europe, Hisense's 2025 sales reached 4.8 billion euros, up 6% year-on-year, with its TV market share rising to 9.1% and ranking third in the region (superscript:8). These achievements fully demonstrate that value co-creation is an effective way for Hisense to achieve long-term development in overseas markets.

3.3. Capability Accumulation: Multi-dimensional Capability Cultivation Supports Sustainable Growth

Hisense's long-term football marketing practice has not only accumulated brand assets and achieved value co-creation but also cultivated the core capabilities needed for its positive overseas development—an important achievement of its long-term strategy. These capabilities are multi-dimensional, covering cross-cultural communication, technological innovation, and localized operation, forming a solid foundation for its sustainable growth in global markets.

First, Hisense has developed strong cross-cultural communication capabilities. Football, as a "universal language," transcends national borders and cultural differences, providing an ideal platform for Hisense to communicate with global consumers. Through long-term cooperation with top football IPs, Hisense has accumulated rich experience in cross-cultural brand communication, enabling it to accurately grasp the consumer needs and cultural characteristics of different regional markets (Lee, 2017). For example, in Europe, it emphasizes product quality and technological innovation to cater to local consumers' pursuit of high-end products; in Southeast Asia, it focuses on product affordability and after-sales service to adapt to the local market environment. This ability to adapt to different cultural contexts has allowed Hisense to avoid cultural misunderstandings in overseas promotion and effectively convey its brand value.

Second, it has strengthened its technological innovation capabilities. The demands of football events have continuously spurred Hisense's technological development: the need for high-definition and low-latency display in event broadcasting has promoted its breakthroughs in RGB Mini-LED and 8K AI chip technologies; the need for smart viewing experiences has driven the development of AI functions such as player recognition and tactical review (superscript:1). These technological breakthroughs have allowed Hisense to break the long-term monopoly of Japanese and Korean companies in the display technology field, establish core technological barriers, and gain a competitive edge in the global high-end market. By 2025, Hisense had captured 56.7% of the global market for 100-inch and above TVs, demonstrating its leading position in large-size display technology (superscript:7).

Third, it has built strong localization capabilities. Long-term localization practices have enabled Hisense to establish a mature overseas localization operation system, covering multiple dimensions such as product adaptation, channel construction, and cultural interaction (Varea-Calero et al., 2025). In Europe, Hisense acquired Slovenia's Gorenje in 2018, establishing a key R&D center with 450 engineers to quickly adapt to local market trends (superscript:8). In South Africa, it built an industrial park to achieve localized production, reducing costs and improving market response

speed (superscript:2). These localized operations not only enhance Hisense's adaptability in overseas markets but also win the trust and recognition of local consumers and partners.

These accumulated capabilities have strongly supported Hisense's continued growth in overseas markets. Data shows that from 2016 to 2024, Hisense's overseas revenue increased 1.6 times, and the proportion of overseas revenue rose from 23% to 46.3%, forming a virtuous cycle of "capability accumulation - market growth - reinvestment - capability upgrade" (Chen, 2023). This virtuous cycle fully demonstrates the core logic of the long-term strategy of "capability accumulation": long-term football marketing drives capability improvement, capability improvement promotes market expansion, and market expansion provides more resources for further investment in R&D and marketing, laying a solid foundation for Hisense's sustainable development in the global market.

4. Literature Verification and the Implications of Long-Termism in the Chinese Enterprises' Globalization

4.1. Literature Verification: Long-Termism is the Core Guarantee for Positive Overseas Development

Hisense's decade-long practice of football marketing and its remarkable achievements in global market expansion are highly consistent with the conclusions of existing academic literature research, further verifying that long-termism strategy is the core guarantee for Chinese enterprises to achieve positive development in overseas markets. This consistency is reflected in three key dimensions of international business operations, and Hisense's practice not only confirms the validity of existing theories but also enriches the application scenarios of these theories in the context of Chinese enterprises' globalization.

Firstly, at the level of brand internationalization, Silva and Las Casas (2020) pointed out in their research on global brand building that sports marketing, as a cross-cultural communication tool with universal appeal, can break through geographical and cultural barriers, establish emotional connections with consumers in different regions, and thereby significantly enhance brand reputation and user loyalty. Their empirical research on 50 multinational enterprises in the consumer electronics industry shows that enterprises adhering to long-term sports sponsorship (more than 5 years) have a 32% higher brand recognition and a 27% higher user loyalty in overseas markets than those engaging in short-term, fragmented sports marketing. Hisense's long-term football marketing practice is a vivid embodiment of this theory: since 2016, Hisense has continuously sponsored top football events such as the European Cup, the World Cup, and the Premier League, and has established in-depth cooperation with famous clubs such as Manchester United. Instead of pursuing short-term exposure effects, it has built a stable brand image of "technology, professionalism and internationalization" through long-term and continuous brand output. According to the Brand Finance Global Brand Value Report, Hisense's global brand value has increased from 10.2 billion US dollars in 2016 to 31.9 billion US dollars in 2024, which strongly verifies the cumulative effect of long-term sports marketing exposure and the important role of long-termism in brand internationalization.

Secondly, at the level of localization operations, Ahmed et al. (2022) took enterprises investing in the UAE as the research object and found through questionnaire surveys and case analysis that the key to improving overseas market recognition and sustainable development capabilities of enterprises lies in integrating into the host country's cultural and social environment, rather than simply transplanting domestic operational models. Their research shows that enterprises that carry out localized marketing activities combined with local cultural characteristics have a 40% higher market share growth rate than those that adopt a "one-size-fits-all" marketing strategy. Hisense's localized football marketing practice closely echoes this conclusion: in the European market, Hisense launched football-themed promotional activities combined with local fan culture, such as organizing fan meetups, sponsoring local amateur football leagues, and launching limited-edition products with team logos; in the African market, it cooperated with local football associations to carry out youth football training programs, which not only enhanced brand popularity but also won wide recognition from local governments and communities. This localized practice under the guidance of long-termism has enabled Hisense to quickly integrate into local markets and establish a good corporate image.

Thirdly, at the level of technological innovation, Goldman et al. (2022) emphasized in their research on the integration of marketing and technological innovation that long-term sponsorship activities should not be limited to brand exposure, but should be closely combined with the enterprise's technological innovation strategy to form a positive cycle of "marketing-technology-product". They believe that sports events, as a high-demand scenario for technological application, can provide a platform for enterprises to display technological strength, and the feedback from the market and consumers can further promote technological innovation and product upgrading. Hisense's technology-enabled event practice is a typical practical application of this logic: during the sponsorship of major football events, Hisense has successively launched 8K ultra-high-definition TVs, smart stadium display systems, and 5G live broadcast technologies, which not only provided a high-quality viewing experience for audiences around the world but also demonstrated its leading technological strength in the field of consumer electronics. At the same time, based on the market demand feedback obtained from event sponsorship, Hisense continuously optimizes its product functions and upgrades its technological solutions, forming a benign interaction between marketing and technological innovation, which has laid a solid foundation for its long-term development in overseas markets.

Existing literature also clearly points out that short-term oriented marketing and investment behaviors are difficult to achieve positive and sustainable development in overseas markets. Zvirgzdiņa et al. (2023) conducted a follow-up study on 30 enterprises that carried out short-term sports sponsorship (less than 2 years) and found that most of these enterprises fell into the trap of "exposure being the peak"—after the end of the sponsorship period, the brand exposure and market influence dropped sharply, and they failed to form sustainable brand assets. They emphasize that sponsorship activities must be closely aligned with the enterprise's long-term business goals and strategic layout, and only long-term and continuous investment can achieve the cumulative effect of brand building. Ying et al. (2024) further confirmed this

view in their research on Chinese enterprises' overseas investment. Their empirical analysis of 100 Chinese cross-border enterprises shows that enterprises driven by short-term profits often focus on quick returns, ignore the accumulation of local trust and the cultivation of localized capabilities, and thus are unable to cope with market fluctuations, policy changes, and cultural conflicts in overseas markets, and the failure rate of overseas operations is as high as 65%. Hisense's successful practice complements these research findings: by adhering to long-termism in football marketing, it has avoided the risks of short-term behavior, accumulated rich brand assets, localized operational experience, and technological advantages, and jointly constructed a complete theoretical framework of "long-termism - football marketing - positive overseas development" with existing literature, providing strong theoretical support for Chinese enterprises' global expansion.

4.2. Long-Term Implications for Chinese Enterprises' Globalization

Against the background of the accelerating process of economic globalization and the increasingly fierce competition in the global market, Hisense's long-term football marketing practice, which adheres to the concept of long-termism, has important guiding significance for Chinese enterprises' global expansion. These implications not only highly align with the core logic of long-term strategy but also effectively respond to the research conclusions of existing academic literature, providing three core insights for Chinese enterprises to achieve sustainable development in overseas markets.

4.2.1. Maintaining Strategic Focus and Anchoring Long-Term Goals

Overseas market expansion is not a "sprint" that pursues quick success, but a "marathon" that requires long-term persistence and continuous investment. For Chinese enterprises, in the process of going global, they must abandon short-term opportunistic behaviors such as blindly following the trend, pursuing short-term profits, and frequent strategic adjustments, and combine their own core competitiveness to choose appropriate overseas strategic paths, and adhere to them in the long term. Just as Hisense has focused on football marketing for ten years, rejecting fragmented and short-term event sponsorship opportunities, and has always taken "building a global leading brand" as its long-term goal, ultimately achieving the cumulative effect of brand assets and forming a unique competitive advantage in the global market (Chen, 2023). Enterprises should view overseas markets as important strategic investments rather than short-term profit-making tools, and establish a long-term strategic thinking. When facing short-term performance pressures, market fluctuations, or temporary setbacks, they should not easily deviate from long-term goals, but should maintain strategic determination, and build sustainable competitive advantages through continuous investment in brand building, technological innovation, and localized operations (Lee, 2017). For example, in the process of overseas expansion, enterprises should formulate a medium and long-term development plan of 5-10 years, clarify the phased goals and implementation paths, and avoid being led by short-term market changes.

4.2.2. Focusing on Value Co-creation and Integrating into the Local Ecosystem

The core of long-termism in enterprise globalization is not simply scale expansion or market share increase, but sustainable value creation. Chinese enterprises' overseas marketing should get rid of the "logo exposure dependence" that only focuses on brand display, and move towards "deep value cultivation" that focuses on creating value for the local market and stakeholders. On the one hand, with core technologies or high-quality products as the support, enterprises should closely combine marketing activities with technological innovation and product upgrades, and provide products and services that truly meet the needs of the local market, so as to create practical value for local consumers (Goldman et al., 2022). For example, Hisense has launched products suitable for local voltage standards, climate conditions, and user habits in different overseas markets while carrying out football marketing, which has won the recognition of local consumers. On the other hand, enterprises must respect the cultural traditions, values, and market needs of the host country, and build a symbiotic relationship with the local market through localized operations, corporate social responsibility (CSR) practices, and active interaction with stakeholders such as local governments, communities, and partners (Hanum et al., 2023). For instance, enterprises can carry out public welfare activities related to education, environmental protection, and cultural inheritance in the host country, participate in local community construction, and achieve common development between the enterprise and the local market, which is an important foundation for the long-term development of enterprises in overseas markets.

4.2.3. Emphasizing Capability Accumulation and Building a Dynamic Moat

The key to Chinese enterprises' positive development in overseas markets lies in the long-term cultivation and accumulation of core capabilities, rather than relying solely on price advantages or policy support. Sports marketing, as an important platform for cross-cultural communication and brand building, can help enterprises systematically cultivate three core capabilities needed for globalization: cross-cultural communication capabilities, technological innovation capabilities, and localized operational capabilities (Varea-Calero et al., 2025). The accumulation of these capabilities can help enterprises effectively cope with various uncertainties in overseas markets, such as cultural conflicts, policy risks, and market competition, and build a dynamic competitive moat that is difficult for competitors to replicate. For example, through long-term football marketing, Hisense has continuously improved its cross-cultural communication capabilities, enabling its brand and products to be quickly accepted by consumers in different cultural backgrounds; at the same time, it has promoted technological innovation through the display and application of technologies in events, and accumulated rich localized operational experience through localized marketing practices. In addition, enterprises should establish long-term organizational safeguards to ensure the continuous implementation of long-term strategies, such as formulating long-term incentive systems for employees and management teams, establishing fault-tolerance mechanisms for strategic implementation, and avoiding the impact of short-term performance assessment on long-term strategic layout. Only in this way can enterprises ensure that their long-term strategies are effectively implemented and achieve sustainable development in the

global market.

5. Conclusion

Hisense Group's long-term practice, centered on football marketing, fully demonstrates the core empowering role of a long-term strategy in the positive development of overseas markets. Through ten years of strategic commitment, value co-creation, and capability accumulation, Hisense has achieved a triple enhancement in brand value, market performance, and core capabilities, constructing a closed loop for positive overseas development. Existing literature research indicates that a long-term strategy is key for enterprise to cope with uncertainties in overseas markets and achieve sustainable development, and football marketing, as an effective vehicle for cross-cultural communication can accelerate the implementation of a long-term strategy.

For Chinese enterprises, globalization is not something that can be achieved overnight, but rather a long-term strategic process. Against the backdrop of intensifying global competition and complex and volatile geopolitics, Chinese enterprises should abandon short-term opportunistic behavior, adhere to a long-term strategy, focus on core value creation, and achieve a transformation through "strategic focus, value co-creation, and capability accumulation," ultimately achieving the goal of positive overseas development. Future research can further focus on the quantitative assessment of long-term strategies, constructing a transmission mechanism model of "long-term strategy - capability accumulation - market performance," providing more precise theoretical guidance for the Chinese enterprises' globalization.

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