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# Research on the Cultivation and Management Mechanism of Talents' Cross-cultural Competence in Chinese Outbound Enterprises in the Digitalization Context

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**Abstract:** Chinese outbound enterprises have completed a paradigm shift in their globalization journey, evolving from product export to value co-creation. Digital technologies have restructured the underlying logic of cross-border business collaboration, while setting forth entirely new requirements for the cross-cultural competence of talents. Existing studies have largely focused on the dimensional deconstruction of cross-cultural competence, yet few have fully integrated the digitalization context to construct a closed-loop mechanism from the perspective of management studies, making it difficult to address the pressing managerial dilemmas faced by outbound enterprises. Grounded in Dynamic Capability Theory and Social Identity Theory, this study defines the core connotation of outbound talents' cross-cultural competence in the digitalization context, sorts out the deep-seated logical deviations and practical dilemmas of current cultivation systems, constructs a four-dimensional closed-loop management mechanism featuring strategic embeddedness, digital enablement, data-driven operation, and value interlinkage, and proposes organizational and institutional guarantee paths for the implementation of the mechanism. This study enriches the theory of strategic human resource management in the digitalization context, and provides an implementable management framework for Chinese outbound enterprises to cultivate cross-cultural talents.

**Keywords:** digital transformation; Chinese outbound enterprises; cross-cultural competence; talent cultivation; management mechanism

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## 1. Introduction

The globalization layout of Chinese enterprises has entered a stage of in-depth localization<sup>[1]</sup>. In 2024, China's non-financial outward direct investment (ODI) covered 151 countries and regions worldwide<sup>[2]</sup>, with the proportion of manufacturing and digital service industries in outbound investment continuing to rise. Digital technologies have broken down the geographical boundaries of cross-border collaboration: asynchronous communication, virtual teams, and global digital platforms have become routine operational models for enterprises' overseas expansion, while shifting cross-cultural interactions from low-frequency offline scenarios to high-frequency, full-process digital scenarios<sup>[3]</sup>. Cross-cultural conflicts have become a core bottleneck restricting the overseas performance of Chinese enterprises<sup>[4]</sup>. Most enterprises' talent cultivation systems remain limited to short-term pre-assignment language and compliance training, failing to form a

systematic management mechanism adapted to digital scenarios. The core of global competition is talent competition, and the sustainable development of outbound enterprises<sup>[5]</sup> relies on a management system that can transform individual cross-cultural competence into organizational competitive advantages in the global market. This is precisely the core research question of this study.

The theoretical significance of this study is twofold. First, it extends the research on cross-cultural competence from the individual psychological level to the strategic human resource management level, and reconstructs the dimensional connotation of cross-cultural competence in combination with the digitalization context, filling the research gap of insufficient attention to organizational management mechanisms in digital scenarios in existing literature. Second, it enriches the application of Dynamic Capability Theory in micro-level talent management scenarios. In terms of practical significance, this study provides an operable management framework for Chinese outbound enterprises to build a cross-cultural talent cultivation system adapted to digital operations, addressing the practical dilemmas of cultivation decoupling from corporate strategy and disconnection from business practice. This study has clear theoretical boundaries: the research objects are Chinese domestic manufacturing and modern service enterprises with outbound business; the core focus is the cultivation and management mechanism of cross-cultural competence for full-time talents in formal organizations; the digitalization context is defined as the enterprise operation scenario where digital technologies cover the whole process of human resource management and cross-border collaboration is mainly carried out through digital platforms.

## **2. Theoretical Foundations and Definition of Core Concept Connotations**

### **2.1. Core Theoretical Foundations**

#### **2.1.1. Dynamic Capability Theory**

The core kernel of Dynamic Capability Theory is an enterprise's ability to integrate, build, and reconfigure internal and external resources to maintain sustainable competitive advantages in a rapidly changing environment<sup>[6]</sup>. The dynamism of the global market far exceeds that of the domestic market, and the continuous changes in the institutional environment, cultural norms, and consumer demand of host countries require outbound enterprises to have strong environmental adaptation and resource reconfiguration capabilities. Individual-level cross-cultural competence is the micro-foundation of organizational dynamic capabilities. Talents' ability to decode, adapt to, and transform diverse cultures directly determines an enterprise's response speed to overseas markets and the efficiency of resource integration. The core value of a cultivation and management mechanism is to transform scattered individual capabilities into standardized, replicable, and iterable organizational capabilities, realizing the conversion from individual competence to organizational competitive advantages. This is also the core theoretical logic for the construction of the management mechanism in this study.

#### **2.1.2. Social Identity Theory**

Social Identity Theory reveals the underlying logic that individuals form group identity through social categorization, which in turn leads to in-group preference and out-group prejudice<sup>[7]</sup>. Conflicts in cross-cultural interactions are essentially the boundary solidification and identity opposition between different cultural groups. While digital technologies have broken down group isolation caused by geographical boundaries, they have also reconstructed the scenarios of social categorization. Asynchronous communication in virtual teams and information deviation in the digital context can easily intensify the sense of boundaries between cultural groups. The core of cross-cultural competence is individuals' ability to break through the identity limitations of a single cultural group and realize the integration and reconstruction of multiple social identities. The core goal of the cultivation and management mechanism is to eliminate in-group prejudice through institutional design, build an identity bridge between cross-cultural groups, transform cultural differences from a source of conflict into a resource for innovation, and provide underlying theoretical support for the content design of the cultivation mechanism.

## **2.2. Academic Connotations of Core Concepts**

### **2.2.1. Definition of the Connotation of Digitalization Context**

In this study, the digitalization context is not merely the application of internet technologies and digital tools, but is defined from a management perspective as the systematic restructuring of enterprise organizational processes, value creation models, and cross-border collaboration forms by digital technologies<sup>[8]</sup>. In the human resource management scenario, it is specifically embodied in the full-chain coverage of talent data profiling, immersive digital training, full-process digital tracking of cross-border collaboration, and data-driven performance evaluation and talent decision-making. Its core difference from traditional informatization is that it realizes the transformation from process recording to data-driven decision-making, shifting talent management from experience-driven fuzzy management to precise, full-cycle closed-loop management supported by data. This is also the core contextual premise for the construction of the cultivation mechanism in this study.

### **2.2.2. Dimensional Deconstruction of Outbound Talents' Cross-cultural Competence**

Combined with the scenario characteristics of digital outbound expansion, this study deconstructs cross-cultural competence into three progressive core dimensions<sup>[9]</sup>. The first dimension is cultural cognition and decoding competence, the core of which is talents' cognition of the explicit rules and implicit logic of the host country's culture, as well as their ability to mine deep cultural characteristics and interpret cultural information deviation in the digital context through digital tools. This is the foundation of cross-cultural interactions. The second dimension is situational adaptation and conflict transformation competence, the core of which is talents' behavioral adaptation ability in different cultural scenarios and their ability to transform cross-cultural conflicts into consensus. Different from the traditional conflict avoidance orientation, it emphasizes the constructive transformation of conflicts. The third dimension is value co-creation and collaborative enablement competence, the core of which is talents' ability to integrate diverse cultural resources and lead cross-cultural teams to realize value innovation. This is the high-level form of cross-cultural competence, which is directly aligned with the enterprise's global strategic goals.

### **2.2.3. Management Connotation of Talent Cultivation and Management Mechanism**

From the perspective of strategic human resource management, this study defines the talent cultivation and management mechanism as a full-cycle closed-loop management system for enterprises to identify, cultivate, evaluate, and motivate talents' cross-cultural competence based on global strategic goals<sup>[10]</sup>. Its core difference from the traditional training system is that it is not a single skill training activity, but a systematic institutional arrangement embedded in organizational strategy, matched with digital operation processes, and linking organizational and individual values. The core logic of the mechanism is to realize the precise matching between individual cross-cultural competence and organizational global strategy through standardized institutional design, build a positive cycle of competence cultivation, value creation, and reward incentive, and ultimately transform individual competence into the enterprise's sustainable global competitive advantage.

## **3. Practical Dilemmas and Logical Deviations of Cross-cultural Talent Cultivation in Chinese Outbound Enterprises in the Digitalization Context**

### **3.1. Decoupling of Cultivation System from Organizational Strategy**

#### **3.1.1. Fragmented Cultivation with Insufficient Strategic Alignment**

Most outbound enterprises adopt an emergency-based fragmented model for cross-cultural talent cultivation, which focuses on short-term training before staff assignment and is not incorporated into the top-level design of the enterprise's global strategy. The cultivation content is not linked with the enterprise's market entry strategy, brand localization strategy, and global supply chain layout, and cannot be differentially designed according to the market characteristics of different

host countries and the strategic needs of different business lines. Cultivation work is marginalized to the routine training module of the human resources department, failing to form collaborative linkage between the headquarters, overseas branches, and business departments. As a result, the competence developed through cultivation cannot meet the actual strategic needs of the enterprise, and is difficult to transform into organizational competitive advantages. In essence, this fragmented cultivation model stems from the failure to regard talents' cross-cultural competence as the core supporting resource for the enterprise's global strategy.

### **3.1.2. Utilitarian Cultivation with Deviated Value Orientation**

The existing cultivation system generally has a utilitarian deviation in value orientation. Most enterprises equate cross-cultural competence cultivation with compliance training and language training, with the core goal of avoiding compliance risks and brand losses caused by cross-cultural conflicts, rather than cultivating talents' ability to transform cultural differences into innovative resources. The cultivation content focuses on basic content such as cultural taboos, business etiquette, and compliance clauses of the host country, without covering high-level content such as cross-cultural team management, cultural resource integration, and localized value innovation, which cannot adapt to the enterprise's transformation demand from product export to brand export and value export. This risk-avoidance oriented cultivation model narrows the core connotation of cross-cultural competence, and also makes cultivation work unable to provide core value support for the enterprise's global development.

## **3.2. Mismatch Between Competence Dimensions and Digital Scenarios**

### **3.2.1. Competence Deconstruction Lagging Behind Digital Collaboration Scenarios**

The traditional dimensional deconstruction of cross-cultural competence is based on face-to-face offline interaction scenarios, focusing on competence requirements such as offline communication, business negotiation, and on-site team management, without covering new cross-border collaboration scenarios in the digitalization context. At present, the cross-border collaboration of outbound enterprises is centered on online asynchronous communication, virtual team operation, and global digital platform collaboration. Information transmission deviation in the digital context, sense of cultural boundaries in virtual teams, and localization adaptation of cross-cultural digital content have become core pain points in cross-cultural interactions. The competence deconstruction of the existing cultivation system does not include core content such as cultural decoding ability in the digital context, virtual cross-cultural team management ability, and cross-cultural digital resource integration ability, resulting in a serious disconnection between cultivation content and the actual work scenarios of talents.

### **3.2.2. Cultivation Methods Detached from Cross-border Digital Practice Scenarios**

Most enterprises still adopt traditional models for cross-cultural cultivation, such as offline classroom lectures and online recorded courses, focusing on knowledge instillation, without using digital tools to build cultivation carriers matching actual work scenarios. The cultivation process is not embedded in the actual business process of cross-border collaboration, lacking immersive scenario exercises and practical project training. As a result, talents cannot complete practical training of cross-cultural competence in low-risk scenarios, nor can they transform cultivation content into behavioral competence in actual work. Although some enterprises have introduced digital training tools, they only translate offline content to online platforms, failing to realize the deep integration of cultivation methods with digital scenarios, and cannot leverage the enabling effect of digital technologies on cultivation effectiveness.

## **3.3. Absence of Management Closed-loop and Institutional Supply**

### **3.3.1. Absence of a Full-cycle Evaluation System**

Most enterprises' evaluation of cross-cultural competence focuses on knowledge assessment after training, failing to build a full-cycle evaluation system covering the whole process of talent recruitment, cultivation, assignment, performance

management, and promotion. Evaluation indicators are dominated by knowledge-based content, without forming quantifiable evaluation standards for behavioral competence and value creation, making it impossible to scientifically assess the practical application effect of talents' cross-cultural competence and its contribution to organizational performance. Enterprises have not used digital tools to realize dynamic tracking of talents' cross-cultural competence, so they cannot form competence profiles, nor can they iteratively optimize cultivation content based on evaluation results. The absence of an evaluation system makes it impossible to form a closed loop for cultivation work, and the cultivation effect cannot be effectively verified and continuously optimized.

### **3.3.2. Absence of a Long-term Incentive and Constraint Mechanism**

Most enterprises have not incorporated cross-cultural competence into the core evaluation indicators for talent compensation, promotion, and career development, so the improvement of cross-cultural competence cannot bring corresponding career returns and value incentives to talents. There is no special incentive for cross-cultural value innovation, and the value created by talents for enterprises through improved cross-cultural competence, such as localized innovation and market expansion, cannot obtain corresponding material and spiritual incentives. At the same time, a matching constraint mechanism has not been formed: the performance of cross-cultural competence is not included in the performance contract, and there are no corresponding constraint clauses for organizational losses caused by insufficient cross-cultural competence. The absence of an incentive and constraint mechanism leads to the lack of endogenous motivation for talents to improve cross-cultural competence, making it difficult for the cultivation mechanism to operate in a long-term and effective manner.

## **4. Construction of the Cultivation and Management Mechanism for Talents' Cross-cultural Competence in Chinese Outbound Enterprises in the Digitalization Context**

### **4.1. Strategy-embedded Goal-oriented Mechanism**

#### **4.1.1. Anchoring of Cultivation Goals Matched with Global Strategy**

The top-level design of the cultivation mechanism must be deeply bound with the enterprise's global strategy to realize the precise matching between cultivation goals and strategic goals. For enterprises adopting a multi-domestic localization strategy, the core cultivation goal is anchored at talents' in-depth adaptation to the host country's culture, local resource integration, and localized innovation capabilities, supporting the enterprise's localized operation needs. For enterprises adopting a global standardization strategy, the core cultivation goal is anchored at talents' cross-cultural standard implementation, global collaboration, and process control capabilities, supporting the construction of the enterprise's globally unified operation system. For enterprises adopting a transnational strategy, the core cultivation goal is anchored at talents' global resource integration, cultural difference transformation, and cross-cultural value co-creation capabilities, supporting the enterprise to achieve a balance between global efficiency and local responsiveness. The anchoring of cultivation goals must be centered on the enterprise's strategy to realize precise, enterprise-specific design.

#### **4.1.2. Layering of Cultivation System Adapted to Localization Scenarios**

The cultivation system must build a hierarchical and classified differential system based on talent levels, post attributes, and cultural characteristics of host countries. The cultivation for senior management talents focuses on core content such as cross-cultural strategic decision-making, coordination of global stakeholders, and construction of diverse organizational culture, supporting the implementation of the enterprise's global strategy. The cultivation for middle management talents focuses on core content such as cross-cultural team management, constructive transformation of conflicts, and management and control of cross-border project collaboration, supporting the efficient operation of the enterprise's overseas business. The cultivation for grassroots execution talents focuses on core content such as cross-cultural communication, compliance implementation, and cultural adaptation in digital scenarios, supporting the smooth progress of daily cross-border business.

Meanwhile, based on Hofstede's Cultural Dimensions Theory, differentiated cultivation content must be designed according to the cultural characteristics of different host countries, avoiding a one-size-fits-all homogeneous design.

## **4.2. Digital-enabled Scenario-based Cultivation Mechanism**

### **4.2.1. Reconstruction of Cultivation Content in Immersive Digital Scenarios**

The cultivation content must be reconstructed in combination with digital tools, shifting from traditional knowledge instillation to scenario-based competence training. VR/AR and metaverse technologies are used to build immersive real-world scenarios of the host country's market, simulating real work scenarios such as cross-cultural business negotiations, conflict resolution, and team management, allowing talents to complete practical training of competence in a low-risk digital environment and realize the transformation from cognition to behavior. Big data technology is used to mine the implicit cultural rules, business logic, and consumer behavior characteristics of the host country, and integrate real cross-cultural conflict cases in cross-border collaboration to form a dynamically updated cultivation content library, ensuring that the cultivation content is highly matched with the actual scenarios of the overseas market. The reconstruction of cultivation content must be centered on competence improvement, realizing the deep integration of digital technologies and cultivation content.

### **4.2.2. Practice-based Cultivation Carrier with Cross-border Collaboration Projects**

The cultivation mechanism must be deeply embedded in the actual business scenarios of the enterprise, with cross-border collaboration projects as the core carrier, to build a practice-based cultivation model of learning by doing. Based on the enterprise's overseas business layout, project teams with diverse cultural backgrounds are formed, and the whole-process linked operation of the project is realized through a digital collaboration platform, allowing talents to complete the whole-process training of cross-cultural communication, collaboration, and conflict resolution in actual business practice. The project teams are equipped with mentors with rich experience in cross-cultural management, who realize full-process tracking and guidance through the digital platform, organize regular project reviews, sort out the experience and problems in cross-cultural interactions, and complete the continuous iterative improvement of competence. This practice-based cultivation model realizes the deep integration of cultivation work and business operation, solving the pain point of disconnection between cultivation and practice.

## **4.3. Data-driven Full-cycle Evaluation Mechanism**

### **4.3.1. Construction of a Multi-dimensional Competence Evaluation Indicator System**

Based on the three-dimensional deconstruction of cross-cultural competence, a scientific and quantifiable multi-dimensional evaluation indicator system is constructed. For the dimension of cultural cognition and decoding competence, core indicators such as knowledge reserve of the host country's culture, accuracy of cultural interpretation in the digital context, and depth of cultural feature mining are set, accounting for 30% of the total weight. For the dimension of situational adaptation and conflict transformation competence, core indicators such as behavioral adaptation degree in cross-cultural scenarios, satisfaction rate of conflict resolution, and virtual team collaboration efficiency are set, accounting for 35% of the total weight. For the dimension of value co-creation and collaborative enablement competence, core indicators such as performance contribution to cross-cultural projects, localized innovation achievements, and performance growth rate of cross-cultural teams are set, accounting for 35% of the total weight. Each indicator is set with clear quantitative standards and scoring rules, realizing the transformation from subjective evaluation to objective quantitative evaluation.

### **4.3.2. Establishment of a Digital Dynamic Evaluation and Tracking System**

Relying on the enterprise's digital human resource management system, a full-cycle dynamic evaluation and tracking system for cross-cultural competence is established. The evaluation link is embedded in the whole process of talent

recruitment, cultivation, assignment, performance management, and promotion: initial assessment of cross-cultural competence is completed in the recruitment stage to form a basic competence profile; phased competence assessment is completed in the cultivation stage to track the effect of competence improvement; in the assignment and performance stages, digital tools are used to collect full-process behavioral data of talents in cross-border collaboration and project operation, to complete dynamic evaluation of the application effect of competence. Based on the full-cycle data, a dynamic profile of talents' cross-cultural competence is formed, which provides precise data support for talent allocation, optimization of cultivation content, and career development planning, realizing closed-loop iterative optimization of the cultivation mechanism.

#### **4.4. Value-interlinked Long-term Incentive Mechanism**

##### **4.4.1. Design of Incentive System Linked with Career Development**

The core of the incentive system is to build a positive cycle of competence improvement, career development, and value return. Cross-cultural competence is taken as the core threshold for the selection of assignees, promotion of overseas branch directors, and access to the global management team, with a clear weight proportion of cross-cultural competence in promotion evaluation, making cross-cultural competence the core competitiveness for talents' career development. A special reward for cross-cultural value innovation is set up, to provide corresponding compensation incentives, equity incentives, and honor incentives to talents who realize localized innovation, market expansion, and brand value improvement through improved cross-cultural competence, so that talents' competence improvement and value creation can obtain direct returns. Cross-cultural competence cultivation is incorporated into talents' career development planning, and a clear development path for global management talents is designed for talents, to stimulate the endogenous motivation of talents to improve their competence.

##### **4.4.2. Constraint Mechanism Bound with Organizational and Individual Values**

A constraint mechanism matching the incentive system is constructed to realize the deep binding of organizational and individual values. The performance of cross-cultural competence is incorporated into talents' performance contracts, with clear performance standards and assessment requirements for cross-cultural competence, and corresponding constraint clauses are set for organizational losses and negative brand impact caused by insufficient cross-cultural competence. The overall performance of cross-cultural teams is deeply bound with the compensation returns of team members, to promote individuals to actively integrate into cross-cultural teams and improve the overall collaborative ability of the team. A negative list for cross-cultural performance is established, clarifying prohibited cultural prejudices, inappropriate behaviors, and compliance red lines. Personnel who touch the negative list will be disqualified from assignment, promotion, and corresponding incentive rights and interests. The design of the constraint mechanism must form a balance with the incentive system to ensure the standardized and long-term operation of the cultivation mechanism.

### **5. Organizational Guarantee and Optimization Paths for the Implementation of the Mechanism**

#### **5.1. Cultural and Structural Guarantee at the Organizational Level**

##### **5.1.1. Construction of an Inclusive and Diverse Organizational Culture**

An inclusive and diverse organizational culture is the underlying support for the implementation of the cultivation mechanism. Outbound enterprises must incorporate diversity, inclusion, and cross-cultural value co-creation into the core organizational values, eliminate cognitive biases of ethnocentrism, and build a global organizational culture that respects differences, encourages innovation, and is open and inclusive. A normalized cross-cultural communication channel is built through digital platforms, and cultural exchange activities with the participation of global employees are organized, to realize in-depth interaction between employees from different cultural backgrounds and build cross-cultural organizational

identity. The management must take the lead in practicing the concept of inclusive and diverse culture, fully respect the differences of different cultures in strategic decision-making and organizational management, infiltrate the organizational culture into the whole process of enterprise operation, and provide a sound organizational cultural atmosphere for cross-cultural competence cultivation.

### **5.1.2. Adjustment of Organizational Structure Adapted to Globalization**

Enterprises must adjust the traditional ethnocentric organizational structure and build a matrix organizational structure adapted to the global strategy, to provide organizational support for the implementation of the cultivation mechanism. A special global human resource management department is set up at the headquarters, which is responsible for the design, implementation, and optimization of the cross-cultural talent cultivation mechanism, and coordinates the collaborative linkage between the headquarters, business departments, and overseas branches. Corresponding human resource liaison positions are set up in each overseas branch, responsible for the implementation of localized cultivation content, collection and feedback of talent competence data, to realize the precise adaptation of the headquarters' cultivation system to overseas localized scenarios. The division of responsibilities of each department in cross-cultural talent cultivation is clearly defined, and cultivation work is incorporated into the performance assessment of each department, to avoid the marginalization of cultivation work and ensure the organizational collaboration efficiency of the mechanism implementation.

## **5.2. Process and Resource Guarantee at the Institutional Level**

### **5.2.1. Full-process Institutional and Process Guarantee**

Enterprises must transform all contents of the cultivation mechanism into formal institutional documents, and build a full-process institutional guarantee system. Formulate the Administrative Measures for Cross-cultural Talent Cultivation, clarifying the overall framework, division of responsibilities, and full-process management requirements of the cultivation mechanism; formulate the Implementation Rules for Cross-cultural Competence Evaluation, clarifying the evaluation indicators, evaluation process, and result application rules; formulate the Administrative System for Incentive and Constraint of Cross-cultural Talents, clarifying the incentive standards, constraint clauses, and implementation process. A regular review and optimization system is established, and the cultivation mechanism is dynamically optimized and iterated annually based on the adjustment of the enterprise's global strategy, changes in overseas markets, and evaluation results of cultivation effectiveness, to ensure the continuous adaptation of the mechanism to the enterprise's development needs, and realize the standardized and long-term operation of the cultivation mechanism.

### **5.2.2. Professional Resource Input Guarantee**

Sufficient resource input is the basic prerequisite for the implementation of the cultivation mechanism. Enterprises must set up a special fund for cross-cultural talent cultivation, which is used for core work such as the construction of digital cultivation platforms, development of cultivation content, introduction of external experts, and construction of immersive scenarios, to ensure that the capital input for cultivation work matches the scale of the enterprise's global business. A professional cultivation team is established, introducing overseas business leaders with rich cross-cultural management experience, academic experts, and professional trainers, to provide professional support for cultivation work. Strengthen the construction of the internal mentor team, select managers with rich cross-cultural management experience and train them as internal mentors, to form the precipitation and inheritance of internal experience. Through continuous resource input, the implementation quality and operation effect of the cultivation mechanism are ensured.

## **6. Conclusion**

Grounded in Dynamic Capability Theory and Social Identity Theory, combined with the practical scenarios of Chinese enterprises' overseas expansion in the digitalization context, this study defines the three-dimensional core connotation

of outbound talents' cross-cultural competence, sorts out the deep-seated dilemmas of strategic decoupling, scenario mismatch, and closed-loop absence in the current cultivation system, constructs a four-dimensional closed-loop management system including a strategy-embedded goal-oriented mechanism, a digital-enabled scenario-based cultivation mechanism, a data-driven full-cycle evaluation mechanism, and a value-interlinked long-term incentive mechanism, and proposes organizational and institutional guarantee paths for the implementation of the mechanism. This study extends the research on cross-cultural competence from the individual level to the organizational management level, complements the theory of strategic human resource management in the digitalization context, and provides an implementable management framework for Chinese outbound enterprises to cultivate cross-cultural talents. Limited by the research scope, this study has not completed the empirical test of the mechanism based on large-sample data. Future research can carry out differentiated empirical research and mechanism optimization for enterprises in different industries and at different stages of overseas expansion, to further improve the practical adaptability of the research.

## Disclosure statement

The author declares no conflict of interest.

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