

Research on Talent Cultivation Models and Implementation Pathways for Enterprises Going Global

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Abstract: As the high-quality development of the Belt and Road Initiative and high-level opening-up continue to advance, the structural mismatch between the supply of internationalized talent and the demands of overseas operations has increasingly become a critical constraint for enterprises expanding abroad. Taking the concept that "talent is the primary resource" as its theoretical starting point and employing normative analysis, this paper examines the talent needs of large enterprises expanding internationally—focusing on hierarchical structure, multidisciplinary competencies, and sourcing characteristics—while analyzing current talent development practices, practical challenges, and their underlying causes. Currently, talent development in these enterprises faces issues such as imbalanced supply structures, homogenized training models, insufficient collaboration among government, academia, and industry, weak digital and intelligent support, and a shortage of personnel skilled in international compliance and risk management. The root causes lie in the inadequate alignment between talent strategies and internationalization strategies, as well as a lack of fit between institutional mechanisms and the demands of transnational operations. To address this, the paper proposes an integrated "strategy-platform-mechanism" development framework. This framework centers on a dual-track approach combining domestic talent reserves with local overseas hiring and progressive, tiered training; expands talent supply through industry-academia collaboration and integration; and enhances training precision through digital and intelligent empowerment. Furthermore, it outlines pathways to strengthen strategic leadership, refine the full-cycle mechanism of "selection, use, development, and retention," deepen tripartite collaboration, drive talent localization and globalization simultaneously, and cultivate a cross-cultural talent ecosystem. By fostering a dynamic match between talent development and overseas business growth, the paper offers a reference for building robust talent teams within enterprises expanding globally.

Keywords: talent resources, global enterprises, talent cultivation, international talent, implementation path

1. Introduction

China has thoroughly implemented the strategies of invigorating the country through science and education and strengthening the nation through talent development, adhering to talent-driven development. The proposition that "talents are the primary resource" has become an important guideline for talent-related work in the new era. Amid efforts to foster a new development paradigm and advance high-quality development of the Belt and Road Initiative, Chinese enterprises have quickened their pace of going global, evolving from exporting products and technologies to building global brands and promoting Chinese standards overseas. As a vital driving force and mainstay for global expansion, enterprises, through their overseas footprint and global resource allocation, face far higher requirements for the quantity, structure and competence of talents compared with domestic operations. In the new era, state-owned enterprises are accelerating the upgrading of their international strategies around dimensions including the integration and restructuring of global value chains, national factor-cost advantages and market-scale advantages, among which talent stands out as the most decisive factor [1]. In the long-term expansion of overseas businesses, large enterprises have an increasingly urgent demand for talents equipped with professional expertise, managerial competence and an international vision, and the quality of talent teams directly effect the standard of their international operations [2].

International-oriented talents constitute the scarcest strategic resource for enterprises going global. When venturing overseas, enterprises are confronted with a complex array of environments involving

language, culture, law, policy and market, with manifold potential risks in international operations. Building an international-oriented talent team with solid professional quality, strong expertise and high efficiency serves as a critical guarantee for seizing overseas market opportunities and effectively avoiding and defusing various risks. Nevertheless, enterprises going global are generally plagued by prominent challenges including insufficient total pool of international-oriented talents, imbalanced talent structure and shortage of high-end interdisciplinary talents. As business priorities shift from traditional European and American markets to emerging regions such as Southeast Asia, the Middle East and Africa, the shortage of talents familiar with institutions and cultures of these emerging markets has widened further. While vocational education and industry-education integration systems have begun to bolster talent supply for enterprises' global expansion, the scale, quality and timeliness of talent training still fail to keep pace with the pace of overseas business growth [3]. Multinational enterprises commonly suffer from cultural differences and improper talent allocation in human-resource management during internationalization, which hinders the building of global competitiveness [4].

This paper first interprets the theoretical connotation of "talents are the primary resource", then analyzes the structural features of talent demand and special attributes of talent training for enterprises going global. It further reviews current training practices and practical dilemmas, on the basis of which a framework for talent-training models for enterprises going global is constructed. Finally, implementation pathways for talent training are proposed.

2. Theoretical implications of talent as the primary resource and characteristics of talent demand in overseas enterprises

2.1 Theoretical implications of talent as the primary resource

From a theoretical perspective, Marxism holds that humans are the most active and proactive factor in productive forces. The theory of human capital further regards talent as the core capital for creating value, and the investment of talent capital has the characteristic of increasing marginal returns. Under this theoretical framework, the position of talent as the primary resource in enterprise management has been established. Talent is the most active and valuable factor in productivity, and the competition between enterprises is essentially a competition for talent [5]. Talent is the foundation of enterprises and the driving force for their forward development. Talents have become the first resource for enterprise development, and talent resource development should be systematically planned based on the concept of "people-oriented" and "talent resources are the first resource". Firmly establishing the concept of "talent resources are the first resource" and "grasping talents is grasping development", and continuously innovating the mechanism of talent work are the basic prerequisites for building the talent team of enterprises [6].

For enterprises, 'talent is the first resource' means that talent is the source of core competitiveness, the main body of innovation, and the guarantee for the implementation of enterprise strategies. Enterprise management innovation, technological innovation, institutional innovation, product development, and technological research and development all rely on talent. Among the various resources that enterprises rely on for survival and development, talent occupies the first resource position. For overseas enterprises, the implication of this statement is further extended as: international talent is a decisive force in global resource allocation, overseas market development, and cross-cultural management, and talent cultivation investment should be regarded as a strategic investment that can generate sustained returns rather than a general cost expenditure.

2.2 Structural characteristics of talent demand for overseas enterprises

From the perspective of job hierarchy, the talent demand of overseas enterprises presents a pyramid structure, with the top being the overseas business decision-making level with a global strategic vision, the tower body being the backbone of business management who master professional business and local management capabilities, and the tower base being a large number of localized front-line technical skills and operational personnel. There are significant differences in the quality requirements, training cycle and supply sources of talents at different levels. The training of international talents in large enterprises should change the previous single mode focusing on foreign language ability training to the systematic training of specialized high-quality international talents.

From the perspective of ability, international talents need to possess multiple composite abilities such as language communication, cross-cultural management, international business and legal compliance,

technological innovation, and local market operation. The connotation of international talents is constantly enriched with the process of globalization and informatization, and its cultivation involves systematic arrangements such as curriculum design and job orientation [7]. During the global expansion of multinational corporations, human resource management has shown a trend of shifting from relying on personnel from their home country to cultivating talent in the host country. Composite abilities and local adaptability have increasingly become the core dimensions of talent evaluation.

From the perspective of source structure, the talent supply of overseas enterprises includes three channels: overseas deployment from the home country, local employment in the host country, and talent from third countries. Overseas talents constantly adjust their strategies in the practice of multinational institutional systems to accumulate professional capital, and with the deepening of localization operations, the proportion of local talents in the host country is gradually increasing. Talent localization management has become an important issue in the human resource management of group overseas enterprises.

Against the backdrop of accelerated formation of new quality productivity and deep restructuring of the global industrial landscape, the demand for talent capabilities from overseas enterprises has further upgraded: they need to adapt to the technical requirements of new formats such as digital trade, green low-carbon, and intelligent manufacturing, while also possessing global literacy in participating in international standard setting, responding to cross-border compliance and data governance. Traditional single skill and foreign language talents are no longer sufficient to meet the demand. High level composite talents with diverse abilities in technology, management, cross-cultural, and digitalization have become the object of competition for overseas enterprises, and have also put forward higher requirements for talent training models.

2.3 The particularity of talent cultivation in overseas enterprises

Compared with domestic talent cultivation, talent cultivation in overseas enterprises has distinct characteristics. Firstly, a dual governance structure. There is tension between the group headquarters and overseas subsidiaries in terms of strategy, system, and culture. Talent cultivation needs to seek a balance between "global unified standards" and "localized flexible adaptation". The talent management of Chinese multinational enterprises must deal with the complex relationship between global standardization and local differentiation. Secondly, global talent management requires a balance between individual development goals and organizational strategic goals to achieve mutual benefits.

Thirdly, the cultivation period is long, the investment is high, and the liquidity risk is high. International talent cultivation has a long cycle and slow effectiveness. Talent loss and failed deployment can bring sunk costs, and enterprise groups face higher talent adaptation risks when entering host countries across institutional distances. This requires overseas enterprises to elevate talent cultivation to a long-term strategic investment, reduce the uncertainty of talent mobility through institutional design, and maintain the talent resilience of international operations.

3. Review of the current situation and practical difficulties in talent cultivation for overseas enterprises

3.1 Practical forms of talent cultivation

From domestic practice, the talent cultivation of overseas enterprises generally presents three forms. Firstly, domestic reserves and overseas assignments are dominant. Most overseas enterprises adopt the path of "headquarters reserve, overseas export", relying on headquarters rotation, overseas project experience and other methods to cultivate backbone talents. Guangdong agricultural reclamation and other enterprises are focusing on the "going global" strategy, accelerating the training of middle and high-level management talents through systematic training, in order to alleviate the constraints of the shortage of management talents in foreign investment [8]. State owned construction enterprises combine overseas engineering business to explore a strategic talent training model that covers multiple sequences such as business management and professional technology.

Secondly, explore localized cultivation and unified platforms. Some leading enterprises have begun to build a globally unified talent management system, establish training bases in overseas territories, and promote the localization of talent development. Some enterprises have built a scientific talent training and management system around "attracting, nurturing, utilizing, and retaining" to meet the higher

requirements for international talents in the new situation of going global. Thirdly, school enterprise collaboration. Some groups cooperate with universities and vocational colleges to carry out order based training, modern apprenticeship system, and jointly build industrial colleges, in order to broaden the supply of talent sources.

3.2 Realistic difficulties in talent cultivation

The talent cultivation of overseas enterprises still faces multiple practical difficulties. Firstly, there is a structural imbalance in talent supply. The shortage of international talent and structural imbalance coexist, and compound high-end talents who understand both the profession and language, are familiar with international rules and the host country market are particularly scarce. The biggest bottleneck for enterprises to carry out international operations lies in talent. As the focus of overseas business shifts to emerging markets, the supply of localized talents familiar with regional systems and cultures such as Southeast Asia, the Middle East, and Africa is significantly lagging behind.

Secondly, homogenization of training modes and low training efficiency. Many companies still focus on short-term foreign language training and general management training, emphasizing on making up for shortcomings and neglecting systematic training. The training content is disconnected from overseas business scenarios and lacks precise hierarchical and classified training arrangements. Human resource management in the process of enterprise internationalization faces challenges such as imbalanced cultivation and introduction structures, and lagging team building. Thirdly, there is insufficient collaboration between government, schools, and enterprises. The depth of integration between industry and education is insufficient, and there is a lack of effective interest linkage and collaboration mechanisms between enterprises, universities, governments, and industry organizations. The degree of adaptation between talent supply and industry demand is low; State owned enterprises still face obstacles such as incomplete institutional mechanisms and insufficient dual teacher teachers in participating in the integration of industry and education and organizing vocational education. Fourthly, the level of digitization is not high. Most overseas enterprises still rely on traditional methods for talent management, lacking a globally unified talent data platform, talent portrait, and intelligent evaluation tools, making it difficult to support large-scale and accurate international talent cultivation [9].

Fifthly, there is a shortage of international compliance and risk response talents. Overseas enterprises deeply participate in global competition and face multiple legal risks such as trade frictions, export controls, data security, and intellectual property. However, there is a serious shortage of composite compliance talents with international legal knowledge, cross-border compliance experience, and industry background, which leads to weak risk prevention and control capabilities in overseas business operations. There are obvious shortcomings in talent cultivation in supporting international business security.

3.3 Deep causes of difficulties

From a strategic perspective, some companies view going global as a simple business expansion and neglect talent first. Talent investment is seen as a cost rather than a strategic investment, and talent strategy is disconnected from internationalization strategy. Cultivating a team of highly skilled talents and implementing the strategy of strengthening enterprises through talent is an urgent need for central enterprises and other types of enterprises to adapt to international competition. From the perspective of institutional mechanisms, state-owned enterprises have insufficient flexibility in talent selection, promotion, assessment, and incentives. The supporting systems necessary for cross-border mobility, such as salary, visa, family placement, and career development, are not sound, which restricts the international mobility of talents and their willingness to work overseas. The practice of talent management in multinational enterprises also shows that talent management strategies are influenced by factors such as the institutional environment and cultural differences between the parent company and the host country's subsidiaries. The lack of appropriate mechanism design will significantly weaken the effectiveness of training.

4. Construction of talent cultivation models for overseas enterprises

4.1 Logical framework for pattern construction

Taking "talent as the primary resource" as the core value, the talent cultivation model of overseas enterprises should construct a three-dimensional integrated framework of "strategy platform mechanism".

The strategic dimension answers 'who to cultivate and what kind of people to cultivate', determining the direction and standards of talent cultivation; The platform dimension answers 'how to cultivate', determining the carrier and path of cultivation; The mechanism dimension answers 'how to ensure cultivation', determining the institutional and resource support for cultivation. The three constitute a complete chain from concept to implementation. The experience of well-known multinational enterprises overseas shows that mature talent training systems generally emphasize clear goals, systematic paths, and globalized configurations.

Following the above logical framework, the construction of talent training models for overseas enterprises should adhere to four principles: firstly, the demand-oriented principle, which determines the training objectives based on overseas business strategies and job competency requirements; The second is the principle of hierarchical classification, which implements differentiated training for employees with different levels, positions, and cultural backgrounds; The third is the principle of openness and collaboration, breaking down the boundaries of enterprises and integrating resources from multiple parties such as government, universities, enterprises, and industry organizations to jointly build an educational ecosystem; The fourth principle is dynamic iteration, continuously optimizing the training content and methods based on changes in the international environment and business evolution. The four principles jointly ensure the scientificity, adaptability, and sustainability of the training mode.

4.2 Dual track parallel and hierarchical progressive training mode

Dual track parallel, that is, the domestic reserve track and the overseas territorial track are promoted in parallel. The domestic reserve track relies on enterprise headquarters, regional centers, and industrial bases to carry out systematic training and talent reserve, while the overseas local track relies on overseas subsidiaries, projects, and local bases to carry out on-site training. The two tracks achieve a two-way connection of talents through job rotation, secondment, and reverse flow, forming a virtuous pattern of "domestic talent creation, overseas talent utilization, and circular talent cultivation". Global leading enterprises generally adopt the approach of "job rotation+systematic training" to promote international talent mobility, combining clear skill requirements with clear career paths to form a standardized talent development loop.

Layered progression refers to setting differentiated training paths based on strategic decision-making, management, professional backbone, and frontline skills, and comprehensively utilizing a combination of on-the-job practice, off the job training, project experience, and mentor guidance to form a step-by-step growth ladder. The talent management practices of multinational corporations at the subsidiary level have shown that tailored hierarchical training strategies can effectively improve talent allocation efficiency and organizational performance.

4.3 Open training model of school enterprise collaboration and integration of industry and education

Overseas enterprises should actively integrate into the national industry education integration strategy, jointly establish overseas talent training projects with high-level colleges and vocational colleges, carry out order based training, modern apprenticeship system, and new apprenticeship system for enterprises, and introduce enterprise job standards and international business scenarios into the entire training process. Vocational education empowers enterprises to go global, enabling a systematic supply of value driven to practical paths. To address the issue of "integration but not integration, integration but not depth" in school enterprise cooperation, efforts should be made to improve institutional supply and strengthen interest connections to promote deeper cooperation.

Overseas enterprises can also draw on organizational carriers such as industry education integration communities and municipal industry education consortia, and work together with governments, industry organizations, universities, and upstream and downstream enterprises in the industry chain to build an open education ecosystem, promote effective connection between the education chain, talent chain, industry chain, and innovation chain, and achieve dynamic adaptation between talent supply and overseas demand.

4.4 Precision cultivation mode empowered by digitalization

Leveraging a globally unified talent management platform, overseas-expanding enterprises can develop international talent profiles, enabling them to forecast talent supply and demand, issue early warnings about talent gaps, and achieve precise talent allocation. By utilizing tools such as online

learning platforms, virtual reality scenarios, and AI-powered simulation exercises, these enterprises can conduct immersive cross-cultural training and business scenario simulations, thereby enhancing the relevance and accessibility of their talent development initiatives. In the talent evaluation phase, enterprises can leverage big data and artificial intelligence to establish a comprehensive evaluation framework that spans knowledge, skills, behaviors, and performance, facilitating continuous refinement of both their talent development systems and evaluation mechanisms. [10].

It should be pointed out that the above three cultivation modes are not isolated from each other, but rather support each other and work together as an organic whole. Dual track parallel and hierarchical progression are the main thread that runs through the entire process of talent cultivation, solving the problem of "what kind of person to cultivate and how to advance"; Collaboration between schools and enterprises, as well as the integration of industry and education, are open channels for expanding training resources and connecting external supply; The precise cultivation of digitalization is the technical support for improving cultivation efficiency and achieving dynamic optimization. The three modes operate collaboratively within the framework of "strategy platform mechanism", ensuring dynamic matching between talent supply and the group's overseas strategy through institutional mechanisms.

5. Implementation path for talent cultivation in overseas enterprises

5.1 Strengthen the guidance of international talent strategy

Implementing the principle of 'talent is the first resource' and promoting the implementation of the enterprise's overseas strategy is an important guarantee. Enterprises should include the construction of talent teams in their important agenda, formulate special plans for international talent development, clarify the goals, paths, responsibilities, and resource investment for talent cultivation, and achieve resonance between talent strategy and internationalization strategy. We should establish the concept of "talent first", incorporate talent cultivation investment into the company's strategic budget, establish talent allocation standards that match the scale of international business, and promote the tilt of high-quality talent resources towards overseas frontline. State owned enterprises should also adjust their talent management strategies with a global perspective and embrace the dynamic changes in the international market environment through systematic management.

5.2 Improve the full chain system and mechanism of "selection, education, and retention"

Establish a sound global talent selection mechanism, establish unified qualification standards and competency models, and connect multiple channels for internal selection, social introduction, and local recruitment. Optimize the incentive mechanism for cross-border talents, improve overseas allowances, overseas subsidies, long-term incentives, and career development channels, and form a salary incentive system that matches international operations. Talent management should have the ability to cope with uncertainty and crisis, and maintain the stability of the talent team under external shocks through institutionalized arrangements[11].

Strengthen talent retention, reduce overseas talent turnover rate through clear promotion channels, family support policies, and return to work management, and achieve the goal of "going out, doing well, and returning" for talents. The experience of talent management in multinational enterprises shows that balancing individual career development demands with organizational strategic goals is the key to improving talent retention effectiveness.

5.3 Deepen the integration of industry and education, and build a collaborative education ecosystem between government, schools, and enterprises

Overseas enterprises should take the lead or deeply participate in the construction of industry education integration communities, transform overseas business needs into talent training standards, jointly build curriculum systems, dual teacher teams, and training bases with universities, and achieve precise alignment between talent supply and industry demand. In response to obstacles such as insufficient motivation and resource constraints in school enterprise cooperation, policy guidance and benefit sharing mechanisms should be strengthened to promote the transition from shallow cooperation to deep integration between schools and enterprises.

At the same time, we should leverage the bridging role of the government and industry organizations, improve policies supporting the integration of industry and education in finance, taxation, finance, and

land use, and promote the coordinated development of vocational education and enterprises going global; We draw on the experience of multinational corporations' dual system and training centers, organically integrate enterprise practice platforms with educational resources of universities, and form a sustainable open education mechanism.

5.4 Promote the dual wheel drive of localization and globalization of talent

This enterprise intensifies the recruitment and training of local talents, establishes overseas training bases and a "local mentorship system", cultivates local management talents through mentorship and job rotation, steadily improves localization rates, and reduces expatriate costs and cross-cultural adaptation risks. Japanese multinational corporations continue to provide local executives with management experience to their overseas subsidiaries through internal training systems and cross company talent mobility. Their experience shows that local training and corporate support complement each other.

While promoting localization, we should maintain the flexibility of global talent allocation, establish a global talent pool and talent mobility mechanism for enterprises, dynamically allocate talents globally based on business needs, and form a composite capability structure of "global vision and localized execution".

5.5 Cultivate cross-cultural talent ecology and enhance organizational cultural resilience

This enterprise builds an inclusive and diverse corporate culture, respects the culture and business habits of the host country, enhances mutual understanding and trust among employees from different cultural backgrounds through systematic cross-cultural training and integration activities between Chinese and foreign employees, and shapes common values and codes of conduct[7]. Chinese multinational enterprises should also adhere to humanistic management in cross-cultural contexts, promote talent collaboration through cultural integration, and enhance the cohesion and combat effectiveness of overseas organizations.

This enterprise strengthens the construction of overseas organizations and talent care, organically combines ideological guidance with humanistic care, improves the protection and psychological support for overseas employees' families, enhances their sense of belonging and mission, creates a stable, healthy, and sustainable ecology for the growth of international talents, and fundamentally builds the talent foundation for the group's overseas expansion.

6. Conclusion

Talents are the primary resource and the first support for the international competitiveness of overseas enterprises. In the new stage of jointly building the high-quality development of the "the Belt and Road" and the deepening of high-level opening up, overseas enterprises should firmly establish the concept that talent is the first resource, lead a clear direction with strategy, consolidate the foundation with institutional support, expand channels with collaborative opening, improve efficiency with digital intelligence empowerment, promote the talent training model from extensive to precise, from closed to open, from single to multiple, and walk out of the path of international talent training that conforms to the characteristics of Chinese enterprises. The three-dimensional training model framework of the "the Belt and Road" built in this paper and the realization path of "dual track parallel, hierarchical progressive, collaborative and open, digital and intellectual support" can provide general reference for the talent team construction of overseas enterprises.

Due to limitations in data acquisition and case depth, this article mainly focuses on normative analysis and has not yet conducted systematic empirical tests on the training practices of specific enterprises. The proposed model framework and path design need to be further validated and refined by combining specific cases. Future research can focus on the construction of an evaluation index system for the effectiveness of talent cultivation in overseas enterprises, empirical analysis of localized talent management and cross-cultural integration, and the operation mechanism of digital talent cultivation platforms, providing more solid experience support for improving the talent cultivation system of overseas enterprises.

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