

Midocean University

College of Management

Department of General MBA



The Impact of Customer Satisfaction on the relation between Organization Agility and Revenues Change
moderated by U.S Sanctions, in Riyadh Saudi Arabia, The case study of Huawei

Prepared by:

Khalil Radwan: 221001548

Abdullah Aldahri: 221002310

Yossif Abdullah: 221001983

Supervisor: Dr.Walid Sluman

تأثير رضا العملاء على العلاقة بين مرونة المنظمة وتغير الإيرادات الذي تسيطر عليه العقوبات الأمريكية، في الرياض بالمملكة العربية السعودية

دراسة الحالة الخاصة بشركة هواوي

الإعداد:

- خليل رضوان (221001548)
- عبد الله الظاهري (221002310)
- يوسف عبدالله (221001983)

الإشراف: د. وليد سليمان

العام الدراسي : 2023

Acknowledgements

First and foremost, we would like to thank our primary supervisor, Dr. Walid Soliman, for their guidance, support, and encouragement throughout the entire process. Their mentorship and expertise were invaluable in helping us to shape the direction of our research and to bring our ideas to fruition.

We would also like to express our gratitude to the members of our research team, Khalil , Abdullah and Youssef who provided valuable input, insights, and assistance at every stage of the project. Their contributions were critical to the success of this research, and we are deeply grateful for their hard work and dedication.

We would also like thanks to Our family and our manager at work to support us and lighten our burdens. Without their contributions, this project would not have been possible.

List of Content:

Abstract

Introduction

1. First chapter:

1.1. Problem Statement

1.2. Research questions and objectives

1.3. Research Suggested Reasons

2. Second chapter:

2.1. Hypotheses

2.2. Research Hypotheses

2.3. Directional & Non-Directional Hypotheses

2.4. Phenomenon Definition

2.5. Phenomenon Description

2.6 Chart of percentage of users around the world

3.Thired chapter:

3.1. Overseas expansion strategy & Challenges

3.2. US. Sanction Challenges & Customer Satisfaction

3.3. Previous studies and theoretical framework

4. Fourth chapter:

4.1. Methodology

4.2. Research limits

4.3. Theoretical Framework (Variables Def)

4.4. Conceptual Framework

4.5. Data Collection and Analysis

4.6. Primary and secondary as follows.

4.7. Data Collection Approaches

- Qualitative, Quantitative, Techniques

4.8. Tools

4.9. Data Analysis Methods and Techniques

5. Fifth chapter:

5.1. Population And Sampling

6. Sixth chapter:

6.1. Research Gap

6.2. Sample Type and Size

6.3. Sample Size

6.4. Conclusion

6.5. Recommendation

	Content	Page No.
	Abstract	7
First Chapter	Introduction	8
	Problem Statement	9
	Research objectives	9
	Research questions	10
	Research Suggested Reasons	10
Second Chapter	Hypotheses	11
	Research Hypotheses	11
	Directional & Non-Directional Hypotheses	11
	Phenomenon Definition	12
	Phenomenon Description	12
	Chart of percentage of users around the world	12
Third Chapter	Overseas expansion strategy & Challenges:	14
	US. Sanction Challenges & Customer Satisfaction	15
	Previous studies and theoretical framework	16- 18
Fourth Chapter	Methodology	19
	Research limits	20
	Theoretical Framework (Variables Def)	20

	Conceptual Framework	21
	Data Collection and Analysis	22
	Sources Of Data Collection	22
	Primary and secondary as follows	22
	Data Collection Approaches	23
	Qualitative	23
	Quantitative	24
	Techniques	24
	Tools	24
	Data Analysis Methods and Techniques	25
Fifth Chapter	Population And Sampling	25
Sixth Chapter	Research Gap	25
	Sample Type	26
	Result	27
	Conclusion	28
	Research findings	29
	Research Recommendations	30
	References	30-32
	Appendix	32-35

Abstract

The main purpose of this research proposal is to examine challenges facing by Chinese tech giant Huawei's affecting their annual revenues and customer satisfactions levels and to what extent Huawei acting agile handling such challenges, also review the high-tech war between the US and China and consider the challenge faced by Huawei's as a result of the negative impact of sanctions imposed by the US, And how to deal gracefully with these challenges and the mechanism used to return and dominate the global mobile market again

Key Words: Organization Agility , Customer Satisfaction, Revenues, U.S Sanctions

First chapter:

Introduction

- “Huawei is China’s leading high-tech company, founded in 1987 and has achieved rapid business growth in the information and communication technology (ICT) industry in recent years”⁽¹⁾. It has over 207 thousand employees and operates in 170 nations and regions, serving 3 billion people worldwide. The company is currently one of the best Chinese firms with a track record as a cutting-edge global firm. (Kimura.2020)
- The study will use a quantitative research design, with data collected through surveys or other methods from a sample of organizations operating in industries affected by U.S sanctions. The case study of Huawei, a Chinese telecommunications company, will be included to provide valuable insights into how businesses can navigate challenges in industries affected by sanctions and improve their bottom line. The study aims to provide important implications for businesses, policymakers, and researchers operating in industries affected by sanctions.
- Since Huawei stands at the top of the innovation ecosystem of the ICT industry and global innovative firm which represents China as a “high-tech” nation, it has unique characteristics” ⁽¹⁾ in terms of its corporate strategies that differentiate it from other Chinese firms, it is essential to analyze the development of Huawei since 1987. (Kimura.2020)
- This research is to focus on various angles Ex. challenges facing one of Huawei’s corporate strategies “overseas expansion strategy” and its effect on customer satisfaction, loyalty, revenues and profitability from present high-tech war between the US and China

- Furthermore, to correctly understand the background of the present high-tech war between the US and China that has triggered the exclusion of Huawei products and by several countries in the West, and customer satisfaction it is extremely important to examine the characteristics of Huawei's corporate strategies.

1.1. Problem Statement

- What the Impact of Customer Satisfaction on the relation between Organization Agility and Revenues Change moderated by U.S Sanctions?
- In recent years, organizations operating in industries affected by U.S sanctions have faced significant challenges in maintaining their revenues and competitiveness. To address these challenges, organizations have increasingly focused on improving their organizational agility, the ability to respond quickly and effectively to changing circumstances. However, the impact of organizational agility on revenues change may be moderated by other factors, such as customer satisfaction.
- Customer satisfaction is a critical factor for businesses, as it is a measure of how well a product or service meets or exceeds the expectations of customers. and generate more revenue for the business.

1.2. Research objectives

to describe the impact of U.S sanctions and customer satisfaction on the revenues of Huawei, to explain the effect of U.S sanction and customer satisfaction on the revenues and the effect of Huawei being Agile on revenues, to explore the effect of organization being agile on the customer satisfaction and so revenues

1.3 Research questions

- What is the current situation of Huawei's revenue?
- Why the customer satisfaction and U.S sanctions so important to know?
- How to increase the revenues under the U.S sanction by acting agile?

1.4 Research Suggested Reasons

- Huawei, the biggest maker of network gear, is struggling to hold onto market share under U.S. sanctions, that block its access to most U.S. processor chips and other technology.
- Huawei has suffered a heavy toll on sales in international markets because of the US sanction. Huawei Technologies Ltd.'s smartphone and other consumer-oriented businesses have been "significantly impacted".
- American officials say Huawei, China's first global tech brand, is a security risk and might facilitate Chinese spying, which the company denies. Washington is lobbying European and other allies to exclude Huawei when they upgrade phone networks to next-generation technology.
- Honor was sold to a state-led investor group in November 2020 to revive the brand by separating it from the sanctions on the parent company.
- Negative impact on customer behaviors and loyalty buying Huawei Devices

2. Second chapter:

2.1. Hypotheses

- Customer satisfaction mediates the relationship between organizational agility and revenues change, such that the positive relationship between organizational agility and revenues change is stronger when customer satisfaction is high.

2.2. Research Hypotheses

- Higher customer satisfaction leads to higher revenues, Higher organizational agility leads to higher revenues.
- The positive relationship between customer satisfaction and revenues change is weaker when U.S sanctions are present.
- The positive relationship between organizational agility and revenues change is weaker when U.S sanctions are present.

2.3. Directional & Non-Directional Hypotheses

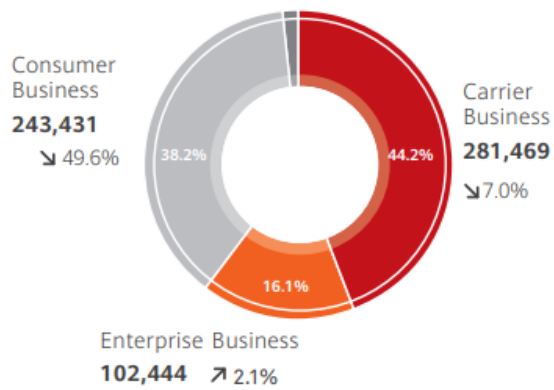
- The more organizational agility, The higher revenue change.
- There is a significant negative strong moderating impact of the US sanctions on the relation between organization agility and customer satisfaction.
- The higher customer satisfaction, The higher revenue change.
- There is a significant positive average intervening impact of customer satisfaction on the relation between organization agility and revenue change.

2.4. Phenomenon Definition

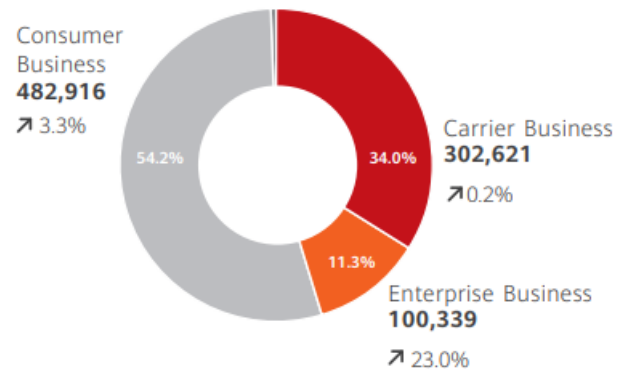
Huawei's revenues declined 29% by the end of 2021.

2.5. Phenomenon Description

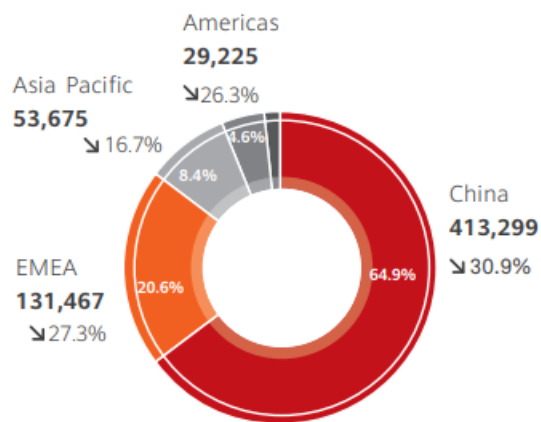
- Revenue for the end of 2021 was 636.8 billion yuan, with a profit margin of 19.1%, the company announced. That was down from 891.3 billion yuan in revenue reported for 2020. revenues Fell By 29%
- Due to the absence of GMS "Google Mobile Services", Huawei has suffered a heavy toll on sales in international markets because of the US sanction. Huawei Technologies Ltd.'s smart phone and other consumer-oriented businesses have been "significantly impacted" ⁽³⁾
- Honor was sold to a state-led investor group in November 2020 to revive the brand by separating it from the sanctions on the parent company. (Lide Zhang, 2020)
- The buying demand decreased by the end of 2021 in China from 413.2 CNY comparing with the same period of 2020 with 584.9 CNY. Revenues Fell By 29%, in Americas decreased to 29.2 CNY comparing with the same period of 2020 with 39.6 CNY, revenues Fell By 26% and in Asia decreased to 53.6 CNY comparing with the same period of 2020 with 64.3 CNY.



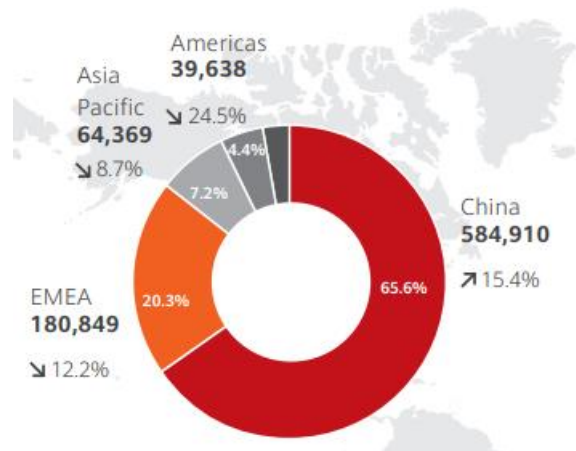
2021



2020



2021



2020

Huawei Annual report: <https://www.huawei.com/en/annual-report>

3.Third chapter:

3.1. Overseas expansion strategy & Challenges:

- Enables Huawei to deliver cheap and quick products to the market. "Huawei expanded its share in newly emerging markets where the level of technology is comparatively low, put its efforts in to growing that share, and later expanded its business" ⁽¹⁾ in various European countries, the US, and Japan based on its experience in newly emerging markets, as a result, as of the end of 2020, it operates in 170 countries and is succeeding in creating R&D. (Kimura. 2020)
- Huawei may face challenges which include strong competitors in market like Samsung, Apple and others, the need for improvement, the challenges of 5G technology, the country like US banned Huawei to penetrate in their market as security threats.
- On May 21, 2019, The US Department of Commerce places Huawei on a trade blacklist, Nov 2019 the US FCC bans subsidized communications carriers from procuring Huawei products, Feb 2020 "The US Department of Commerce announced its continuation of trade embargo with Huawei.
- Countries that have either banned Huawei 5G network equipment or created obstacles for its use" ⁽⁴⁾.
(Jeanne.2021)
- As a result, Huawei Chinese telecom equipment and smartphone giant said its "production and operations face significant challenges". (Jeanne.2021)

3.2. US. Sanction Challenges & Customer Satisfaction

- As the US government forbids US firms from exporting components to Huawei, they now lack necessary components for manufacturing its products. Also, the US will not import Huawei equipment for 5G.
- "US ban makes the heavy reliance on US software an imminent threat as it will stop Huawei from further using software from US companies in its consumer products, Ex. Google Mobile Service (GMS) and Microsoft Windows". ⁽³⁾(Lide Zhang.2020)
- Regarding smartphones, the main software (email, maps, and so on) provided by the US firm Google will no longer be usable on any Huawei devices sold overseas, also unable to work with companies such as Qualcomm, and Intel, this means that Huawei no longer would have access to the very fundamentals of Android smartphones. "Gmail, YouTube, Google Drive, and even the Google Play Store itself were now no longer available for Huawei to use on new products" ⁽²⁾. which will be a major pain point for selling smartphones in overseas markets. (C. Scott Brown.2023)
- Huawei has come under strong pressure from the US due to its status as a symbol of high-tech Chinese firms. Under the influence of US pressure, there is also an increasing trend for standardization groups and relevant academic societies related to ICT standards to cancel Huawei's membership." ⁽²⁾ (C. Scott Brown.2023)
- Huawei still disconnected with US based most OTT platforms like Netflix, Amazon prime and other apps, whereas this is a greater factor for user entertainment and most smart phones users rely on UPI payment application for their money transactions. Hence absence of these applications in Huawei smartphones cause greater customer dissatisfaction.

- Basic Google suits GMS is inaccessible in Huawei smartphone is one of the reasons for customer dissatisfaction, these all restrictions causes a major breakdown in the Huawei revenue which falls by 29% by the end of 2021.
- Huawei also increase their agility operations to counter the sanction and to increase their profit margins such as launch of harmony 2.0 open-source platform, smart cloud networking, green innovative devices for low carbon 5G, Smart Railway Solution, UPS, fiber optical connectivity, manufacturing control system and manufacturing semiconductor chips.

OTT Over the Top, UPI Unified Payment Interface, GMS Google Mobile Services

- All mentioned above for sure will affect customer behaviors and loyalty buying Huawei Devices.

3.3. Previous studies and theoretical framework

- Agility is the ability of an organization to adapt to change and to seize opportunities that become available due to change. While there has been much work and discussion of what agility is and how firms can become agile there is little work at measuring the agility of a firm. Measurement is necessary for the strategic planning of determining how much agility an organization currently possesses, determining how much is needed, and then for assessing the gap and formulating a strategy for closing any perceived weaknesses. The measurement of agility as defined is difficult to measure since it must be measured in the context of a change. Consequently, most current agility measurement approaches are backward looking. A different and novel approach is to use complexity as a surrogate measure for agility. The hypothesis supporting this substitution is that a less complex

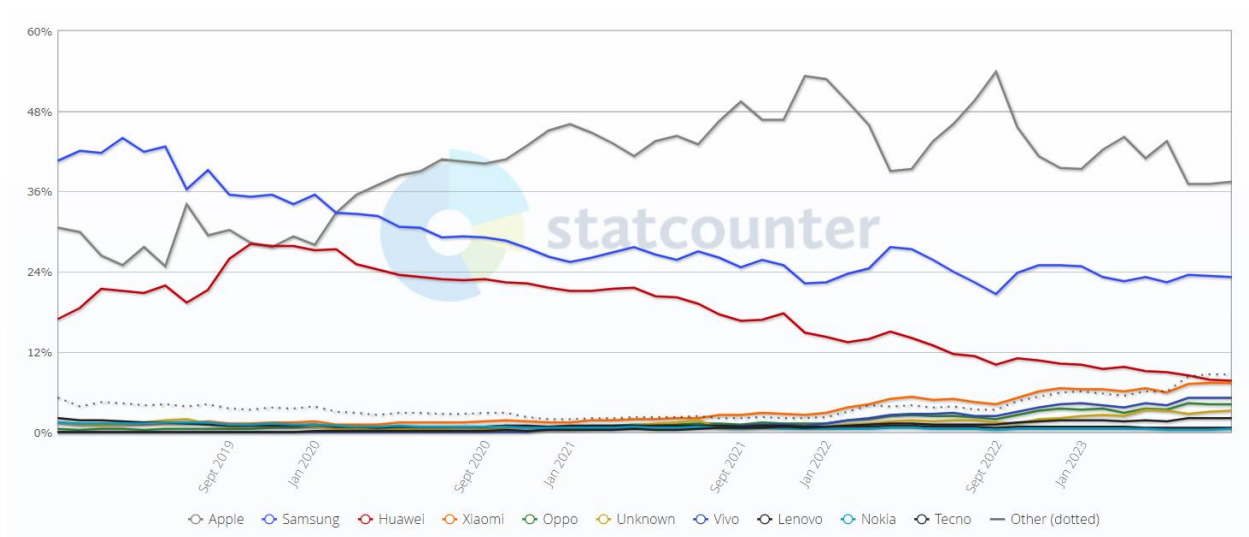
enterprise in terms of systems and processes is easier to change and consequently more agile⁽⁹⁾

(Arteta & Giachetti , 2004)

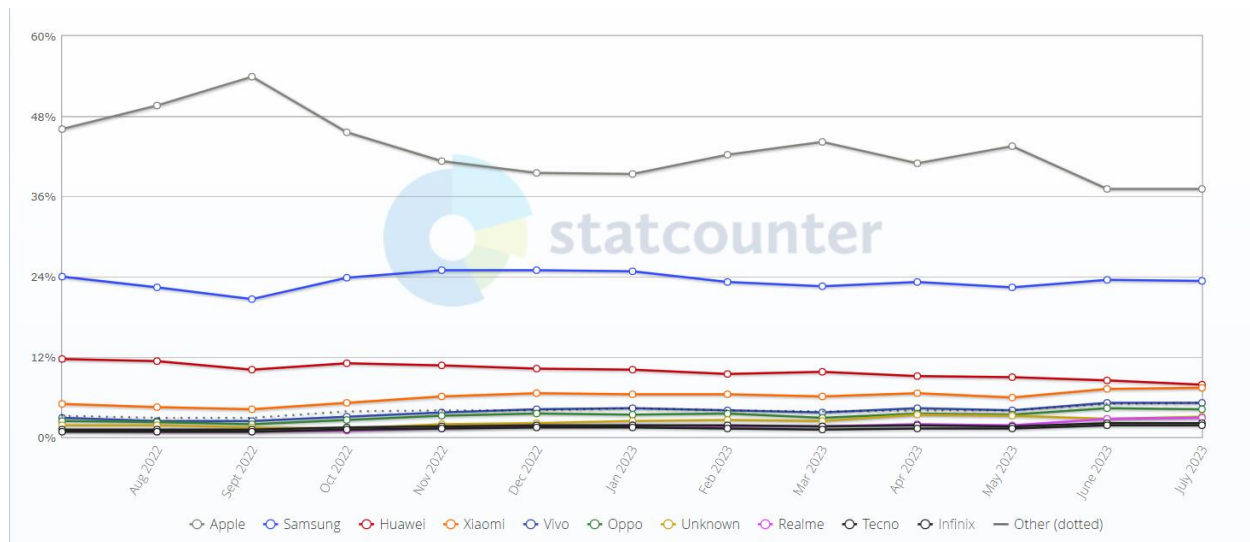
- It appears that achieving customer satisfaction is often the end goal, As a result of customer satisfaction is often used as a proxy for loyalty. Satisfaction is not the same as attitudinal loyalty and there are instances where satisfaction does not result in loyalty. The results indicate that satisfaction and loyalty in a business services setting are different constructs, and that, while the relationship is positive, high levels of satisfaction do not always yield high levels of loyalty⁽¹¹⁾ (Bennett and Rundle,2004)
- satisfaction is thought to improve share-of-spending, which in turn leads to higher customer revenue and customer profitability⁽¹⁰⁾ (Keiningham et al .2005)
- In case of Huawei, IT enterprises may make efforts in the following five aspects in the process of brand expansion: First, to accurately determine the positioning of IT products in the international market to ensure product positioning to be consistent with the image of the enterprise. Second, to segment IT customer market. How to segment the IT market effectively is a problem that enterprises need to think about. IT enterprises can build their unique market segments by selecting market scope, determining market segmentation variables, and forming market segments. Third, to choose the circuitous mode from developing countries to developed countries. IT enterprises can first enter the developing countries to gain a good reputation, and then gradually expand their brands to developed countries. Fourth, to adopt the marketing method of flexible response. It is the core goal of marketing strategy to promote enterprise brand and product brand. IT enterprises should effectively expand their brand with the help of the network platform. Fifth, to build a network-based global public relations system. IT enterprises may establish a good reputation and promote the stable growth of

their products and services. Which guarantees its expansion in new market and compensate sales decline. ⁽²⁶⁾ (Zhelun et al.,2021)

- Although customer satisfaction is increasingly seen as an important objective for many businesses, the extent to which it is taken seriously is varied, its measurement is problematic and the precise nature of its impact on financial performance and shareholder value remain the subject of debate. While the existence of a link between customer satisfaction and business performance is clearly a central tenet of marketing theory, evaluating the existence, nature and strength of this relationship at the level of the firm has proved problematic. Researchers have had much greater success when focusing on individual behavioral constructs (such as quality and satisfaction and satisfaction and loyalty) and rather less success when exploring the link between behavioral outcomes and financial performance. ⁽²⁷⁾ (Yeung , Ennew, 2000)



Jan.2019 – July.2023



July.2022 – July.2023

4. Fourth Chapter

4.1. Methodology

- the proposed methodology aims to provide a rigorous and systematic approach to investigating the proposed hypotheses and the case study of Huawei, providing valuable insights into the role of customer satisfaction and organizational agility in the context of U.S sanctions and revenues change.
- The study would use statistical methods such as regression analysis to explore the relationships between customer satisfaction, organizational agility, U.S sanctions, and revenues change and to test the proposed hypotheses. The study would also conduct a case study of Huawei, analyzing the company's financial reports, news articles, and other secondary sources to understand how the company has responded to U.S sanctions and how customer satisfaction and organizational agility have influenced its revenues change.
- The study would use a quantitative research design, with data collected through surveys or other methods from a sample of organizations operating in industries affected by U.S sanctions. The study

would also include a case study of Huawei to provide a practical example of the proposed hypotheses.

- Data collection methods classified into three categories, Surveys, Case Study, Observation In our research, we used the below methods:
- Surveys to collect data about Customer Satisfaction under US sanctions on Huawei service and product.
- Observation to collect data about Organization Agility under US sanctions and revenue decline considering the negative impact on customer satisfaction.

4.2. Research limits

There are three major limitations in our research proposal as below:

- Functional Limitations: Ensuring the continuity of customer satisfaction considering the presence of US sanctions and not using some programs such as (GMS) Google Mobile Services
- Time Limitation: Revenue declined as a result of U.S Sanctions starting May 2019 and continue.
- Geographical Limitation: Europe, Middle East, and Africa (EMEA), showing decline in market share.

4.3. Theoretical Framework (Variables Def)

- Organization Agility: A company's ability to rapidly change or adapt in response to changes in the market. Innovation, Agile strategies. ⁽⁴⁾ (Jeanne, 2021)
- Customer Satisfaction: A measurement that determines how happy customers are with a company's products, services, and capabilities. NPS Net promotor score.

- "U. S Sanctions: Commercial and financial penalties applied by the USA against a state, group, or individual. Economic penalties may include several forms of trade barriers, tariffs, and restrictions on financial transactions, Computable general equilibrium (CGE) model, Multiregional Input-Output (Elisabetta Gentile.⁽⁵⁾ (Elisabetta, 2020)
- Revenue Change: The percentage increase or decrease in Revenue in the Applicable Year compared to the prior year.

Figures compiled in compliance with IFRS International Financial Reporting standard created by (IASB 2003)

4.4. Conceptual Framework

- Organization Agility:
 - Agile Management
 - Continuous Improvement
 - Customer Responsiveness
- US Sanctions
- Customer Satisfaction
- Revenue Change

4.5. Data Collection and Analysis

Sources Of Data Collection

- We can obtain our data related to Huawei revenue change by getting it directly from the subjects who are interested in, or from firsthand, this data they collect is called primary data.
- Another type of data that may help us in our proposal is the data that has already been gathered by someone else and this is called secondary data.

4.6. Primary and secondary as follows

- We used Primary Data through phenomena description, collecting data from the ICT field and 29% decline was investigated by Huawei, to understand what is behind such decline.
- Meanwhile we used Secondary Data by analyzing revenues annual reports declared by Huawei, which provide complete pictures regarding revenue change from a beginning of US sanctions and to what extent company affected, also using highlighting whole industry showing market share and profitability also we used other related trusted websites, some publications and journals.

4.7. Data Collection Approaches

- Data collection is the process of gathering and measuring information on variables of interest, which enables us to answer stated research questions, test hypotheses, and evaluate outcomes.
- The goal for all data collection is to capture quality evidence that then translates to rich data analysis and allows the building of a convincing and credible answer to questions that have been posed.
- Regardless of the field of study or preference for defining data (quantitative, qualitative). accurate data collection is essential to maintaining the integrity of research.
- The approach in our research: data are organized into two broad categories: Qualitative and Quantitative.

Qualitative

- Qualitative data are mostly non-numerical and usually descriptive or nominal in nature.
- Qualitative Approaches aim to address the 'how' and 'why' of a research proposal and tend to use unstructured methods of data collection to fully explore the topic.
- In our proposal we used this method to collect data about Organization Agility and Customer Satisfaction.

Quantitative

- Quantitative data is numerical in nature and can be mathematically computed.
- Quantitative data measure, classified as nominal scale, ordinal scale, interval scale and ratio scale.
- In our proposal we used this method to collect data about the negative impact of US sanctions and Revenue decline from a year earlier.

Techniques

In our research proposal we used Technical, structured questionnaire,

- Questionnaire: To study our phenomena, we designed a questionnaire constructed from structured questions through which we will be able to collect and analyze the data regarding "Customer satisfaction", Online questionnaire allows access to many people as they can complete the questionnaire at their time of convenience.

4.8. Tools

In our research proposal, we used online tools because of the below reasons, Faster, Cheaper, Quick to analyze, Easy to use, allowing us to reach maximum number of Customers.

4.9.Data Analysis Methods and Techniques

Data is recommended to be checked through SPSS software to conduct descriptive analysis, Correlation, and Regression with the aim of testing hypotheses.

5. Fifth chapter:

5.1. Population And Sampling

Unit And Level of Analysis

This Proposal targeting two Populations: Management population and Customer population units for Huawei Riyadh Saudi Arabia

- Population: Huawei Riyadh Saudi Arabia
- Units of Analysis: Customers

6. Sixth chapter:

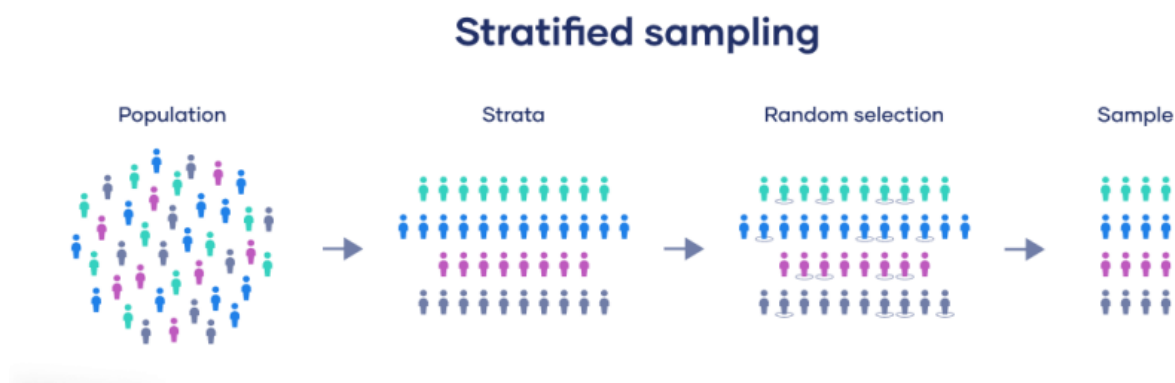
6.1.Research Gap

- Huawei organization failed to convince Us, UK, Australia, Taiwan, and other countries that the Huawei made telecommunication devices are well developed accordingly to international data protection and security standards, thus cause global US sanction and Huawei Does not build-up customer confidence among overseas consumers for their end-to-end data protection and security and privacy safeguarding.

- Huawei still disconnected with US based most OTT platforms like Netflix, Amazon prime and other apps, whereas this is a greater factor for user entertainment and most smart phones users rely on UPI payment application for their money transactions. Hence absence of these applications in Huawei smartphones cause greater customer dissatisfaction.
- Basic Google suits GMS is inaccessible in Huawei smartphone is one of the reasons for customer dissatisfaction, these all restrictions cause a major breakdown in the Huawei revenue which falls by 32% from year earlier YTDQ3 2021.
- Huawei also increase their agility operations to counter the sanction and to increase their profit margins such as launch of harmony 2.0 open-source platform, smart cloud networking, green innovative devices for low carbon 5G, Smart Railway Solution, UPS, fiber optical connectivity, manufacturing control system and manufacturing semiconductor chips.

6.2. Sample Type

We will use sampling as the total number of Huawei Riyadh users is Large. The type of sampling will be stratified random sampling as the units of this population is divided into subpopulation * Mobile users



The below table shows the sample size calculations for the Stratified random Sample of population (Huawei Riyadh users)

Sample Distribution over Population			
Huawei Riyadh Users			
Level of analysis	Riyadh No. of Huawei users	%	Sample
Mobile Users	827,076	100%	393

6.4. Result

Regarding of number of Riyadh population 7009120 people we take sample of Huawei users 393, we found 48.9% of users was female and 51.1% men, from different age groups, most of them from 26 to 35 years old represent 32.6% follow 36 to 45 years old represent 29.8% , we found 26.5% of users affected by unavailability of Google Play Store programs, in light of that 34.1% of Huawei users convinced that Huawei mobile will help him to complete office work , 28% of users were neutral about the possibility of repeat purchases of Huawei devices in light of that 23.2 of users Disagree to repeat purchases and 26.2% of users were neutral with efficiency of Huawei programs to compensate availability of Google Play Store programs, 28.5% users were neutral about Confident that Huawei devices will protect your information's in light of that 20.4% agree with that and 19.8% disagree, 23.7% of users agree with development of Huawei devices, 29% of users disagree ability of Huawei to withstand US sanctions, 30.6% of users disagree with flexibility front of US sanctions, 26.2% of users were neutral about Huawei sales were affected by the blocking of Google Play

applications and 25.6% with users agree with Huawei profits decline due to US sanctions and 29.5% disagree with Huawei's sales will return to their previous position.

6.5.Conclusion

The graphic survey shows that, a large percentage of Huawei devices users are convinced of their smart devices that help them to complete their office work and facilitate the transfer of information between their devices, with a large percentage accepting the external design of Huawei devices in addition to their conviction in its ability to withstand shocks and its competitive price in the mobile device market, With some resentment towards the unavailability of Google Play applications And the lack of contentment with the compensatory applications launched by Huawei to compensate for the unavailability of Google applications, This in turn, led to an equal percentage of those who are satisfied and dissatisfied with the services provided by Huawei, some fear that Huawei is not clear about maintaining the confidentiality of user information, Which leads to an equal number of supporters and opponents of repeat purchase of Huawei devices, Which in turn led to fear of customers Huawei's steadfastness against US economic sanctions

6.6. Research findings

- Huawei has suffered a heavy toll on revenues in international markets because of the US sanction, but it has successfully utilized its strength and opportunities, finding alternatives Ex: promotion, patriotism, and proprietary technology in the domestic market, so revenues in China is quite satisfactory, working on overseas expansion as we mentioned before and by acting Agile in different ways as below.
- licensing some of its smartphone designs to third-party companies in order to circumvent restrictions imposed by the US (Xnova, Telecommunications Appliances Company). So will be able to gather components like TSMC chipsets, and 5G modems necessary for its smartphones, also help to bring back GMS to Huawei's device.
- Sold its Honor sub-brand to a consortium led by a state-owned company in Shenzhen , freeing the business from U.S. sanctions. Honor is now able to buy components from US suppliers including Qualcomm.

6.6. Research Recommendations

- Maintaining employing multiple strategies finding alternative EX: opening parallel markets to the US market like India market, invest in Africa regions with Cell phones and Network technology, also invest more in 5G network, smart houses, Green Industry.
- Huawei should also expand itself aiming at being ranked the 1st tech company focusing on sustainability and eco-friendly, so that Huawei might be able to incline their sales.

References:

1. Kimura, Koichiro, ed. (2020) Innovation in East Asia (BRC Research Report), Bangkok: Bangkok Research Center, JETRO Bangkok/IDE-JETRO
https://www.ide.go.jp/library/English/Publish/Reports/Brc/pdf/28_03.pdf
2. C. Scott Brown, April 10, 2023, Android authority <https://www.androidauthority.com/huawei-google-android-ban-988382/> .
3. Lide Zhang, March 15, 2020, (Does Huawei React Well to the US Sanction in the Aspect of Finance), International Baccalaureate® Business Management SL Internal Assessment,
[file:///C:/Users/kradwan/Downloads/Huawei%20\(2\).pdf](file:///C:/Users/kradwan/Downloads/Huawei%20(2).pdf) .
4. Jeanne Whalen, March 31, 2021 at 3:33 p.m. EDT, “(U.S. campaign against Huawei appears to be working, as Chinese tech giant loses sales outside its home market)”
<https://www.washingtonpost.com/technology/2021/03/31/impact-us-campaign-against-huawei/>
5. Elisabetta Gentile, Gen Li Sep 2020 Joseph Maria Singham}, {Gentile2020AssessingTl,title={Assessing the Impact of the United States—People’s Republic of China Trade Dispute Using a Multiregional Computable General Equilibrium Model},author, journal {Emerging Markets Economics: Macroeconomic Issues \& Challenges journal}
<https://www.semanticscholar.org/paper/Assessing-the-Impact-of-the-United-States%E2%80%93People%E2%80%99s-GentileLi/b2848a1580eb06250cb754cdc46f3d77bf4534>
6. Liz Sheffield, (<https://www.guidespark.com/blog/organizational-agility-for-business-success/>)
7. Huawei Annual Report and Business Review <https://www.huawei.com/en/annual-report>
8. JOE MCDONALD / AP , OCTOBER 29, 2021, TIME , <https://time.com/6111821/huawei-sales-drop/>
9. Canalys estimates (sell-in) smartphone analysis, January 2021,
<https://www.canalys.com/newsroom/canalysworldwide-smartphone-market-Q1-2021>
10. Gordon Corera, Security correspondent, Published 31 March 2021, BBC,
<https://www.bbc.com/news/technology56590001>

11. David Kirton, September 24, 2021, Reuters, <https://www.reuters.com/technology/huawei-2021-smartphonerevenue-drop-by-least-30-40-bln-rotating-chairman-2021-09-24/>
12. Raymond Zhong, Aug. 6, 2021, daily business briefing, the new york times, <https://www.nytimes.com/2021/08/06/technology/huaweis-sales-tumble-as-phone-buyers-flee-the-chinesegiant.html?smid=url-share>
13. [Shenzhen, China, October 29, 2021], Huawei, Canalys, FY 2018 – YTD Q3 2021 <https://www.huawei.com/en/news/2021/10/huawei-three-quarters-2021-results>
14. Stat Counter Global Stats, Q3 2019 - Q4 2021, <https://gs.statcounter.com/>
15. US Sanctions Are Squeezing Huawei, but for How Long?, Wired , <https://www.wired.com/story/us-sanctionssqueezing-huawei-how-long/>
16. Arteta, B. M., & Giachetti, R. E. (2004). A measure of agility as the complexity of the enterprise system. *Robotics and computer-integrated manufacturing*, 20(6), 495-503. (9)
17. Keiningham, T. L., Perkins-Munn, T., Aksoy, L., & Estrin, D. (2005). Does customer satisfaction lead to profitability? The mediating role of share-of-wallet. *Managing Service Quality: An International Journal*, 15(2), 172-181. (10)
18. Bennett, R., & Rundle-Thiele, S. (2004). Customer satisfaction should not be the only goal. *Journal of services marketing*, 18(7), 514-523. (11)
19. Huawei Recruits Smartphone Partners to Sidestep U.S. Sanctions, Bloomberg News, November 15, 2021, Huawei Recruits Smartphone Partners to Sidestep U.S. Sanctions – Bloomberg
20. Huawei looking to license smartphone designs to get around US trade ban, Michail, 16 November 2021, Huawei looking to license smartphone designs to get around US trade ban - GSMArena.com news
21. Mobile share Riyadh Market, Stat counter, <https://gs.statcounter.com/vendor-market-share/mobile/egypt>
22. Huawei Annual report 2022: <https://www.huawei.com/en/annual-report/2022>
23. Huawei Annual report 2021: <https://www.huawei.com/en/annual-report/2021>
24. Inkster, N. (2019). The Huawei Affair and China's technology ambitions. *Survival*, 61(1), 105-111.
25. Kwan, C. H. (2020). The China–US trade war: Deep-rooted causes, shifting focus and uncertain prospects. *Asian Economic Policy Review*, 15(1), 55-72.

26. Wu, Z., Wu, J., Hou, Q., Jiang, H., & Chen, F. (2021). The strategy of international brand expansion of it enterprises: a case study based on Huawei. *Procedia Computer Science*, 183, 733-744.

27. Yeung, M. C., & Ennew, C. T. (2000). From customer satisfaction to profitability. *Journal of strategic marketing*, 8(4), 313-326.

Appendix:

أثر رضا العملاء على العلاقة بين رشاقة المنظمة وتغيير الإيرادات تحت إشراف العقوبات الأمريكية - في شركة هواوي الرياض - المملكة العربية السعودية

شكراً لك مقدماً على موافقتك على المشاركة في هذه الدراسة

يمكنك تسجيل الدخول إلى Google لحفظ مستوى التقدم. مزيد من المعلومات

* [تظهر إلى أن السؤال مطلوب](#)

MIDOCEAN **20** **21**
Every one smart University

الجنس *

☐ ذكر

☐ أنثى

العمر *

☐ من ١٨-٢٥

☐ من ٢٦-٣٥

☐ من ٣٦-٤٥

☐ ٤٥ أو أكثر

الخبرة المهنية *

☐ ٥ سنوات أو أقل

☐ من ٥-١٠ سنوات

☐ ١١-١٥ سنوات

☐ ١٦-٢٠ سنوات

ما مدى اقتناعك بامتلاك أجهزة Huawei؟ *

☐ موافق بشدة

☐ موافق

☐ محايد

☐ غير موافق

☐ غير موافق بشدة

ما مدى تأثرك بنقص خدمات متجر Google Play؟ *

☐ موافق بشدة

☐ موافق

☐ محايد

☐ غير موافق

☐ غير موافق بشدة

إلى أي مدى تساعدك أجهزة Huawei على إنهاء عمالك من خلال أجهزتها؟ *

☐ موافق بشدة

☐ موافق

☐ محايد

☐ غير موافق

☐ غير موافق بشدة

ما مدى رضاك عن المظهر الخارجي لأجهزة هواوي مقارنة بالأجهزة المنافسة؟ *

☐ موافق بشدة

☐ موافق

☐ محايد

☐ غير موافق

☐ غير موافق بشدة

مدى احتمالية تكرار شراء أجهزة هواوي؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ما مدى رضاك عن الخدمة المقدمة من قبل هواوي؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

مدى كفاءة برامج هواوي هل تعويض عن توفر متجر Google Play؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ما مدى سهولة نقل المعلومات بين أجهزة Huawei؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ما مدى رضاك عن خدمة 5G في أجهزة Huawei؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ما مدى رضاك عن خدمة ما بعد البيع من Huawei خدمات فريق دعم العملاء؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ما مدى رضاك عن أجهزة Huawei من حيث الجودة ؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ما مدى رضاك عن صلاحية أجهزة Huawei وتحملها للصدمات؟ *

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* ما مدى ثقتك في أن أجهزة Huawei ستحمي معلوماتك ولن تكشف عنها؟

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* ما مدى رضاك عن أسعار منتجات Huawei؟

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* هل أنت راضٍ عن تطوير أجهزة هواوي؟

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* هل أنت مقتنع بقدرة Huawei على تحمل العقوبات الأمريكية؟

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* مرونة هواوي أمام العقوبات الأمريكية

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* هل أنت مقتنع بقدرة Huawei على تحمل العقوبات الأمريكية؟

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* تأثرت مبيعات Huawei بسبب حظر تطبيقات Google Play

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

* تراجع أرباح هواوي بسبب العقوبات الأمريكية.

- ☐ موافق بشدة
- ☐ موافق
- ☐ محايد
- ☐ غير موافق
- ☐ غير موافق بشدة

ستعود مبيعات Huawei إلى وضعها السابق *

☐ موافق بشدة

☐ موافق

☐ محايد

☐ غير موافق

☐ غير موافق بشدة

يرجى تقديم أي تعليقات أخرى بخصوص هذه الدراسة

إجابته

يرجى تقديم أي تعليقات بخصوص أي جانب يبدو أنه

يفتقر إلى هذه الدراسة

إجابته

محو النموذج

إرسال