



# Research on Internationalization Strategy and Cross Cultural Management of Online Education Enterprises in Chinese Mainland

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**Abstract:** This article aims to explore the challenges and opportunities of Chinese mainland online education companies in internationalization strategy and cross-cultural management. Through literature review and case analysis, this article reveals the challenges faced by online education companies in internationalization process in terms of cross-cultural differences, market environment, technological development, etc., and puts forward corresponding strategies and cross-cultural management suggestions. The research results show that online education companies need to formulate targeted internationalization strategies, strengthen cross-cultural communication and cooperation, in order to adapt to the changing market environment and technological development.

**Keywords:** online education, internationalization strategy, cross-cultural management

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## 1. Introduction

With the acceleration of globalization and the continuous development of information technology, online education is becoming a global trend. Online education enterprises in Chinese Mainland, as important participants in emerging markets, are facing the challenges of internationalization strategy and cross-cultural management. This paper aims to explore the challenges and opportunities of online education enterprises in Chinese Mainland in terms of internationalization strategy and cross-cultural management, with a view to providing theoretical support and practical guidance for the development of enterprises.

## 2. Concept definition

### 2.1 Online education enterprises

Online education enterprises refer to enterprises that use the Internet and digital technology to provide educational services for students. These enterprises provide students with educational services such as course content, teaching resources, and homework guidance through online teaching platforms and educational apps, achieving globalization and personalization of education.

### 2.2 Internationalization Strategy

Internationalization strategy refers to the strategy formulated by enterprises in order to achieve success in the international market, involving products, markets, funds, human resources, and other aspects. Internationalization strategy includes a company's positioning in the international market, market entry strategy, product and service strategy, marketing strategy, as well as adaptation and compliance with local laws, policies, and culture.

### 2.3 Cross cultural management

Cross cultural management refers to the management methods and skills required by enterprises to handle employees, partners, and customers from different cultural backgrounds in the process of cross-border operations. Cross cultural management includes abilities and skills in cross-cultural communication, coordination, decision-making, leadership, and other aspects to adapt to the diverse international market environment and achieve the internationalization development goals of enterprises. research contents

## 3. Internationalization status of online education enterprises in Chinese Mainland

The author searched through literature, including academic journals, research reports, company annual reports, and other related materials. The research team conducted in-depth reading and analysis of these literature to understand the existing research results, practical experience, and shortcomings of the internationalization strategy and cross-cultural management of online education enterprises. Through literature review, the research group has established a comprehensive knowledge

system on the internationalization strategy and cross-cultural management of online education enterprises, providing support for subsequent case analysis and theoretical construction.[1] On the basis of literature review, we will select several representative online education enterprises in Chinese Mainland as the case study objects. These enterprises will include large online education enterprises that have achieved certain results in overseas markets, as well as small and medium-sized online education enterprises with innovation and development potential. By conducting in-depth investigations into the internationalization strategies and cross-cultural management practices of these enterprises, the research team obtained first-hand information to understand the successful experiences and problems encountered by these types of enterprises in the internationalization process. Through the analysis of these cases, the theoretical viewpoints in the literature review can be further validated and enriched, while providing practical guidance for the internationalization strategy and cross-cultural management of other online education enterprises. In case selection, the research team aims to ensure the diversity of selected cases, so as to comprehensively reflect the actual situation of online education enterprises in Chinese Mainland in terms of internationalization strategy and cross-cultural management in different types and stages of development, and to show that they provide more targeted and practical theoretical support and practical guidance for the internationalization strategy and cross-cultural management of online education enterprises in terms of internationalization strategy and cross-cultural management.

Through the research and analysis of online education enterprises in Chinese Mainland, this paper finds that most online education enterprises have begun to try internationalization strategies, but most are still in the initial stage. At present, some Chinese online education companies have begun to conduct business in overseas markets, including providing online courses, teaching resources, and educational services to meet the needs of overseas students and parents[2]. These enterprises gradually adapt and serve students from different countries and regions by establishing localized teaching platforms, recruiting local teachers, and providing multilingual teaching.

In international operation, online education enterprises in Chinese Mainland are also facing some challenges, including legal, policy, cultural differences in different countries and regions, as well as market awareness and competitors. Therefore, online education enterprises in Chinese Mainland need to develop flexible and diversified product and service strategies, strengthen marketing and brand promotion, and constantly upgrade technical facilities and teaching platforms to meet the educational needs of different countries and regions. At the same time, enterprises also need to strengthen their understanding and compliance with local laws, policies, and regulatory environments, establish diversified teams, and cultivate talents with cross-cultural awareness and abilities to meet the challenges of international operations.[3] As online education enterprises in Chinese Mainland continue to improve their international operation capabilities, I believe they will achieve greater success in the global context. Among them, some large online education enterprises such as Xueersi and New Oriental have achieved certain results in overseas markets, but most small and medium-sized enterprises still face many challenges. A typical business case is New Oriental. New Oriental is a leading education and training institution in China, providing various educational services, including language training, exam tutoring, subject tutoring, etc. The company has a strong brand influence and teaching resources in China, and has actively promoted internationalization strategies in recent years to expand overseas markets. New Oriental has entered the education and training markets of countries such as the United States, the United Kingdom, Canada, and Australia through acquisitions or partnerships, established localized teaching platforms, recruited local teachers, and provided courses tailored to the needs of local students. The company has also established branches and offices in overseas markets, strengthening cooperation with local governments, schools, and institutions. In terms of cross-cultural management, New Oriental focuses on cultivating employees with international perspectives and cross-cultural awareness, establishing diverse teams, providing cross-cultural communication and management training to meet the education market needs of different countries and regions.

#### **4. Challenges of internationalization strategy and cross-cultural management**

Chinese online education enterprises such as New Oriental, ape counseling and gaotu education are facing many challenges in terms of internationalization strategy and cross-cultural management. First, the internationalization strategy requires these enterprises to establish brand awareness and market share in different countries and regions. This means that they need to understand the education system, cultural background and market demand of different countries and regions, and formulate corresponding marketing strategies and education product positioning.

It is worth noting that cross-cultural management is an important challenge. In the process of internationalization, this type of enterprises need to face employees and customers from different countries and regions, and need to establish cross-cultural teams and management models. This requires them to cultivate employees with cross-cultural awareness and communication skills, and formulate management policies and processes that adapt to different cultural environments.

In addition, the difference between language and education system is also one of the challenges. In the process of internationalization, Chinese online education enterprises need to face the differences of different language environments and education systems, provide multilingual education products and services, and adjust course content and teaching methods according to the education systems of different countries and regions.

It cannot be ignored that the legal and policy environment is also a challenge. Because different countries and regions have different legal and policy environments, this will have an impact on the operation and development of Chinese online education enterprises in the process of internationalization. They need to comply with local laws and regulations, and also need to cooperate and communicate with local governments and regulatory authorities.

## **5. Challenges and profits coexist. How to make changes?**

Cross-cultural differences are one of the important challenges in the process of internationalization of online education enterprises. Different countries and regions have different cultural backgrounds, values, education systems and learning habits, which poses challenges to the product positioning, teaching content and teaching methods of online education enterprises. To address this challenge, enterprises can adopt the following strategies and cross-cultural management suggestions:

### **5.1 Diversified product and service strategy**

According to the cultural differences of different countries and regions, enterprises can formulate diversified product and service strategies, and make positioning and adjustment according to the local cultural background and educational needs. For example, for the Asian market, educational products and services that meet the learning habits and cultural characteristics of Asian students can be developed.

### **5.2 Cross cultural team building**

Establish a team with cross-cultural awareness and communication skills, and train employees with cross-cultural education experience and ability. Through diversified team composition, we can better understand and adapt to the educational needs of different cultures.

### **5.3 Multilingual education products and services**

Language differences are a major challenge in the process of globalization. For enterprises, it is essential to provide multilingual educational products and services. This can not only meet the language needs of different countries and regions, but also enhance the international competitiveness of enterprises and further expand market share.

First of all, by providing multilingual educational products and services, enterprises can effectively break the language barrier and allow more people to access high-quality educational resources. In the context of globalization, transnational exchanges and cooperation are increasingly frequent, and the ability to master multiple languages has become an important competitiveness. Therefore, multilingual educational products and services provide enterprises with a platform to show their strength, and also give more people the opportunity to enjoy high-quality educational resources.

Second, providing multilingual educational products and services helps enterprises expand the international market. With the continuous growth of China's economy, the global demand for Chinese education is growing. Enterprises seize this opportunity to launch multilingual education products and services, which can attract more international users, so as to enhance the global popularity of enterprises and increase sales.

In addition, multilingual educational products and services can also improve the overall quality of enterprise employees. In a global enterprise, employees need to have cross-cultural communication skills to better adapt to the market environment of different countries and regions. Enterprises provide multilingual education products and services, which can help employees improve their language ability, enhance their cross-cultural adaptability and further improve their work efficiency.

Finally, the provision of multilingual educational products and services is a manifestation of corporate social responsibility. Globally, language differences have led to the uneven distribution of many educational resources. By providing multilingual education products and services, enterprises can help narrow this gap and promote education equity.

In short, it is a strategic move for enterprises to provide multilingual educational products and services for language differences. This will not only help to enhance the international competitiveness of enterprises and expand market share, but also promote the improvement of the comprehensive quality of employees and fulfill social responsibilities. In the context of globalization, enterprises should fully understand its importance and actively layout the multilingual education market.

### **5.4 Market environment optimization**

The market environment is another important challenge in the internationalization of online education enterprises. The education market in different countries and regions has different needs and characteristics, which requires enterprises

to position and promote according to the local market environment. When dealing with the challenges of the market environment, enterprises can consider the following strategies and cross-cultural management suggestions: flexible marketing strategies: develop flexible marketing strategies, and position and promote them according to the local market demand and characteristics. The market environment of different countries and regions varies greatly, and enterprises need to adjust their marketing strategies according to the specific situation. Cooperation with local educational institutions: cooperate with local educational institutions and partners to jointly develop educational products and services suitable for the local education market. Through cooperation with local educational institutions, we can better understand the needs and characteristics of the local market. Customized educational products and services: according to the market demand of different countries and regions, customized educational products and services can meet the needs of local students and educational institutions.

### **5.5 Optimization of technical means**

With the continuous development of science and technology, enterprises need to constantly upgrade and improve technical facilities and teaching platforms to provide more intelligent and personalized educational products and services. When dealing with the challenges of technological development, enterprises can consider the following strategies and cross-cultural management suggestions: Continuous upgrading of technical facilities and teaching platforms: enterprises need to constantly upgrade and improve technical facilities and teaching platforms to meet the educational needs of different countries and regions. For example, for the markets of developed countries, more advanced online education technologies and platforms can be provided. Personalized education products and services: provide more personalized education products and services to meet the personalized learning needs of students in different countries and regions. Through intelligent technology, personalized education content and teaching methods can be customized according to students' learning habits and needs. Training and introduction of technical talents: strengthen the training and introduction of technical talents to maintain a leading position in the field of technology. Enterprises need to constantly attract and cultivate talents with international vision and technical ability to meet the technical challenges of different countries and regions.

### **5.6 Compliance with local laws and policies**

In addition to the above challenges and coping strategies, enterprises also need to consider the challenges of the legal, policy and regulatory environment in the process of internationalization. There are differences in laws, policies and regulatory environments in different countries and regions. Enterprises need to strengthen their understanding and compliance with local laws and policies to ensure that their internationalization strategies meet the requirements of local laws and policies.[4]

To sum up, online education enterprises are facing many challenges in the process of internationalization. They need to respond to these challenges by formulating diversified product and service strategies, flexible marketing strategies, constantly upgrading technical facilities and teaching platforms, and strengthening the understanding and compliance with local laws and policies and other strategies and cross-cultural management suggestions, so as to achieve sustainable development on a global scale and successfully enter the international market.[5]

## **6. Summary**

Through in-depth research and analysis of the internationalization strategy and cross-cultural management of online education enterprises in mainland China, this paper finds that enterprises need to formulate targeted internationalization strategies in the process of internationalization, strengthen cross-cultural communication and cooperation to adapt to the changing market environment and technological development, and also need to pay attention to brand building and resource integration to improve the competitiveness and sustainable development ability of enterprises.[6] Online education enterprises are facing multiple challenges in the process of internationalization. These challenges include cultural differences, marketing, technology development, and the legal, policy, and regulatory environment. In order to meet these challenges, enterprises need to formulate strategies and cross-cultural management suggestions such as diversified product and service strategies, flexible marketing strategies, constantly upgrading technical facilities and teaching platforms, and strengthening understanding and compliance with local laws and policies.

In short, in order to achieve sustainable development on a global scale and successfully enter the international market, online education enterprises need to formulate diversified product and service strategies, flexible marketing strategies, constantly upgrade technical facilities and teaching platforms, and strengthen the understanding and compliance with local laws and policies.

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