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Research on Haier Smart Home's International Marketing Strategy in the Context of Digital Transformation

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Abstract:
Against the backdrop of digital transformation, this paper focuses on Haier Smart Home's international marketing strategy. Employing case study methodology, literature review, and comparative analysis, it traces the company's journey through the preparatory, exploratory, and acceleration phases of its digital transformation. The study further examines Haier Smart Home's current international marketing landscape within this digital transformation context. It points out that Haier Smart Home faces issues such as slowing growth in overseas markets, insufficient brand synergy, lack of depth in digital marketing, high marketing costs, and mismatched organizational capabilities. Corresponding strategies are proposed, including optimizing regional layout, strengthening brand synergy, enhancing digital marketing capabilities, optimizing cost structure, and promoting organizational transformation, so as to provide reference for home appliance enterprises in their digital overseas expansion.

Keywords:
Digital Transformation; Haier Smart Home; International Marketing Strategy

1. Introduction

1.1 Research Background

Against the backdrop of the rapid advancement of technologies such as big data, cloud computing, and artificial intelligence, digital transformation has become a key approach for enterprises to keep up with the pace of the times, implement national strategies, and enhance their competitiveness. According to IDC research, 67% of the world's top 1000 enterprises and 70% of China's top 1000 enterprises have listed this matter as a strategic core. Against this background, it is of great theoretical and practical significance for China's traditional manufacturing giants to seize new heights in international competition through digital reconstruction.

The home appliance industry is a leader in traditional manufacturing, with both its fierce competition and rapid development ranking among the top in the industry. The previous strategies of large-scale manufacturing and market expansion through low prices once helped home appliance enterprises gain market opportuni-

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ties. However, in the current digital economy environment, these strategies can no longer effectively maintain enterprises' competitiveness. Even some enterprises that over-rely on these strategies may lose their competitive advantages and fall out of step with the times. To achieve long-term development and consolidate their competitive positions in the industry, home appliance manufacturing enterprises are in urgent need of implementing systematic reforms on their organizational systems, operation mechanisms and strategic layouts, so as to build core competitiveness in the dynamic market environment [1].

As a leader in the global home appliance industry, Haier Smart Home's transformation practice demonstrates typical exemplary significance. It does not stick to the role of a traditional product manufacturer, but proactively initiates the strategic transformation from "home appliances" to "smart home ecosystem". Taking the "Ren Dan He Yi" model as the core and user needs as the focus, it promotes a full-system digital remodeling covering strategy, organization, processes and technology. This transformation not only reshapes its internal R&D, manufacturing and marketing models, but also significantly affects its international marketing strategies for global market expansion. In-depth analysis of Haier Smart Home's digital transformation, especially its approach to empowering international marketing through digital tools, has important sample value for understanding the specific paths of Chinese manufacturing enterprises' digital overseas expansion.

1.2 Research Significance

(1) Theoretical Significance

Scholars in China have mostly focused their research on the internationalization of home appliance enterprises on macro-strategic areas such as overseas mergers and acquisitions and market entry modes. However, against the backdrop of the digital wave, systematic research on enterprises' international marketing strategies remains insufficient [2]. In this context, this paper focuses on Haier Smart Home, takes its digital transformation practices as a clue, and comprehensively analyzes the marketing strategy system it has established in the international market by means of digital tools. This research is not only conducive to improving the theoretical framework of Haier Smart Home's internationalization in the digital field, but also helps expand the theoretical cognitive scope in the interdisciplinary field of digital marketing and international strategy.

(2) Practical Significance

This paper also has important practical guiding significance. By conducting a systematic analysis of the problems existing in Haier Smart Home's international marketing strategies, it can provide direct operational guidance for the company to further optimize the allocation of global market resources, improve the sensitivity of cross-cultural marketing, and enhance the capabilities of localized digital services, thereby helping it maintain a competitive advantage in the complex international environment.

1.3 Research Methods

(1) Case Study Method

This study focuses on Haier Smart Home, conducts an in-depth analysis of the formulation and implementation process of its international marketing strategies against the background of digital transformation, and explores the influence mechanism on the enterprise's international market competitiveness and brand value.

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(2) Literature Research Method

This study systematically sorts out and summarizes relevant domestic and foreign academic literature, and reviews contents such as international marketing strategy theories, the impact of digital transformation on international marketing, and performance evaluation, so as to build a theoretical foundation for the research.

(3) Comparative Analysis Method

This study makes a horizontal comparison between peer enterprises with similar market scales but different degrees of digitalization in international marketing, analyzes the differences in profitability, evaluates the deficiencies of Haier Smart Home's digital international marketing strategies, and puts forward supplementary strategies.

2. Haier Smart Home's Journey of Digital Transformation

2.1 Preparatory Period (1984–1998)

This stage was a period for Haier Smart Home to lay the groundwork and accumulate capabilities in the early stage of its digital transformation. Although it did not directly involve the large-scale application of digital technologies, the implementation of the famous brand strategy and diversification strategy helped it build a solid foundation for subsequent in-depth digitalization in terms of product quality, management systems and market resources.

From 1984 to 1991, Qingdao Refrigerator General Factory, the predecessor of Haier Group, implemented the "Famous Brand Strategy". The core actions in this stage included introducing advanced production technology and management concepts from Germany's Liebherr, and publicly smashing 76 unqualified refrigerators in 1985. This incident indicated that Haier had established the corporate culture and management philosophy of "quality first". This measure greatly raised the product quality standards, and further initially built a production and management system based on standardization and normalization, laying a management foundation for the process transparency and data controllability required by digitalization in the future [3].

From 1991 to 1998, Haier entered the "Diversification Strategy" stage. By means of mergers, joint ventures and other methods, its product line expanded from refrigerators to a range of home appliance categories such as air conditioners, washing machines and freezers, realizing scale growth and resource aggregation. Particularly importantly, starting from 1993, Haier began to promote the overseas sales of its products, and in 1997, it entered overseas markets such as the Philippines to build factories. The diversification exploration and initial internationalization status in this stage, on the one hand, enabled Haier to accumulate operational experience and resources across different categories and markets, and on the other hand, made it realize the pressure brought by global market competition and technological changes earlier, thus laying the groundwork for digital transformation in terms of resource reserves and strategic cognition.

2.2 Exploration Phase (1998–2012)

From 1998 to 2005, Haier implemented the "Internationalization Strategy", which focused on transitioning

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from product export to overseas localized operation. For instance, it established the first overseas industrial park in South Carolina, the United States in 2000, and the second overseas industrial park in Pakistan in 2004. Meanwhile, Haier successively set up R&D centers and design branches in developed markets such as Europe, America and Japan. This series of actions helped it build a global operation framework, making cross-border collaboration of information technology an inherent practical demand. Early enterprise information systems such as ERP (Enterprise Resource Planning) and SCM (Supply Chain Management) began to be introduced to improve the management efficiency of cross-border procurement, production and distribution.

From 2005 to 2012, Haier upgraded to adopt the "Global Brand Strategy", with the goal of elevating "Chinese brands" to "world brands". During this stage, Haier began to consciously apply digital technologies to brand building and user services. It established a digital technology company in 2006 to promote the intelligent and information-based upgrading of products; in 2010, Haier started to lay out Internet-related businesses and attempted to practice B2C e-commerce and online services. Although the digital exploration at this stage was still partial and decentralized, it showed that Haier had recognized the significance of the Internet and informatization for future brand competition, and began to integrate digital elements into its organization and business operations.

2.3 Acceleration Phase (2012–Present)

Starting from 2012, along with the wave of a new round of scientific and technological revolution, the digital transformation of Haier Smart Home entered a new stage of systematic promotion and strategic leadership. Its main feature was the transition from instrumental application to strategic-level reconstruction, and finally stepping into the stage of ecological brand building.

From 2012 to 2019, Haier implemented the "Networked Strategy". With the core goal of comprehensively connecting users and resources, this stage steadily advanced the pace of digital capability construction. In 2012, Haier laid out its e-commerce business and accessed major mainstream online channels; in 2013, it established a strategic cooperative partnership with Alibaba to enhance the digital supply chain and consumer insight capabilities; in 2015, it launched a platform for user interaction and customization, realizing the model transformation from mass manufacturing to mass customization. This series of measures systematically promoted the digital remodeling of business processes.

Since 2019 to the present, Haier Smart Home has entered the stage of "Ecological Brand Strategy", which reflects that its digital transformation has moved to a higher level. In 2020, it released the world's first scenario brand named "Sanyiniao", breaking through the established model of single product functions and providing a full-scenario smart home solution that meets user needs; starting from 2022, it has continuously iterated intelligent scenario solutions, and then launched the whole-house health home appliance solution in 2023, integrating product and service resources through technologies such as AI, big data and IoT [4].

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3. The Current State of Haier Smart Home's International Marketing in the Context of Digital Transformation

3.1 Digital Empowerment for the Growth of International Business

Against the backdrop of the wave of digital transformation, Haier Smart Home reshapes its international marketing processes by relying on cutting-edge digital technologies, achieving a dual leap in operational efficiency and performance growth. In terms of digitalizing sales processes, it has built an integrated system with functions such as order processing, inventory management and logistics tracking by virtue of the HeS Smart Home Overseas Sales Integrated Digital Platform.

In terms of implementing digital initiatives for inventory management, the digital inventory model has achieved excellent empowerment effects for the POP channel. By establishing an online model-based inventory sharing mechanism, it grasps real-time inventory dynamics, solves the traditional problems of inventory overstock or stockouts, and accelerates the product turnover rate. In the first half of 2025, the POP channel added 123 new customers; in the store channel, the volume of user orders directly delivered by Haier's centralized warehouse increased from 29% to 55%, and the retail scale of online customers achieved a 22% growth.

In terms of overall performance, against the backdrop of fierce competition in the global home appliance market and weak demand in some regions, the efficient operations brought by digital transformation have helped Haier Smart Home convert into strong market competitiveness and performance growth momentum, supporting the continuous growth and improvement of its business in the international market. As shown in Figure 1, Haier Smart Home's overseas revenue increased by 11.66% in the first half of 2025, among which the revenue from the Middle East and Africa market increased by more than 50% year-on-year. While the shipment volume of major home appliances in North America decreased by 0.8% year-on-year, Haier Smart Home achieved a 2.4% growth; in Europe, the sales volume of the white goods industry in 4 European countries (Italy, the United Kingdom, France, Spain) increased by 2% year-on-year, while Haier Smart Home achieved a 24.07% growth.

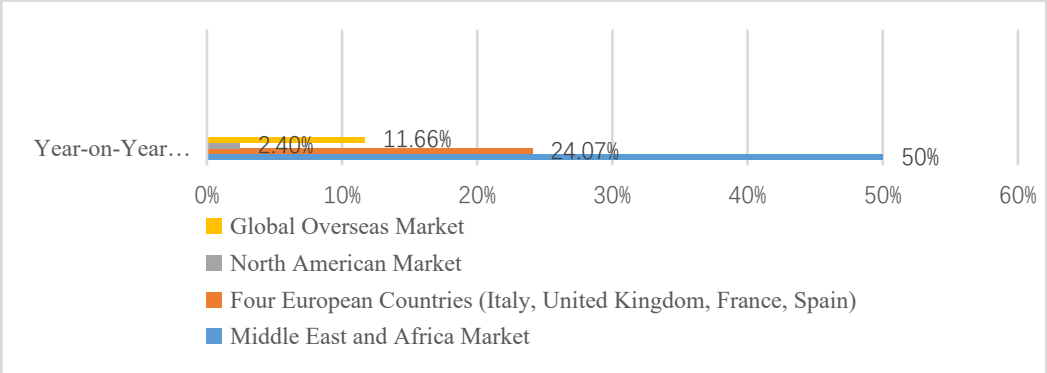


Figure 1. Comparison Chart of Haier Smart Home's Overseas Regional Revenue Growth in the First Half of 2025

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3.2 AI-Driven Product Innovation and User Interaction Upgrade

Haier Smart Home deeply integrates AI technology into the entire chain of "product R&D - user reach - conversion and precipitation" in international marketing. This not only achieves precision in product innovation, but also strengthens in-depth interaction with global users, forming a closed loop of technology-driven marketing.

In the product R&D stage, relying on Haier Smart Home's AI Data Cloud, the brand integrates real-time user behavior data, consumption feedback and market dynamics from different regions around the world to accurately capture segmented demands. The competitiveness of high-end products empowered by AI is directly reflected in performance. In the first quarter of 2025, the growth rate of the Casarte brand exceeded 20%, which not only drove the growth of Haier Smart Home's domestic home appliance sales revenue, but also strengthened consumers' brand perception of "high-end technology" in high-end markets such as Europe and North America.

In the stage of user interaction and marketing conversion, the self-developed digital marketing large model serves as a key channel connecting the brand and users. Supported by AI algorithms, this model can accurately segment user portraits in different global markets. It can also optimize the marketing chain in real time, track the full-process data from advertising placement, user clicks to consultation conversion, and improve the efficiency of business opportunity capture and retail conversion. In the first 6 months of 2025, the model accumulated 526,400 global business opportunities, of which more than 30% came from core overseas markets such as Europe, the Middle East and Africa, and the final converted retail sales reached 1.49 billion yuan.

3.3 Promoting Localized Digital Marketing Expansion Under the Global Strategic Layout

Haier Smart Home takes "global synergy + local in-depth cultivation" as the core, relying on its global layout covering 35 industrial parks and 163 manufacturing centers. It accurately meets the consumer needs and cultural characteristics of different regional markets through digital means, and integrates localized digital marketing into the entire process of "demand insight - product launch - brand communication", achieving in-depth coordination between global layout and local penetration.

In the stage of demand analysis and product localization, digital tools serve as the key link connecting the global market and local needs. Haier Smart Home adopts a regional digital research platform to collect real-time local users' usage habits, climate adaptation needs and relevant policy standards. This "digital insight - localized R&D" model enables products to accurately meet regional demands.

In the stage of brand promotion and user reach, Haier Smart Home formulates differentiated communication plans based on the cultural preferences and social habits of different regions. By June 2025, the number of users in Haier Smart Home's overseas brand communities had exceeded 3 million, among which 80% of community users were from key regions such as Europe and the Middle East and Africa. The repurchase frequency of community users was 40% higher than that of ordinary users, successfully enhancing the brand's local recognition and user loyalty.

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4. Problems Existing in Haier Smart Home's International Marketing Strategy Under the Background of Digital Transformation

4.1 Slowdown in Overseas Market Growth and Unbalanced Regional Development

Although Haier Smart Home has achieved remarkable results in the international market, the growth rate of its overseas business has continued to decline in recent years, and the problem of unbalanced regional development has become increasingly prominent. The growth rate of overseas revenue has gradually decreased from 13% in 2021 to 5.43% in 2024, indicating that the expansion momentum is weakening and a new growth breakthrough is urgently needed. From the perspective of regional structure layout, 55% of overseas revenue comes from the North American market, which achieved sales revenue of 79.529 billion yuan in 2024 but decreased by 0.28% compared with the same period last year. The growth rate of the European market reached 12.42%, which, although higher than the industry level, still lags behind emerging markets in performance, showing the structural contradiction of over-reliance on a single region and insufficient development of other markets.

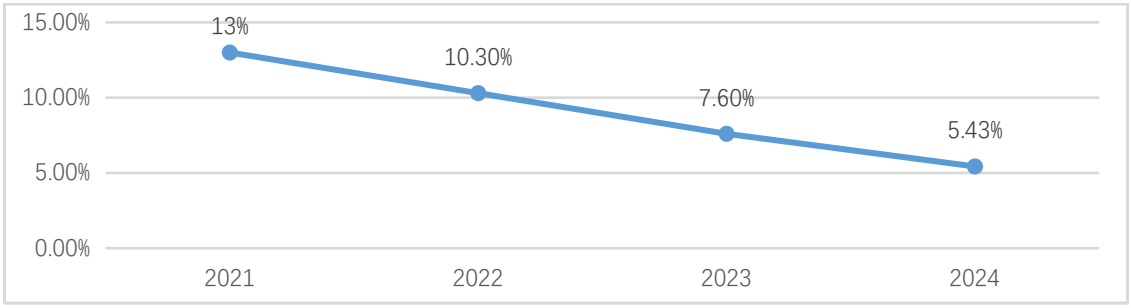


Figure 2. Line Chart of Haier Smart Home's Overseas Revenue Growth Rate from 2021 to 2024

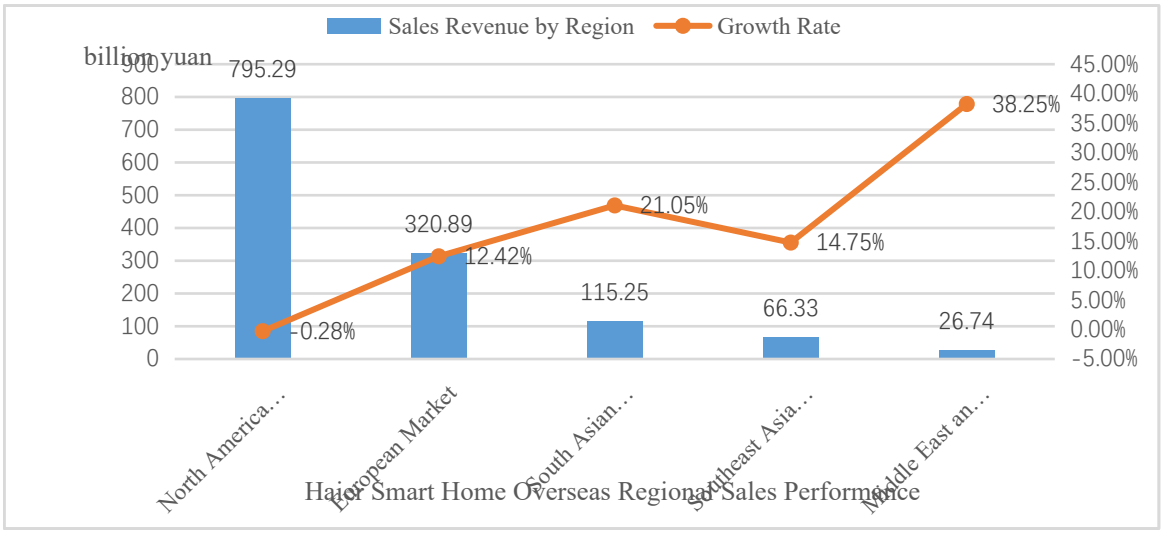


Figure 3. Comparison of Sales Revenue and Growth Rate of Haier Smart Home in Various Overseas Regions in 2024

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4.2 Insufficient Brand Management and Synergy Effect

In the process of global market expansion, Haier Smart Home has successfully achieved the horizontal expansion of market coverage by implementing a multi-brand strategy. Relying on its diversified brand matrix, it has penetrated different consumer tiers and segmented markets, effectively increasing the brand's market share and user reach breadth in the global home appliance industry. However, the implementation of this strategy has also been accompanied by the dual challenges of rising brand management complexity and insufficient internal synergy effect.

From the perspective of brand positioning, there is ambiguity in the market positioning boundaries of its affiliated brands, failing to form clear and differentiated cognitive segmentation. Taking Casarte, a high-end sub-brand, as an example, although the brand focuses on the high-end home appliance market, it still has a certain gap compared with internationally renowned high-end home appliance brands in terms of global brand influence and consumer word-of-mouth communication effect. At the same time, opinions put forward by some users through channels such as product use feedback and after-sales evaluations show that the product quality stability and after-sales service response efficiency of some of Casarte's product lines have not fully matched its high-end brand positioning, which has had a negative impact on the brand image to a certain extent.

From the perspective of brand collaborative operation, the collaborative mechanism of Haier Smart Home's seven core brands in key business links is not yet sound. In the product R&D stage, various brands have not fully shared technological R&D achievements and innovative resources; the procurement link lacks centralized supply chain integration and bargaining synergy; and the marketing and promotion process has not formed a unified brand communication matrix and resource complementarity model. These lead to problems such as scattered resource allocation and repeated investment in the process of multi-brand operation, directly resulting in a low level of overall resource utilization efficiency.

In addition, the company still has obvious shortcomings in the construction of the brand management system and professional management capabilities, which are specifically reflected in the insufficient standardization of links such as brand strategic planning, operation monitoring, and data disclosure. For example, Casarte, as a core high-end brand, has not publicly disclosed key operational data such as its specific revenue scale and profitability to the outside world since 2021. This phenomenon also reflects the imperfection of the enterprise's data governance and information disclosure mechanism in the process of multi-brand management from the side.

4.3 Insufficient Depth and Effect of Digital Marketing

Against the backdrop of digital transformation emerging as a core competitive dimension in the home appliance industry, Haier Smart Home, as a leading enterprise in the global home appliance sector, has invested considerable resources in digital marketing, covering key aspects such as financial support, technological R&D, and human resource allocation. Its investment scale maintains a leading position compared with most enterprises in the industry, fully reflecting the company's emphasis on the strategic value of digital marketing.

However, from the perspective of actual marketing practice, Haier Smart Home's digital marketing still has

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significant shortcomings in in-depth exploration and effect implementation, and the input and output have not formed an ideal positive matching relationship. Specifically, on the one hand, in terms of social media operation, although Haier Smart Home has laid out major global social platforms and maintained a consistent rhythm of content push, the growth rate of its fan base has remained relatively slow in terms of actual operation effects, showing a certain gap compared with top brands in the same industry, and the room for improving user interaction rate is obviously limited.

On the other hand, the conversion efficiency of its online sales channels is poor, failing to give full play to the driving role of digital touchpoints in sales performance. Compared with the in-depth platform cooperation model adopted by major competitors such as Midea Group, Haier has not yet established a systematic and iterable traffic acquisition mechanism and conversion path, resulting in a relatively backward status in data-driven marketing, which in turn affects the construction of its overall digital marketing competitiveness..

4.4 High Marketing Costs and Insufficient Profitability

Against the industry backdrop of increasingly fierce competition in the global home appliance market, fluctuations in raw material prices, and accelerated channel transformation, Haier Smart Home is confronting the dual financial pressures of a sharp rise in marketing costs and weak profit performance. This challenge has become a key factor restricting the sustainable and healthy development of the enterprise.

From the perspective of core financial indicators, the company's sales expense ratio has long remained at a high level in the industry and failed to decline effectively, reflecting an urgent need to improve the efficiency of its marketing investment. As shown in the industry peer comparison data in Table 1, Haier Smart Home's sales expenses reached as high as 33.586 billion yuan in 2024, with the corresponding sales expense ratio hitting a high of 11.75%. This ratio is not only significantly higher than the 9.52% of Midea Group, an industry competitor, but also far exceeds Gree Electric's 5.16% sales expense ratio, forming a significant cost competitive gap. As a core indicator measuring enterprise profitability efficiency, the persistently high sales expense ratio has directly eroded the enterprise's profit margin, resulting in Haier Smart Home's net profit margin of only 6.55% in 2024. It occupies a relatively weak position among top enterprises in the same industry, making it difficult to achieve breakthrough growth in profitability.

Further analyzing the driving factors behind the high costs, Haier Smart Home's implementation of the multi-brand strategy and global overseas expansion layout has not only expanded the market coverage but also further pushed up the overall operating costs. At the level of multi-brand cultivation, for core sub-brands such as Casarte (a high-end home appliance brand) and Sanyiniao (a smart home scenario brand), the company needs to continuously invest substantial funds in product R&D and innovation, brand image building, marketing promotion, and channel construction to support the competitiveness improvement of each brand in segmented markets. However, from the actual market feedback, the input-output ratio of some brands has not met expectations, and the effectiveness of brand cultivation has not been fully converted into a stable driving force for profit growth. In terms of overseas expansion, the company has expanded the international market through mergers and acquisitions, self-construction, and other methods, which has been accompanied by huge merger and acquisition integration costs and localized operation costs. Among them, post-merger enterprise integration involves multiple complex links such as cultural integration, management system alignment,

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and supply chain collaboration, requiring the investment of a large amount of human and material resources. In the process of localized operations, the establishment of local marketing networks, the improvement of after-sales service systems, and compliance cost expenditures have further intensified the cost pressure. However, the revenue growth and profit contribution of overseas markets have not increased synchronously with the cost investment, and the overall expansion effect has not reached the ideal state.

From the perspective of profit structure, Haier Smart Home's current profit model still has an obvious monetization flaw. The company's profit sources mainly rely on the sales business of traditional hardware products, while high-value-added sectors with great growth potential in the process of industrial transformation and upgrading, such as service-oriented businesses and ecological solutions, still account for a low proportion of revenue and profit contribution, failing to form an effective profit supplement. Compared with international peers such as Samsung and LG, these enterprises have built a diversified profit model of "hardware products + value-added services + ecological synergy" through early strategic transformation, and high-value-added businesses have become an important engine for profit growth. However, Haier Smart Home has not yet completed a similar optimization of the profit structure, and the market expansion and profitability of high-value-added businesses still need to be improved. This makes the enterprise lack sufficient profit buffer space when coping with price competition and cost fluctuations in the hardware market. Such a simplistic profit structure not only exposes the company's shortcomings in business transformation and value mining but also makes it difficult for the overall profit level to break through the existing bottleneck, forming a significant constraint on the construction of the enterprise's long-term profitability and market competitiveness.

Table 1. Comparison of Sales Expenses of Haier Smart Home with Industry Peers in 2024

Indicator	Haier Smart Home	Midea Group	Gree Electric
Sales Expenses (billion yuan)	335.86	387.54	97.53
Sales Revenue (billion yuan)	2859.81	4071.50	1891.64
Selling Expense Ratio (%)	11.75	9.52	5.16
Net Profit Margin (%)	6.55	9.42	16.94

4.5 Mismatch Between Digital Transformation and Organizational Capabilities

There is a mismatch between Haier Smart Home's digital transformation strategy and its organizational capabilities, which affects the effect of digital marketing.

First, the traditional hierarchical structure is difficult to respond quickly to changes in the digital market, and the adjustment towards organizational flattening faces resistance. For example, after the acquisition in Thailand, employee negotiations were triggered due to salary and cultural conflicts.

Second, the company lacks compound talents with capabilities such as digital technology and data analysis, and talents are the core strategic resource that drives innovation and determines success or failure.

Third, the innovation mechanism has not yet adapted to the needs of rapid iteration, and the corporate culture transformation lags behind. The concept of "maximizing the value of people" has not been fully implemented in practice, and the open, user-oriented digital culture still needs to be strengthened.

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5. Recommendations on Haier Smart Home's International Marketing Strategy Under the Background of Digital Transformation

5.1 Accelerate Overseas Layout and Optimize Regional Structure for Balance

Prioritize focus on emerging markets such as South Asia, Southeast Asia, and the Middle East and Africa, further strengthen localized R&D and brand expansion, and then rely on production capacity bases such as the Thailand Air Conditioning Industrial Park to meet regional demand coverage.

In mature markets, adopt differentiated strategies: promote the high-end development and innovation of products in North America to increase added value; strengthen cooperation with local channels in Europe, such as cooperating with Darty to expand coverage, while actively promoting the extension of channels to the grassroots level.By optimizing the global production capacity layout, the balanced and sustainable development of overseas business can be achieved.

5.2 Strengthen Brand Synergy and Deepen High-End Strategy to Enhance Value

Adopt measures to optimize the brand structure and define the positioning of each brand to address the challenges of complex brand management and insufficient synergy. For example, Casarte focuses on the high-end market, Haier targets the mainstream market, and Leader positions itself for the younger generation. Establish a unified management system to ensure consistency in visual identity, communication, and user experience. Build an efficient and practical brand synergy mechanism to realize resource sharing and cross-platform cooperation in R&D, procurement, channels, and marketing activities, thereby enhancing overall operational efficiency and influence. In the process of building high-end brands, continuously increase the premium space and user loyalty of brands such as Casarte, carefully solve problems related to product quality and after-sales service, and comprehensively improve the overall brand value.

5.3 Enhance Digital Marketing Capabilities and Optimize Efficiency to Boost Conversion

Redesign the social media strategy to strengthen content creativity and interactive design effects. Reference Vatti's closed-loop communication model of "brand - influencer - user - e-commerce" on Douyin to improve the efficiency of traffic attraction and conversion. Accelerate the construction of a unified data platform and user portrait system, and strengthen the application of AI technology in precise promotion and demand forecasting to drive the improvement of marketing intelligence. Integrate online and offline channels, learn from Midea's OMO (Online-Merge-Offline) cooperation mechanism with Meituan, and promote traffic sharing and experience integration. Focus on creating high-value IPs in content, consolidate cooperation with authoritative media and key opinion leaders (KOLs), and build a multi-level brand communication structure with high credibility.

5.4 Optimize Marketing Cost Structure and Improve Profit Sustainability

Systematically optimize the allocation of marketing resources to expand profit sources. Reduce duplicate investment by integrating global marketing resources and building a unified procurement and management platform. At the same time, increase the proportion of digital marketing, and rely on data-driven approaches

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and automated tools to improve the effectiveness of precise reach and return on investment. The company can also promote the transformation of hardware sales to a "product + service" model, develop high-value-added B-end solutions such as smart buildings, and continuously advance the optimization of the global supply chain. Improve operational efficiency and reduce overall costs through platform-based procurement, module standardization, and digital inventory management, thereby controlling marketing expenses while building a more sustainable profit structure.

5.5 Strengthen Organizational Transformation and Enhance Digital Capabilities to Support Marketing

Implement the transformation of organizational structure towards flattening and networking. Learn from and apply the "Person-Order-Organization" model in Thailand, and improve response speed and decision-making efficiency by fully delegating authority and decentralizing three key powers (decision-making, execution, and assessment). Promote cross-departmental collaboration, and build a talent mechanism compatible with digitalization. Introduce and cultivate compound talents with technical, data, and innovation capabilities, and establish an incentive system aligned with the interests of shareholders. At the same time, improve the digital literacy of all employees through systematic training. Formulate an open and error-tolerant innovation mechanism, launch an internal innovation platform, encourage employees to participate in collaborative creation, and implement incentive measures for outstanding achievements.

6. Research Conclusion

This paper focuses on Haier Smart Home, examining its international marketing strategies against the backdrop of digital transformation. By reviewing the transformation trajectory, it can be seen that Haier Smart Home has gone through the preparation, exploration, and acceleration stages, laying a solid foundation for the digitalization of international marketing. Digital technology has driven business growth, product innovation, and the development of localized marketing. However, there are also problems such as unbalanced development of overseas markets, lack of brand synergy, insufficient depth of digital marketing, high marketing costs, and the need to improve the adaptability of organizational capabilities. Strategic recommendations such as accelerating overseas layout, strengthening brand collaboration, enhancing digital marketing capabilities, optimizing the cost model, and promoting organizational reshaping are put forward. It is expected that Haier Smart Home will continue to expand the application of digitalization and enhance its global competitiveness; it is also hoped that more enterprises will learn from this experience, innovate and explore in the international market in the digital era, and promote the development of the industry.

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