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RESEARCH ON THE OVERSEAS M&AS OF CHINA'S SPORTS INDUSTRY UNDER THE BACKGROUND OF THE BELT AND ROAD INITIATIVE: SWOT-ANALYSIS

As an important strategy of the national development, the "One Belt-One Road" initiative (BRI) has established the longest and most dynamic economic belt in the world. A new space for the opening of China's sports industry has also been opened by BRI. With the integration of the global economy and the sustained development of China's economy, China's dominant sports enterprises, advantageous brands and advantageous projects which are driven by the initiative of the Belt and Road Initiative (BRI) have used various policies and financial advantages to started a wave of overseas mergers and acquisitions in China's sports industry. Multinational corporations have acquired lots of valuable technology, market and other strategic resources through overseas mergers and acquisitions, thereby the market share, the capability of technical research and development were improved greatly. The overall strength of China's sports industry in international cooperation and competition has been promoted too. However, there are still many uncertainties which include external factors such as geopolitical risks, international trade protectionism, and the inadequacy of Chinese companies lead to the process of overseas mergers and acquisitions is not smooth. Therefore, the aim of China's sports industry overseas M&As can identify their own positioning and clear the direction of development. This paper uses the SWOT method to analyze the advantages, disadvantages, opportunities and threats of overseas mergers and acquisitions in China's sports industry from view of BRI. Finally, according to the SWOT analysis and the matrix which was established on it, the author comes to several conclusions which are shown as follows: promoting the overseas M&As of the sports industry with the help of BRI; expanding overseas investment of the market of sports industry which based on the global layout; promoting the core competitiveness China's sports industry by the way of strengthening the ability of independent research and core technologies; promoting the "Internet +" and "5G" emerging business investment in the area of sports industry.

Keywords: BRI, Sports Industry; Overseas Mergers and Acquisitions; SWOT – analysis.

Introduction. China's economy has developed rapidly since the reform and opening up. As the second largest economy, China plays an increasingly important role in economic globalization. During this period, the Chinese economy has attracted many foreign investments and has become one of the largest recipients in the world. The Chinese government even more knows that the importance of overseas investment should not be neglected. Because it is an important way to develop an open economy and comprehensively improve the level of opening. No American

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companies that grown mainly through its internal expansion. All the large companies grown up based on the way of mergers and acquisitions through certain degrees [1].

Similarly, based on the economic globalization and the inherent needs of national economic development, the strategy of "going out" was made by the Chinese government. As an actively responded to the national "going out" strategy, the 13th Five-Year Plan for China's sports development has clearly encouraged sports enterprises, advantageous brands and advantageous projects to "going out" and support overseas mergers and acquisitions in the sports industry actively. China as a developing country, compare to Western multinational companies which under the layout in the global market. Compete with Western multinational companies under the layout in the global market, the Chinese enterprises usually have no advantage, so this request the Chinese enterprises much "going out". It should be noticed that overseas M&As is the best form among all the investment [2]. As an important part of overseas investment of China's sports industry, overseas M&As has experienced leaps and bounds after BRI. Recent years, China's sports industry has experienced two upsurges of overseas M&As. One had happened in 2006-2010; the second upsurges of Chinese overseas M&As has happened since 2013 which the year of BRI was made [3]. Under the promotion of these two overseas M&As, China's sports enterprises have grown continuously, and some of them have become the powerful multinational companies that match China's economic strength. Based on all these overseas M&As, Chinese sports enterprises, especially those multinational corporations, have obtained a large amount of resources such as valuable capital, technology, market and strategic resources. The core competitiveness of China's sports enterprises has been improved obviously in the process of international cooperation and competition which based on overseas M&As. At the same time, the China's sports industry has made outstanding contributions to global economy. However, the overseas M&As of China's sports enterprises is often influenced by geopolitics and trade protectionism which comes from the host country government, industry associations and strengthening enterprises. At the same time, there are also some uncertainty and risks of overseas M&As which come from Chinese sports enterprises such as the economic strength is insufficient, the experience of overseas M&As is lack, the control of risk about overseas M&As should be enhanced, and the capabilities of scientific management are weak. So, comparing with the western developed countries, the China's sports enterprises are still in the process of learning, and some various setbacks are also inevitable too. On the other hand, the investment of sports industry which has the character of high investment, high risk and long-term determined the process is not always smooth. Therefore, it is inevitable that the enterprises must pay lots of expensive tuition fees for the strategy of "going out". Based on these factors, the analysis and summarization of the overseas M&As of China's sports industry become especially important. They can not only help Chinese entrepreneurs become mature rapidly, but also can further the development of China's sports industry. These are the most important purposes of this research.

Literature Review. J. Mata and P. Portugal [4] believe that compared with greenfield investment, overseas M&As usually involves the purchase of required assets. The risk of this kind of investment is much lower because they can withdraw through the way to resell through assets when the enterprises encounter major setbacks or some strategic adjustments in the international market.

Buckley's research of the overseas M&As gives a better explanation about why China's sports industry favors overseas M&As so much. Because to enter mature and competitive developed markets, M&As is a more effective and rapid strategy among all the methods of overseas investment [5].

There are four kinds of factors composed of the core models and driving power which can be found from the practical experience of developed countries in Europe and America. They are resource seeking, strategic assets seeking, market seeking and institutional quality of the host country [2].

It is the best opportunity for the overseas M&As of China's sports industry under the influence of

current global economic crisis and weak economic growth. Because Chinese economy has developed stably in recent years. Comparing to the western countries, it has been affected much less by less the financial crisis. So, it is a good chance of "bargain-hunting" for overseas M&As [6].

China, as the world's second largest economy and emerging economic power, will play an increasingly important role in the international investment arena. The resistance and risk in the process of overseas M&As of China's manufacturing and service industry is much less than overseas M&As of energy resources. Therefore, it has become a normal means which helps the Chinese enterprises obtain overseas resources, technology and markets [7].

lots of the Chinese enterprise has not enough ability and experience of overseas M&As to deal with the barriers and potential risks which caused by the complex environment of overseas investment. In fact, for the overseas M&As which full of uncertainty and risk, the supports of the Chinese government are particularly important.

There are several potential risks such as geopolitical risk, legal risk and cultural risk which China's multinational sporting enterprises must face during the implement of BRI [8].

During the process of enter the overseas market, Chinese enterprises should not only focus on maximizing economic benefits, but also should define the specific strategic drivers such as strategic resources, advanced technologies and management experience [9].

Overseas M&As is a booster of acquisition and integration which can accelerate the development of high tech, equipment, brand marketing and other core elements. It will promote the transfer of China's sports industry from the traditional model to the upgraded model and reverse the disadvantages of traditional industries which over-rely on the low-cost, large-scale investment and other comparative advantage [6].

In conclusion, overseas M&As, as the main form of overseas investment of China's sports industry, is one of the most feasible ways for Chinese sports enterprises to absorb advanced technology resources, embed international markets, improve cultural influence, and achieve industrial upgrading goals. However, the enterprises should clarify their own development advantages and disadvantages. they can not only focus on opportunities, but also try their best to avoid various risks which may lead to the failure of overseas M&As. Only in these ways, China's sports industry will be promoted continuously.

These concerns which are raised by the former researches lead to the following objectives of the study:

to guide China's sports industry well understand the advantage of itself and chase the opportunities of overseas M&As;

to help China's sports industry to well understands disadvantage of itself and avoids the risk happens during the process of the overseas M&As effectively.

to give several suggestions for the development of overseas M&As in the sports industry;

to promote the overall and healthy development of China's sports industry.

Methodology and research methods. This paper uses SWOT - analysis method to evaluate and analyze the advantage, weakness, opportunities and threats of overseas M&As of China's sports industry. By the way of the combination of internal resources and external environment and the definition of advantages and weakness, the author can establish a SWOT-matrix, which includes SO strategy, ST strategy, WO strategy and WT strategy. Based on them, the paper will give some suggestions from the perspective of healthy and sustainable development of the sports industry.

Results: SWOT - analysis of China's sports industry overseas M&As under the background of BRI

Advantage. The total size of the sports industry was 462,8 billion yuan in 2008 and achieved an added value of 155,5 billion yuan; in 2017, the total size of the sports industry was 2,11988 billion yuan and achieved an added value of 781,1 billion yuan; the added value of the sports industry

increased from 0.49% of the gross national product of the year to 1%; in 2014, the national government proposed that the total size of the sports industry will exceed 5 trillion yuan which the development goal in 2025, and this aim has become an important force for promoting economic and social development.

Under the impetus of market-oriented sports industry policy reform, the structure of China's sports industry has become more reasonable. The sports service industry has maintained a high speed of growth. In 2016, the added value of the sports service industry exceeded the sports manufacturing industry for the first time and reached 356,1 billion yuan.

From 2008 to 2017, the sports service industry increased from 41,7 billion yuan to 444,1 billion yuan. In the same period, China's sports manufacturing industry has continuously grown from 108,8 billion yuan to 326,5 billion yuan [10].

Recent years, the total number of Chinese sports populations has been constantly rising to the highest level. In 2018, the number of sports populations has reached nearly 450 million.

With the continuous improvement of the people's living standards and the guidance of relevant policies which proposed by the State Sports General Administration, China's sports population will increase to 40% in 2020. From 2015 which the year BRI started implement to April 2019 which the 2nd Belt and Road Summit Forum was held, the scale of China's sports consumption has grown from 476 billion yuan to nearly 10,000 yuan. The per capita of sports consumption expenditure has increased from 1,193 yuan to 2264 yuan, it is estimated that the scale of China's sports consumption will reach 1,5 trillion and Per capita of sports consumption will reach 3448 yuan by the year 2020.

The demand of domestic market of sports industry becomes extremely stronger based on the support of the Chinese government and the growing awareness of people's fitness. It provides a advantageous condition for the sports industry become bigger and stronger.

By the year 2017, the number of enterprises which belong to China's sporting goods industry has increased to 1,096. Compare to 2014, it has increased 246.

There have been 1141 enterprises in China's sporting goods industry by the year 2018. The famous enterprises in the domestic A-share market included the China Sports Industry Group Co., Ltd., Shenzhen Xinlong Industrial Co., Ltd. and Toread, China Dongxiang (Group) Co., Ltd., Li Ning, Anta Sports, Peak, Xtep, 361 Degrees are listed in Hong Kong Mainboard. Hong xing Erke is listed in Singapore and XiDelong is also listed in the Nasdaq Stock Market [11, p. 31-32].

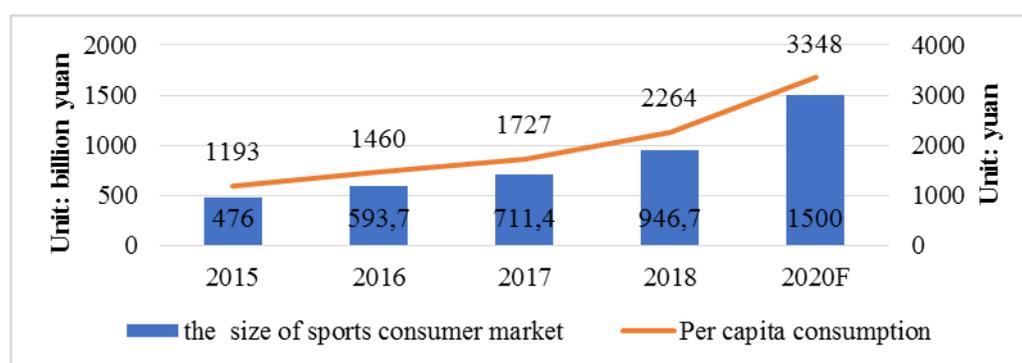


Fig. 1. The statistics of China's sports consumption scale and per capita sports consumption

Source: [10]

The advantage of industrial clusters of the sporting goods manufacturing industry has become more and more obvious, and the levels of economic, technological and management have made

great progress after the accumulation and precipitation more than 30 years in China. The ability of output elements has been established initially, although the large-scale investment and technological transformation is still needed. Overseas investment based on M&As mainly will promote the influence of Chinese national sports brands and define the positioning of the enterprise in the industrial chain. It can also help the enterprise to obtain more advantageous and core resources, such as advanced technology and management experience. The R&D design, marketing, corporate culture which caused by overseas M&As will help to integrate the brand resources of industrial clusters and be beneficial to realize the optimization and structural upgrade of the sports industry. While they are increasingly familiar with the international market, the multinational enterprise has also accumulated lots of valuable experience which can help the enterprise to overcome host countries' trade barriers.

The types of overseas M&As are increasingly diversified: In recent years, China's sports industry overseas M&As is increasingly diversified. There are several areas which the overseas M&As has involved. The investments of sports goods manufacturing and sports clubs are the main areas among them. The diversity characteristics of overseas M&As in the sports industry are reflected in several aspects.

The diversification of investment subjects: the diversified investment subjects with different scales and levels can meet different needs of countries and regions which have different economic levels, the market scale and the technology level along the route. As the main body of overseas M&As, the private enterprises' investment will encounter less interference of the host country. Because compared with state-owned enterprises, private enterprise has advantageous characteristics such as small in scale, flexible. In contrary to the proportion of Overseas M&As which comes from the state-owned enterprise has been declining year to year. The increase of limited liability companies and private enterprises shows they can be easier accepted by the host country easier.

The diversification of investment motivation. Motivation for the acquisition of strategic assets: This is a kind of learning-type overseas investment. It will improve Chinese enterprises to study and master the advanced production technology and management skills from foreign enterprise. It is also an important way to upgrade the structure of China's sports industry.

Motivation for Market acquisition: This kind of overseas M&As can not only help enterprises to consolidate and expand the original market, but also can open new international markets, especially the market of developing countries with low consumption level. This motivation can also alleviate the problem of overcapacity in China's sports industry.

Motivation of circumvent trade barriers: With the rapid development of China's exports, there are various forms of trade barriers such as anti-dumping, technical trade and many other safeguard measures were set up by the United States and other Europe countries. They have deeply impacted on China's sport goods export. Therefore, Anta, Xtep, Xidelong and other sporting goods companies have set up several factories in the Philippines, Russia and other European countries. This kind of motivation can not only help to increase the international influence of the brand, but also be benefitted to avoid the anti-dumping barriers. At the same time, this is a popular investment, because it can solve local employment problems.

Disadvantage. Although the channel which through to the international market has been established by BRI, the Chinese sportswear manufacturing industry is still at the low end of the global industry chain. Compare to other world-famous sports brands, China sports goods enterprise has not too much competitiveness [12]. There are several disadvantages, such as the international influence of national brands, R&D capabilities of sports goods manufacturing, the innovational design of product materials and function [13, p. 69-71]. The situation which occupy more than 70% of the world's production share can not conceal the fact that most of Chinese sporting goods are low-end products. In these 70%, there are about 50% of sporting export goods are material processing. About 40% of them are the products of low added value. The over-reliance on the

comparative advantages which specialized in labor-intensive industries is one of the current dilemmas that China's sporting goods manufacturing industry must face. "It is big, but not strong" is also the description of the status of China's sports industry in the international market.

In 2018, 120 of Chinese enterprises were listed on the top 500 of the worlds. But none of them came from the area of Chinese sporting goods.

It is clear shown in the table 1: there are only five sports brands were listed on the top 500 of China in 2018. They are relatively low in ranking. It can be inferred that China's sports industry does not have enough competitive advantages both at home and abroad.

Table 1. - Ranking of Chinese sports brands in China's top 500

RANK	BRANDS	Brand Value
183	ERKE	257,15
193	ANTA	232,71
267	LI NING	184,23
334	361 DEGREES	123,24
422	HAOSHA FITNESS	68,15

Source: compiled by author

Whether it is forced to withdraw from overseas markets due to poor management or be rejected by the host country directly. The failure of sports overseas M&As show that there are still lots of problems which Chinese enterprises need to improve. The soft power, such as enterprise innovation, the strategic choice of enterprise, the ability to integrate the resources and culture of corporate, has restricted the implementation of overseas M&As greatly.

They are embodied in the following aspects:

The strategic positioning of the company is not clear. And there is a lack of reasonable and long-term strategy of overseas M&As.

Compared with enterprises in developed countries, Chinese enterprises which involved in the overseas M&As, especially sports clubs, sport media enterprises, are lack of effective experience for transnational management. The shortage of high-quality talents and professional teams who fully understand the relevant laws and taxation of overseas investment are seriously insufficient. There is still a great gap to them.

The conflicts of business models, concepts of management and enterprise culture which come up after the overseas M&As will dramatically increase the cost of enterprises management and risk.

Under the stimulus of relevant policies or the psychological characteristics of grab priority, the overseas M&As of China's sports industry has significant characteristics of irrational competition. In fact, not all the motives of overseas M&As are to the promotion of China's sports industry, even learn from Western advanced management experience or technology. The psychology of bargain-hunting, capital speculation, and even the illegal transferring assets is also the motive of overseas M&As sometimes.

Relevant data shows that Chinese enterprises have frequently acquired football clubs of Italy and Spain in recent years. In 2015 and 2016, Chinese enterprises have acquired 12 football clubs with a cumulative investment of 15 billion yuan. In 2016, it cost Suning 270 million euros to acquire Football Club Internazionale Milano of Italy which had continuously lost of 275.9 million euros in 5 years. The events were once regarded as a typical irrational overseas investment and have been criticized by CCTV as a negative textbook. In order to prevent such investments from happening again, National Development and Reform Commission issued a notice.

The notice said that the overseas investments of sports clubs and other fields are inconsistent with the need of the current economic transformation and upgrading of China. Such investments are not also conducive to the international development of China's sports industry.

In February 2018, in view of the fear that some risks happen during the process of overseas investment, National Development and Reform Commission specially placed sports clubs on the list of industries that limit overseas investment. These risk issues include the following three aspects:

First, both the impact of the Fed's interest rate hike and the outflows of domestic capital which is caused by the unreasonable investment will lead to the risk of RMB depreciation.

Second, the overseas M&As such as the investment of sports club which is conducted by the non-sports companies has the suspicion of transferring assets or laundering overseas.

Third, the large-scale overseas M&As which relies on the highly leveraged has the possibility of triggering systemic risks.

Overseas M&As in the areas of sports industry is a kind of investment which needs long-term returns and heavy funds. Due to the invest forms such as technology and asset restructuring are limited by the overall development level of China's sports industry, cash acquisition is more feasible form of overseas M&As. It has created advantageous conditions for enterprises in the real estate and Internet such as Wanda, Evergrande, Alibaba, Suning. Because these large-scale enterprises usually have more capital accumulation and relatively abundant liquidity.

On the contrary, sports enterprises with small or medium size cannot realize the aim "go out", owing to they don't have enough financial support. Long cycle and financing difficulties which these sports enterprises suffered are the main barriers of overseas M&As. It led to the situation that the opportunity was missed by sports enterprises again and again.

This situation will lead to three bad results:

First, as the author mentioned before the problem which the soft power of sports multinational enterprises is not strong enough was caused by the situation.

Second, the investment of non-sports enterprise is just capital operation for seizing market resources. This motive has little contributions to the acquirement of technological innovation, management experience, and even sport brand promotion.

Third, even if some large-scale enterprises of real estate said the real intention of overseas M&As is transformation, there are few successful cases which large-scale enterprises of real estate transform by the overseas M&As in sports areas. It is obvious that these problems will increase the risks of overseas investment in the sports industry.

Opportunity. The "Belt and Road" is the abbreviation of "Silk Road Economic Belt" and "21st Century Maritime Silk Road". It was proposed by Chinese President Xi Jinping in 2013. The Asia-Pacific economic circle in the east and the European economic circle in the west are connected by BRI. By the time of the second "Belt and Road" International Cooperation Summit Forum was held on April 25, 2019.

There are 126 countries and 29 international organizations along the "Belt and Road " have signed BRI cooperation agreement with China. From 2013 to 2018, the total trade volume of goods between China and the countries along the "Belt and Road" exceeded US\$6 trillion, and the direct investment of Chinese enterprises more than US\$90 billion in countries along the "Belt and Road".

Investment Opportunities of Sports Infrastructure: The interconnection of infrastructure is the core of BRI. In recent years, the advanced technology and experience of infrastructure construction of China has made great contributions to countries along the Belt and Road. "Stadium diplomacy" is a kind of assistance which is given by the China in different forms such as donation, low-interest loan, built with the host country or other modes of cooperation.

Up to now, we can see lots of stadiums which were funded by China in Africa, such as Gabon, Equatorial Guinea, Angola, Mozambique, Kenya and so on. Undoubtedly, the continuous

development of BRI will bring more opportunities for the overseas investment of China's sports infrastructure.

Opportunities for the development of sporting goods manufacturing industry: China has always enjoyed the reputation of "world factory" recent years. The implementation of BRI can effectively promote the cluster development of the transnational sporting goods industry and alleviate the pressure of overcapacity. At the same time, it can also achieve the sustainable development of China's sports industry by the coordinated development of upstream and downstream related industries is promoted by BRI.

The opportunities of sports tourism industry development: Sports tourism industry is a new form which based on the integration of the sports industry and the tourism industry.

Under the background of BRI, the related policy and increasingly convenient transportation will promote the development and exploitation of sports tourism resources. The multi-level, multi-field and multi-form exchanges and cooperation in sports tourism industry will be implemented.

The development opportunities for sports events and sports cultural exchange activities: Humanities exchange as a long-term and systematic project of BRI plays a guaranteed role for the implementation of other activities. Owing to the special features of "universal language", sports events and sports cultural exchange activities will become breakthrough and entry points, and they are preferred tools of public political and cultural exchanges.

Opportunities for the cooperation in the emerging field of "Internet + Sports": BRI brings opportunities for the breakthrough of the development in "Internet + Sports" area. Based on the BRI, the products and services "Internet + mass sports" will proliferate and develop rapidly. A new sports service model which included various sub-segments and cross-cutting fields, such as sports events, sports tourism, sports marketing will be created. "Smart sports ecosystem" can also be built.

In order to fully activate the vitality of overseas investment for Chinese private enterprises, the policies of "the Implementation Opinions on Encouraging and Guiding Private Enterprises to Actively Launch Overseas Investment" was proposed in 2012 and "the Overseas Investment Management Measures" was revised in 2014 were simplified the approval process of the overseas investment. These policies played a fundamental and promoted role for development of overseas investment.

In 2014, the policy of "Several Opinions on Accelerating the Development of Sports Industry to Promote Sports Consumption" was proposed by the State Council. The document proposed a development goal which China's sports industry totaling more than 5 trillion yuan by 2025 and a plan which the national sports development 13th five-year plan. At the same time, the "13th Five-Year Plan for the Development of Sports Industry" was also proposed by general administration of sport of China. Both have become important forces of Chinese sports overseas investment. In addition, other macroeconomic regulation plans and follow-up measures which were based on BRI have also formed the beneficial forces for the sports overseas M&As. For example, the process of advance the RMB liberalization has reduced financing costs; the signing of bilateral investment agreements (BITs) has guaranteed the safety of capital operations on abroad. In summary, all these factors have formed the advantage of overseas M&As of China's sports industry and given the enterprises great confidence.

From the global financial crisis to the European debt crisis, the world economy is still depressed. At the beginning of the new economic cycle, due to setbacks such as the sharp decline of economy, financing difficulties, overcapacity many enterprises and brands of developed countries have to seek vitality and way out by the way of M&As. Relevant research proves that the asset price of the host country may depreciate excessively during the economic crisis, and it will cause the "bottom-hunting" investment of foreign investors [15, p. 51-53]. On the contrary, the Chinese economy is relatively less affected by the global financial crisis. Through the continuous accumulation and development of economy, a stable environment of economy has been established in China. Chinese sports enterprises have also possessed the powerful ability of overseas M&As.

Threats. Owing to the influences of cognitive prejudice, ideology, economic system and the game between big countries, some Western countries have always had doubts about the Chinese investments. Sometimes, sports overseas M&As and other investments will be misunderstood as the government action which have great risks. Some host countries believe that Chinese sports overseas investments are just for obtaining local resources or export surplus products. As a great threat for their raw materials and commodity markets in some countries' view, Chinese sports enterprises are vulnerable to be suppressed by hostility of host countries. Even BRI has been interpreted as "the Chinese Marshall Plan" and even the "New Colonialism" by some countries with ulterior motives.

Under the influence of the above threats, the host government usually intervenes the normal overseas M&As by ways of restricts the entry of Chinese enterprises or the proportion of holdings.

Experts even pointed out that the war of the Sino-US trade is the most serious trade dispute after World War II. It foreshadows the rise of international trade protectionism.

Nowadays, under the guideline of "US priority" and "US first" which was advocated by Trump, the United States tries to limit China's development by the ways of protectionism, such as import tariffs, import quotas, anti-dumping and countervailing measures. In order to control the needs of their global economy and the overall industrial structure, interest groups represented by the United States will try to control and suppress the development of Chinese economy. This war will hinder the integration of the world, global industrial restructuring, effective allocation of global resources and overall efficiency of the world economy. It is obvious that the overseas M&As of China's sports industry will suffer great threats.

The host countries and industry associations represented by the United States probably will not transfer core technologies to Chinese sports enterprises. In this war, the US probably will not give China any chance for "curved overtaking". It is also impossible that China's sports industry gets the core and innovative technology from the US by the way of overseas M&As.

The overseas M&As of China's sports industry has to the fact that the large gap of the technical level and experience still exist between China and western multinational Sports enterprises.

The famous sports enterprises such as Nike and Adidas still have monopoly advantages which were formed by the competitiveness, such as technology, long-term experience in transnational operations, and even the brand's international reputation. The disadvantages such as technologies, price, market, products, standards are the great risk for the overseas M&As of China's sports industry.

Taking the sporting goods manufacturing industry as an example: There are 120 enterprises which come from Chinese was listed in the world's top 500 companies by "Fortune" which the well-known American business magazine. Nike and Adidas were listed. No Chinese sports enterprise was listed in [16].

Even in the domestic market, the situation of Chinese sporting goods companies is not optimistic. We can see the situation clearly that the foreign sports brands still have an absolute advantage in the domestic market from the statistics of the top 10 brands of China's sports shoes and apparel market in 2017.

From the table 2, we can find that the top 10 brands accounted for 69.1% of China's domestic sports shoes and the apparel market, while the foreign companies which were listed in top 10 accounted for as much as 47.8%. It should be noticed that NIKE, NEW BANLANCE, SKECHERS, CONVERSE, these enterprises are from the United States. From the data of domestic and foreign market, we can clearly see that Chinese sport enterprises are always facing enormous challenges which are brought by foreign companies.

The SWOT-analysis Matrix of China's Sports Industry Overseas M&As under the background of BRI (table 3).

Conclusions. The top-level design of BRI can effectively reduce the risks of geopolitics and geo-economics through different levels of multilateral cooperation and international cultural exchanges extensively. With the continuous expansion of the regional cooperation of BRI and the

increase of the two-way openness of the countries along the route, the overseas M&As of China's sports industry will surely usher in more chances and business opportunities.

With the continuous promotion of BRI, the level of regional infrastructure will be improved, and the network of transport of air, sea and land will be formed. At the same time, the construction of free trade zone networks including Asia, Europe and Africa have basically completed.

Table 2. Top 10 sports brands account for China's domestic sports shoes and apparel market share

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
ADIDAS	12.9	9.7	9.5	10.7	13.3	15	14.8	15.3	16.3	19.8
NIKE	13.4	11.9	11.3	12.5	13.7	14	14.3	15.5	17	16.8
ANTA	5.8	7	8.2	9.1	8.8	7.6	7.5	7.8	7.9	8
LI NING	9	9.8	9.7	8.2	5.9	5.1	5.2	5.4	5.4	5.3
361										
DEGREES	3.7	5.4	6	6.3	5.7	4.2	4.1	4.2	4.2	4
XTEP	4.5	5.2	5.8	6.8	7	5.5	5.7	5.5	5.9	4
NEW										
BALANCE	0.9	0.9	0.9	0.9	1.6	2.6	3.6	3.9	4.1	3.4
SKECHERS	—	—	—	—	—	—	—	1.3	2.2	2.8
FILA	—	0.2	0.3	0.5	0.7	1.1	1.5	2	2.3	2.6
CONVERSE	1.6	1.8	1.7	2.1	2.4	2.4	2.4	2.4	2.4	2.4
TOTAL	51.8	51.9	53.4	56.8	58.8	57.5	59.1	63.3	66.7	69.1

Source: [14]

The complete layout of BRI will advance the development of the overseas M&As of sports industry.

With the deep cooperation of the countries along the route, the "cake" can be made bigger gradually. BRI can also eliminate the investment and trade barriers of the sports industry effectively and help to create a healthy environment of market. There are two aspects to specific measures. On the one hand, it is important to enhance core competitiveness by the investment of technical resources. Therefore, China should enhance technology-oriented overseas M&As. On the other hand, the investment of the developing countries which along the route such as central Asia, the Middle East, Africa, Southeast Asia can foster China's sports industry market and ease the pressure of overcapacity.

The driving force for the survival and development of enterprises is innovation ultimately. The China's sports industry should cultivate innovative talents and enhance the training of scientific research teams. Only in this way, China's sports industry can improve the core competitiveness of the sports industry in the international market environment and occupy a place in the world of brand-building.

As an important engine to improve productivity and core competitiveness, "Internet+" is essential to the structural upgrading of the chain of sports industry. Recent years, the technological innovation which caused by the cross-border integration of "Internet + sports" will bring about fundamental changes in many sub-sectors such as sporting goods, sports services, and sports competition.

Therefore, these are significant to the development of China sports industry by the ways to accelerate the deep integration of sports industry and Internet technology such as big data, artificial intelligence, 5G. The digital transformation of "smart sports" can create high-tech sporting goods (fitness equipment, professional sports equipment, etc.) and emerging sports industry.

Table 3. SWOT - analysis Matrix of China's Sports Industry Overseas M&As in the Background of the Belt and Road Initiative

	Dominant factors	Disadvantage factors
External factors	<ol style="list-style-type: none"> 1 Basic advantages of China's sports industry 2 Advantages of China's sports industry cluster 3 Diversified characteristics of overseas M&As in sports industry 	<ol style="list-style-type: none"> 1 The insufficient international competitiveness of China's sports industry 2 The soft power of sports multinational enterprises is not strong enough 3 The lack of enough rationality of overseas M&As 4 The financial dilemma of overseas M&As which faced by sports enterprises.
Internal factors		
Opportunity factors	<ol style="list-style-type: none"> 1 Improve the top-level design of the Belt and Road Initiative and make full use of the advantage platform of BRI 2 Enhance the accuracy of overseas M&As policies for the sports industry 3 Strengthening the competitive advantage of the sports industry while make full use of the advantages of sports industrial clusters and comparative advantages 4 Expanding investment areas and fields which based on the global layout of the sports industry market 	WO strategy (grasping opportunities, making up for disadvantages)
Threat factors	<ol style="list-style-type: none"> 1 Opportunities which are brought by BRI will promote the development of China's sports industry in the global economic and trade field 2 Analysis of policy advantages of overseas mergers and acquisitions 3 Opportunities of for Chinese sports overseas M&As which brought by New economic cycle 	<ol style="list-style-type: none"> 1 Improving the core competitiveness of the sports industry by technology-seeking overseas M&As 2 Improving the technical level of the industry chain, strengthen the development of emerging sports industries 3 Supporting overseas M&As of sports enterprises by the ways of financial support and standardize policy of overseas investment
	ST strategy (playing advantage, preventing threats)	WT (overcoming disadvantages and avoiding threats)
	<ol style="list-style-type: none"> 1 Improving the technology level of the upstream and downstream of the industrial chain by the way of increase the ability of independent research 2 Enhancing the cooperation and benefit sharing with the host country by the advantages of BRI platform 	<ol style="list-style-type: none"> 1 Accelerate the transformation and upgrading of sports industry by strengthen the ability of independent research and core technologies 2 Avoiding political and economic risks as much as possible by the scientific plan of overseas M&As

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ИССЛЕДОВАНИЯ МЕЖДУНАРОДНЫХ M&AS СПОРТИВНОЙ ОТРАСЛИ КИТАЯ В УСЛОВИЯХ ИНИЦИАТИВЫ «ОДИН ПОЯС-ОДИН ПУТЬ»

Инвестиционная инициатива Китая «Один пояс-Один путь» является важной стратегией национального экономического развития, которая открывает новое пространство, в том числе и в спортивной индустрии. Именно благодаря мировой экономической интеграции и политике устойчивого развития спортивная индустрия Китая имеет предпосылки использования стратегических ресурсов, финансовых преимуществ, ценных технологий и технических исследований. В результате слияния и поглощения многонациональные корпорации получили значительные ресурсные возможности в сфере спортивной индустрии. Также активизировалось международное сотрудничество, повысилась общая устойчивость спортивной индустрии Китая. Наибольшее развитие в Китае, в ближайшей перспективе будут иметь зимние спортивные виды спорта, а также массовые, как например, марафоны или велоспорт. Однако, определяя перспективы развития спортивной индустрии, значительные конкурентные преимущества, остается много вызовов, рисков и неопределенности (внешние факторы, геополитические риски, протекционизм, слияния и поглощения компаний). Таким образом, слияния и поглощения, позиционирование спортивной индустрии на национальном и мировом уровне должен определить векторы дальнейшего развития отрасли. В статье, с использованием методического инструментария эмпирической проверки данных и практического применения SWOT-анализа, сделана попытка определить преимущества, недостатки, возможности и угрозы развития спортивной индустрии с позиции инициативы «Один пояс – Один путь». Среди основных направлений развития спортивной индустрии Китая были определены: содействие слияниям и поглощениям в спортивной индустрии, увеличение внешних инвестиций в условиях глобализации, продвижение бизнес-инвестиционных предложений и конкурентоспособности спортивной индустрии Китая, укрепление технологической способности («Интернет+» и «5G») и проведения независимых исследований. Отдельного внимания требует исследование развития киберспорта, именно Китай называют «инициатором» бума такого современного вида спорта.

Ключевые слова: «Один пояс – Один путь», спортивная индустрия, международные слияния и поглощения, SWOT-анализ.

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ДОСЛІДЖЕННЯ МІЖНАРОДНИХ M&AS СПОРТИВНОЇ ІНДУСТРІЇ КИТАЮ В УМОВАХ ІНІЦІАТИВИ «ОДИН ПОЯС-ОДИН ШЛЯХ»: SWOT-АНАЛІЗ

Інвестиційна ініціатива Китаю «Один пояс – Один шлях» є важливою стратегією національного економічного розвитку, яка відкриває новий простір, в тому числі і в спортивній індустрії. Саме завдяки світовій економічній інтеграції та політиці сталого розвитку спортивна індустрія Китаю має передумови використання стратегічних ресурсів, фінансових переваг, цінних технологій та технічних досліджень. В результаті злиття та поглинання багатонаціональні корпорації отримали значні ресурсні можливості в сфері спортивної індустрії. Також активізувалось міжнародне співробітництво, підвищилась загальна стійкість спортивної індустрії Китаю. Найбільший розвиток в Китаї, в найближчій перспективі матимуть зимові спортивні види спорту, а також масові, як, наприклад, марафони або велоспорт. Проте, визначаючи перспективи розвитку спортивної індустрії, значні конкурентні переваги, залишається багато викликів, ризиків та невизначеностей (зовнішні чинники, геополітичні ризики, протекціонізм, злиття та поглинання компаній). Таким чином, злиття та поглинання, позиціонування спортивної індустрії на національному та світовому рівні має визначити вектори подальшого розвитку галузі. В статті, із використання методичного інструментарію емпіричної перевірки даних та практичного застосування SWOT-аналізу, зроблено спробу визначити переваги, недоліки, можливості та загрози розвитку спортивної індустрії з позиції ініціативи «Один пояс – один шлях». Серед основних напрямів розвитку спортивної індустрії Китаю було визначено: сприяння злиттям та поглинанням в спортивній індустрії, збільшення зовнішніх інвестицій в умовах глобалізації, просування бізнес-інвестиційних пропозицій та конкурентоспроможності спортивної індустрії Китаю, зміцнення технологічної спроможності («Інтернет+» та «5G») та проведення незалежних досліджень. Особливої уваги потребує дослідження розвитку кіберспорту, саме Китай називають «ініціатором» буму такого сучасного виду спорту.

Ключові слова: «Один пояс – Один шлях», спортивна індустрія, міжнародні злиття та поглинання, SWOT-аналіз.