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CHALLENGES AND INNOVATIVE STRATEGIES IN TALENT MANAGEMENT OF CROSS-BORDER TEAMS: A MULTI-CASE EMPIRICAL STUDY

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Abstract. *In the context of the deep integration of globalization and digitalization, cross-border teams have become a key organizational form for enterprises to enhance their international competitiveness. However, issues such as cultural differences, cross-time zone communication, and legal and policy compliance significantly constrain team effectiveness. This study adopts a multiple-case analysis and in-depth interview approach, selecting five Chinese technology enterprises including Huawei and DJI Innovations as research objects to systematically explore the practices and challenges in talent recruitment, training, motivation, and management within cross-border teams. The results show that strategies such as cross-cultural training, intelligent communication technologies, global talent pool development, and flexible work arrangements have effectively improved team collaboration efficiency and innovation capability. This paper further proposes innovative strategies including dynamic cultural adaptation, technological synergy optimization, and talent credit system construction, providing theoretical support and practical guidance for transnational talent management in enterprises.*

KeyWords: *Cross-border teams; Talent management; Cultural differences; Communication technology; Strategy optimization*

Introduction.

With the acceleration of the global economic integration process and the widespread application of digital technologies, cross-border teams have become an important vehicle for enterprises to implement their internationalization strategies. These teams are composed of talents from different cultural backgrounds, professional skills, and geographical locations, capable of integrating global resources and promoting technological innovation and market expansion. However, cross-border teams also face multiple challenges such as cultural conflicts, communication barriers, time zone differences, and legal compliance during their operation. How to effectively manage cross-border teams and enhance their collaboration efficiency and innovation capabilities has become a hot issue of common concern in both academic and business circles.

This paper takes Chinese technology enterprises as a case to systematically analyze the current situation, problems, and solutions of cross-border team talent management, aiming to provide new ideas and methods for related theories and

practices.

Main Text.

Research Design and Methods.

To deeply explore the talent management of cross-border teams in organizations, this study adopts a mixed research design combining case study method, interview method and questionnaire survey method. The case study method focuses on five Chinese technology enterprises such as Huawei and DJI Innovation, and longitudinally tracks the evolution of their cross-border team talent management practices. The interview method conducts semi-structured in-depth interviews with 30 cross-border team managers and 50 members, covering issues such as management challenges, performance impact and strategy effectiveness. The questionnaire survey method designs questionnaires covering dimensions such as cultural difference perception, communication barriers, time zone impact, legal cognition and strategy effectiveness, and collects data through a combination of online and offline methods.

Theoretical Foundation and Literature Review.

The Cultural Dimensions Theory (Hofstede, 1980) provides an important framework for understanding cultural differences within multinational teams. The differences in aspects such as power distance, individualism, and collectivism among different cultures directly affect team decision-making, communication, and collaboration methods. The cultural model proposed by Trompenaars and Hampden-Turner (1998) further enriches the theoretical tools of cross-cultural management, enabling enterprises to better cope with the challenges brought about by cultural diversity.

Existing studies have shown that talent management in multinational teams faces three core challenges: decision-making and communication conflicts caused by cultural differences, low efficiency in cross-time zone collaboration, and risks of legal and policy compliance. However, current research still lacks in aspects such as the dynamic changes of cultural differences, the collaborative application of communication technologies, and the practical mechanisms of legal and policy implementation.

Case analysis and findings.

Overview of the Case Company

This study selected five enterprises, namely Huawei, DJI Innovation, CATL, SenseTime, and Xiaomi International Division, as case studies. These enterprises have rich practical experience in building multinational teams.

Table 1 - Comparative Table of Cross-Border Team Profiles of Case Enterprises

Enterprise	eam size / Number of people	proportion of overseas employees	Main distribution areas	Core business area
Huawei	Over 200,000	40%+	Europe (German / English), Asia (India / Japan), America	Communication technology, 5G research and development
DJI Innovation	About 5,000	30%	Europe, America, Asia (Japan / Korea / India)	Drone Research and Market Promotion
Ningde Times	About 8,000	25%	Asia (Japanese / Korean), Europe (German / French), North America	Battery power system
Sensetime	About 3,000	20%	Asia (Singapore / India), Europe, North America	Artificial Intelligence Technology
Xiaomi International Division	About 6,000	35%	Asia (India / Southeast Asia), Africa, Europe, America	Expansion of the global consumer electronics market

The current situation of talent management practices.

Each enterprise has demonstrated distinct characteristics in talent management: Huawei has established a dual-track system of "technical capabilities + cross-cultural assessment"; DJI Innovation adopts the model of "technical challenge competition + cross-cultural group discussion"; Ningde Times relies on the industrial chain for targeted recruitment; SenseTime places emphasis on academic background and practical ability in the AI field; Xiaomi International focuses on local market insight.

In terms of training, Huawei introduced a VR cross-cultural simulation system, and the rate of cultural conflicts in overseas projects decreased by 25% in 2024; SenseTime developed the "AI Cultural Mentor" system; DJI Innovation established the "Global Drone Certification System"; Xiaomi International set up a "Localization Operations Academy" for the Southeast Asian market.

In terms of incentive mechanisms, Huawei implements the "Global Salary Package" system; Ningde Times implements the "Technology Patent Dividend System" in Germany; DJI Innovation sets up the "Global Drone Challenge Competition"; SenseTime implements the "AI Ethics Mentor Program", which increased the retention rate of overseas employees by 18%.

The main challenges faced.

The research reveals that multinational teams mainly encounter the following challenges:

1. Cultural dimension conflicts: The Huawei German R&D center saw a 15% decrease in the iteration efficiency of the 5G base station project due to the power distance difference.

2. Cross-time zone efficiency losses: The Chinese-American team of Ningde Times faced a 30% decline in decision quality due to the time difference issue.

3. Legal and policy risks: Xiaomi faced a potential compensation risk of 2 million US dollars in India due to insufficient understanding of labor laws.

Table 2 Comparison of Main Challenges Faced by Enterprises

Challenge types	Occurrence frequency (annual average)	Impact on project schedule	Typical Enterprise Case
Cultural dimension conflict	4.2 times / enterprise	Delay: 7-15 days	Decision Dispute at Huawei's German R&D Center
Cross-time zone efficiency loss	6.8 times / enterprise	Extended duration: 8-12%	Low Efficiency of Meetings between CATL and the US and China
Legal and policy risks	2.5 times / enterprise	Increased cost: 5-10%	Compensation Issue for Layoffs at Xiaomi's Indian Factory

Innovative strategies and practical outcomes.

Based on the research findings, this paper proposes the following innovative strategies:

1. Dynamic Cultural Intelligence (CQ) training system: A personalized cultural training path is constructed using AI and VR technologies.

2. Intelligent collaborative communication platform: A conference system that supports real-time translation in multiple languages and cultural context recognition is developed.

3. Blockchain talent credit file: A transparent and trustworthy assessment system for talent capabilities and cultural compatibility is established.

4. Physiological rhythm-oriented work arrangement: Personalized work plans are formulated by combining wearable devices and intelligent algorithms.

Practical data shows that these strategies have achieved remarkable results: Huawei reduced the cultural conflict rate from 37% in 2020 to 12% in 2024 through VR cross-cultural simulation training; the AI-driven talent matching platform of SenseTime increased team formation efficiency by 58%; a manufacturing enterprise that implemented flexible working hours saw a 20% decrease in turnover rate and a 18% increase in work efficiency.

Conclusions and Prospects.

This study, through multi-case empirical analysis, has revealed the core issues and effective strategies in talent management of cross-border teams. The research shows that enterprises need to jointly promote talent management innovation from three dimensions: culture, technology, and system, in order to maintain an advantage in global competition.

This study has certain limitations: the samples only cover five technology enterprises, which are few in number and have a limited industry scope; the research method may be influenced by subjective factors; and the exploration of the impact of emerging technologies and talent management strategies in special situations is insufficient.

Future research can focus on the following directions: research on the dynamic evolution patterns of cultural differences; the application of emerging technologies such as artificial intelligence and blockchain in talent management; the strategy adjustments of cross-border teams in response to sudden global events; and expansion in areas such as cross-cultural leadership training, knowledge sharing and innovation.

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