

Translation of Core Cultural Terminology for Chinese Enterprises Going Global from the Perspective of Skopos Theory: A Case Study of Huawei

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How to cite this paper: Shao, J. Y. (2026). Translation of core cultural terminology for Chinese enterprises going global from the perspective of Skopos theory: A case study of Huawei. *Literature, Language and Cultural Studies*, 5(2), 62-74. ISSN Print: 3079-5095, ISSN Online: 3079-5109. <https://doi.org/10.63313/LLCS.9168>
Published: 2026-05-29

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Abstract

With the acceleration of globalization and the rapid development of social technology, the translation of core corporate cultural terminology has become a key factor influencing the effectiveness of cross-cultural corporate communication. Terminology carries corporate values, and its accurate transmission directly affects overseas cultural identification with the company and the international construction of its brand image. However, in the practice of enterprises going global, differences exist in the strategic choices and presentation effects of translating cultural terminology, making this a topic worthy of investigation. This paper adopts Skopos Theory as its theoretical framework, takes Huawei as a case study, and obtains research materials from Huawei's official website. It primarily analyzes the translation strategies of Huawei's core cultural terminology by examining the terms presented in official Huawei documents. The study finds that Huawei adopts differentiated strategies based on the functional positioning of different terms. This diversified strategy reflects the principles of Skopos Theory while also revealing potential conflicts between fidelity to the original meaning and ease of acceptance for the target audience. The case analyses in this paper can provide practical references for the translation of core cultural terminology for other Chinese enterprises going global.

Keywords

Core Cultural Terminology; Skopos Theory; Huawei; Translation Strategy; Enterprises Going Global

1. Introduction

1. Research Background

With the deepening development of economic globalization, an increasing number of Chinese enterprises are going abroad to participate in international competition.

Companies like Huawei, Xiaomi, and ByteDance, in their overseas expansion, not only export products and services but also bring their unique corporate cultures and management philosophies to the global stage. The core cultural terminology of these enterprises carries their corporate values and management philosophies and needs to be communicated overseas through translation. Since cultural terminology is often rooted in specific linguistic and cultural soil, ensuring that the translation is both faithful to the original meaning and maximally understood and accepted by the target audience is a noteworthy concern.

2. Research Questions

Taking Huawei as an example and focusing on the English translation practices of its core cultural terminology, this paper primarily explores the following two questions: First, what translation strategies are adopted for Huawei's core cultural terminology, and what skopos-oriented rationale underlies these strategies?

Second, from the perspective of Skopos Theory, do these translation strategies achieve the intended communication effects, and what noteworthy issues exist?

3. Research Significance

On a theoretical level, Skopos Theory, as an important theory in translation studies, is often applied in fields like literary translation and practical text translation. However, its application in the study of cultural terminology translation within the context of enterprises going global is relatively limited. By introducing Skopos Theory into the analysis of core cultural terminology translation for Chinese enterprises, this paper tests the theory's explanatory power in a cross-cultural communication context, provides specific case studies for research on cultural terminology translation, and enriches the scope of Skopos Theory's application.

On a practical level, Huawei, as a representative Chinese enterprise going global, possesses a high degree of internationalization, transparent public corporate documents, and fairly typical practices in translating core cultural terminology. By analyzing Huawei's core cultural terminology cases, the paper presents how a Chinese enterprise handles the translation of such terminology in cross-cultural communication, including its strategic choices, skopos considerations, and potential dilemmas. These analyses can serve as a reference for other companies facing similar challenges, helping them better consider the relationship between translation purpose and strategy selection in their translation practices.

2. Literature Review and Theoretical Framework

2.1. Current Research on the Translation of Core Cultural Terminology

Core cultural terminology refers to vocabulary that carries specific cultural connotations and value concepts, embodying an enterprise's core values. In recent years, with the international dissemination of Chinese culture and the global development of Chinese enterprises, the translation of core cultural terminology has gained increasing attention.

Existing research mainly focuses on two directions. The first is the study of English translations for core terms of traditional Chinese culture, exploring different translation strategies and their effects. For example, some scholars have examined different English translation strategies for Confucian core terms like *Ren* (benevolence) and *Li* (ritual propriety) and their reception in overseas contexts. Other studies have used terms rich in traditional Chinese cultural characteristics, such as "yellow jacket" (referring to a specific cultural symbol) and "Qiqiao Festival," as examples to analyze the expression and transmission effects of different translation methods. The second direction focuses on the translation and dissemination of core terminology in contemporary Chinese political discourse, such as the English translations of "A Community with a Shared Future for Mankind" and "Whole-Process People's Democracy," and their reception in overseas media, primarily focusing on their role in building an international discourse system.

In contrast, there is relatively little research on the translation of core cultural terminology at the corporate level. Corporate cultural terminology differs from the academic nature of traditional cultural concepts and the policy-driven nature of political discourse; it has a distinct purpose and communication logic, serving the need for corporate brand building. Some research has begun to focus on the translation of corporate core values, but it often lacks in-depth analysis of specific corporate cases. As one of China's most representative globalized enterprises, Huawei's translation of its core corporate cultural terminology requires systematic study.

2.2. Overview of Skopos Theory

Skopos Theory was proposed by the German functionalist Hans Vermeer. He argues that in the translation process, one must first determine the text's purpose and also consider the needs of the target audience. Different text types have different stylistic features. For example, some texts focus on conveying practical information to readers, while others aim to convey certain emotions to evoke resonance. According to Vermeer, translation is a purposeful cross-cultural communicative activity. It involves the translator, based on the client's requirements, the purpose of the target text, and the characteristics of the target text readers, selectively translating the source text.

The core framework of Skopos Theory consists of three basic principles. Among these, the Skopos rule is the highest principle, emphasizing that translation behavior is determined by its purpose. The target text must function in the target cultural context in a way expected by the target audience. Based on the Skopos rule, the Coherence rule (intratextual coherence) requires that the target text be adapted to the target language readers' linguistic habits and cultural background, ensuring the text is readable and acceptable, so it can be truly understood. The Fidelity rule (intertextual coherence) asserts that the target text should bear a

certain relationship with the source text, the specific form of which is determined by the translation purpose. Among these three principles, the Skopos rule dominates, while the Coherence and Fidelity rules are subordinate to it. When the translation purpose changes, the application of the latter two principles also adjusts accordingly.

Since its introduction to China, Skopos Theory has been widely applied in translation studies of various text types, including literary and technical translation. However, its application in the study of corporate cultural terminology translation is still insufficient, especially regarding analyzing how enterprises adjust translation strategies based on cross-cultural communication purposes, leaving significant room for exploration.

2.3. Applicability of the Theory

Introducing Skopos Theory into the study of Huawei's core cultural terminology translation has several points of applicability. First, the translation of core corporate cultural terminology has a clear purpose. Huawei translates its corporate cultural terminology into English to convey its core values and management philosophy to overseas employees, partners, and consumers, thereby serving its globalization needs. This clear communicative purpose is central to Skopos Theory. Second, Skopos Theory provides an analytical framework for explaining a company's choice of translation strategies. The fact that Huawei adopts different translation methods for different terms implies underlying skopos considerations. The core tenet of Skopos Theory—that "the purpose determines the strategy"—can help explain why some terms are translated literally, some tend towards free translation, and some are even left untranslated. Furthermore, the three principles of Skopos Theory offer a multi-dimensional perspective for evaluating corporate terminology translation. A good translation of corporate terminology must not only achieve its communicative purpose and conform to the target audience's linguistic habits but also maintain a connection with the core connotation of the original term. Balancing the relationship among these three aspects is precisely the challenge faced in the practice of translating corporate terminology.

Based on the above analysis, this paper takes Skopos Theory as its theoretical framework, focuses on the English translation practices of Huawei's core cultural terminology, analyzes the skopos orientation behind its translation strategy choices, and explores the successes and shortcomings of these strategies in achieving their translation purposes, aiming to provide a specific analytical case for research on corporate cultural terminology translation.

3. Case Analysis of Huawei's Core Cultural Terminology Translation

3.1. Sustainable Development Concepts

This section selects terms from the "Sustainability" section of Huawei's official website. These terms pertain to core expressions of the company's sustainable development strategy and demonstrate how Huawei manages concepts that are both internationally discursive and locally distinctive in the process of going global.

From the perspective of Skopos Theory, Huawei's handling of the brand term "S.H.A.R.E" reflects a clear communicative purpose orientation.

First, on the Chinese webpage, Huawei does not translate "S.H.A.R.E" into a Chinese equivalent (e.g., as "sharing concept"), but directly uses the expression "S.H.A.R.E concept," retaining the original English form. There is a clear purpose behind this choice: as a self-created corporate concept, "S.H.A.R.E" serves as a unified identifier for Huawei's sustainability strategy. Retaining the original English helps maintain brand identity consistency globally. It allows audiences from different countries to quickly recognize "S.H.A.R.E" as Huawei's sustainability concept. Introducing a separate Chinese translation could create cognitive confusion and undermine the unified global communication of this brand symbol.

Second, the Chinese version adds a classifier/category word (equivalent to "concept") after "S.H.A.R.E.", forming a complete expression. The English counterpart uses "S.H.A.R.E. concept," similarly using "concept." The Chinese classifier and the English "concept" are functionally equivalent, both used to indicate that "S.H.A.R.E." is an idea or a notion, not a product name or something else. Supplementing the category word aligns with the expression habits of both Chinese and English, making the reference of the term clearer—indicating this is a conceptual idea. From the perspective of Skopos Theory, this treatment reflects the requirement of the Coherence rule, i.e., the target text needs to fit the target audience's linguistic habits to ensure understandability.

Table 1. Examples of English Translations for Huawei's Core Sustainability Strategy Terms

Chinese (Pinyin)	English
shuzi baorong	Digital inclusion
anquan kexin	Security and trustworthiness
lvse huanbao	Environmental protection
hexie shengtai	A healthy and harmonious ecosystem

The translations of these four terms show distinct strategic differences, yet all aim to enable English-speaking audiences to accurately understand the meaning of Huawei's sustainability strategy.

First, the translation of *shuzi baorong* as digital inclusion is a typical literal translation strategy. From a Skopos perspective, digital inclusion is itself a common term in the international field, widely used by organizations like the United Nations. Adopting this translation helps Huawei's sustainability concept directly link with the international discourse system, allowing overseas audiences to quickly recognize the concept and establish cognitive connections. Creating an alternative translation would increase the learning cost for overseas audiences, violating the Coherence rule's requirement for acceptability. Therefore, this literal strategy essentially borrows an established international term, reflecting the core Skopos idea that the purpose determines the strategy choice.

Second, *anquan kexin* is separated into two words in English: security and trustworthiness. There is a clear semantic rationale behind this split. "Safety/security" and "trustworthiness" represent two different dimensions. Security pertains to the technical level, while trustworthiness relates to user trust in the enterprise. Merging them into one term, such as secure and reliable, might prevent overseas audiences from clearly distinguishing these two dimensions. Translating them separately communicates the complete connotation of the concept more clearly, avoiding potential misunderstanding and better aligning with the comprehension habits of overseas audiences. From a Skopos perspective, this strategy reflects the requirement of the Fidelity rule: when the original text contains two independent semantic units, the translation should present them accurately rather than merging them vaguely.

Third, *lvse huanbao* is a phrase with strong Chinese characteristics. Huawei translates it as environmental protection, rather than a literal equivalent like green environmental protection. While "green" has become a well-established metonym for environmental protection in the Chinese context, the associations for overseas audiences differ. In English, green does not carry the exact same meaning as the Chinese character *lv* (green) concerning environmental protection. Although green can have environmental connotations in English, its use as a noun modifier can sometimes be less formal or more ambiguous in a strategic context, often relating more to product-level certifications rather than corporate-level environmental commitments. Moreover, environmental protection is a standard, clear, unambiguous international expression. If translated literally as green environmental protection, although more faithful in literal form, overseas audiences might interpret it as a product feature rather than a corporate strategy. Huawei chose to abandon the literal correspondence to facilitate better understanding by overseas audiences. This translation reflects the dominance of the Skopos rule over the Fidelity rule: when faithfulness to the original might harm the translation purpose, the Skopos rule takes precedence.

Fourth, *hexie shengtai* is a very concise Chinese expression. The first character *hexie* (harmonious) encompasses meanings like balance, stability, and

sustainability, while shengtai (ecology) can refer to the ecological environment or ecosystem. Huawei expands this into a healthy and harmonious ecosystem, adding healthy and expanding shengtai into ecosystem. Adding healthy helps convey the implicit meanings contained within hexie shengtai, such as healthiness and sustainability. Expanding shengtai into ecosystem makes the concept more specific and helps overseas audiences build concrete cognitive associations. From a Skopos perspective, this strategy reflects the requirement of the Coherence rule: through appropriate expansion, the translation becomes more aligned with the cognitive habits of the target language readers, ensuring accurate understanding. This translation strategy enables overseas audiences to achieve a cognitive effect similar to that of Chinese audiences, reflecting the functional equivalence emphasized by Skopos Theory.

3.2. Corporate Governance

This section selects three sets of the most representative core terms from the Corporate Governance section of Huawei's official website. These terms involve both governance principles and institutional innovations, demonstrating how Huawei handles governance concepts with Chinese characteristics in cross-cultural communication.

Table 2. Examples of English Translations for Huawei's Core Corporate Governance Terms

Chinese (Pinyin)	English
minzhu jizhong	Democratic centralized authority
fenquan zhiheng	Checks and balances
lunzhi dongshizhang	Rotating chairs

Behind all three of these terms lies the logic that the translation purpose determines the translation strategy. The purpose in each case is to enable overseas audiences to accurately understand Huawei's governance model and, based on that understanding, build trust and identification.

First, minzhu jizhong is translated as Democratic centralized authority, reflecting the priority of the Skopos rule over the Fidelity rule. Minzhu jizhong (democratic centralism) is a core term from the political domain, signifying a combination of centralism based on democracy and democracy guided by centralism. Huawei introduced this concept into its corporate governance, reflecting a feature of its governance model. From a translation strategy perspective, Huawei did not use the standard literal translation democratic centralism but chose democratic centralized authority, adding the word authority. If translated literally as democratic centralism, overseas audiences could easily associate it with Chinese political ideology, potentially triggering unnecessary ideological connotations and failing to convey its

actual meaning within the corporate governance context. Adding authority shifts the semantic focus towards power configuration, moving the term from the political discourse domain into the governance discourse domain, more suitable for corporate communication. Analyzing from the Skopos rule: the company's purpose is to help overseas audiences understand Huawei's governance principles, not to transmit political ideology. When literal faithfulness could harm this communicative purpose, adjusting the expression ensures correct understanding. From the Fidelity rule perspective, this translation deviates from the literal form of the original but achieves functional equivalence, retaining the basic connotation of *minzhu jizhong* while downplaying political overtones.

Second, *fenquan zhiheng* is a classic term from political science, translated as Checks and balances. This translation adopts a strategy entirely different from the translation of *minzhu jizhong*. Huawei directly uses an existing concept from the target language culture, checks and balances, as the translation. In the political domain, checks and balances refers to the mutual monitoring and balancing among the legislative, executive, and judicial branches, carrying clear institutional connotations and positive values. Huawei borrows this expression to send a clear signal to overseas audiences: its corporate governance framework follows universal principles of modern governance and shares common ground with governance concepts familiar in the West. This strategy helps reduce the comprehension cost for overseas audiences while quickly building trust in the company. From the perspective of the Fidelity rule, checks and balances and *fenquan zhiheng* represent a typical functional equivalence. From a Skopos perspective, this strategy embodies the requirement of the Coherence rule: when a functionally equivalent concept already exists in the target language culture, borrowing is the optimal choice, ensuring both acceptability and functional transmission.

Third, *lunzhi dongshizhang* is translated as Rotating chairs. This represents one of Huawei's most distinctive institutional features. Unlike the single chairman system of traditional enterprises, Huawei implements a system where multiple core leaders rotate into the position of chairman (or equivalent leadership role). From a translation strategy perspective, Huawei uses rotating for *lunzhi* and chairs for *dongshizhang*, forming the expression rotating chairs. Each word choice has a clear semantic rationale. Rotating accurately conveys the systemic feature of taking turns, avoiding the potential implication of "alternating" (switching back and forth) associated with alternating or "consecutive/successive" associated with successive. Using chairs instead of chairman avoids the gender-specific connotation of chairman. As a title, chairs itself implies the role of holding the chair position. The plural form chairs indicates the position is filled by multiple people on a rotating basis, not a single individual, accurately communicating the core institutional feature of multi-person rotation. From a Skopos perspective, this translation reflects the unity

of the Fidelity rule and the Coherence rule: rotating chairs is both faithful to the core connotation of the original term and aligns with the cognitive habits of the target audience, enabling readers to form a preliminary understanding of Huawei's unique governance system based on this expression.

4. Discussion

The case analyses above show that Huawei adopts diversified translation strategies in the English practice of its core cultural terminology, overall reflecting the core Skopos idea that the purpose determines the strategy. However, behind these translation choices, some issues worthy of deeper discussion emerge. This chapter discusses these from two dimensions—purpose conflict and strategic differences—and concludes with reflections on research limitations.

4.1. The Issue of Purpose Conflict

A recurring problem in Huawei's translation practice of core terminology is how to choose when the two purposes of faithfulness to the original meaning and ease of acceptance for overseas audiences come into conflict. Take *minzhu jizhong* as an example. Huawei translates it as democratic centralized authority, adding "authority" instead of using the standard translation. This shifts the term from political discourse to governance discourse. However, an accompanying question arises: to what extent does this adjustment change the original connotation of the term? Is the full meaning of the original term completely transmitted? Where is the balance point for such adjustments? This issue is also reflected in the translation of *lvse huanbao*. The Chinese character *lv* (green) has become a metaphor for environmental protection, but the English version chose environmental protection, abandoning "green". This trade-off is based on the same logic: accurate transmission takes priority over preserving cultural flavor. So, when should cultural characteristics be preserved, and when should they be discarded? What are the judging criteria? These questions have no standard answers, but they are worth continuous reflection by enterprises as they go global.

Synthesizing the above cases, it can be seen that when handling the conflict between faithfulness to the original and ease of acceptance, Huawei actually follows a certain decision-making principle: When a term represents an unchangeable core management feature, such as the "rotating chairs" system, faithfulness to the original takes priority over ease of acceptance. When the core spirit of a term can be separated from its specific cultural packaging, as with *lvse huanbao*, then ease of acceptance is prioritized. This principle suggests that the choice of translation strategy ultimately depends on the functional positioning of the term within the company's discourse system—whether the term belongs to the institutional core or to a mode of expression.

4.2. The Issue of Strategic Differences

Huawei adopts differentiated strategies for the translation of different terms. Take the three terms from the corporate governance section as an example. Fenquan zhiheng borrows the existing Western concept checks and balances. Minzhu jizhong involves adding a word. Lunzhi dongshizhang uses literal translation with precise word choice. Each choice has its rationale: an existing concept was available for the first; the political connotations of the second needed to be downplayed; no existing concept existed for the third. From these cases, a general logic can be inferred: borrow when an equivalent concept exists in English, adapt when literal translation might cause misunderstanding, and use literal translation to convey unique features when no equivalent exists. However, is this logic consistently applied across all areas of Huawei's terminology translation? The handling of the "S.H.A.R.E concept" differs. Huawei did not translate it as "sharing concept" or similar but directly retained the English. This difference might originate from the different nature of the term. "S.H.A.R.E." is a brand concept term, serving a brand identification function that requires formal consistency globally. In contrast, lvse huanbao is a strategic term serving an information transmission function, where accurately conveying the content is more important than preserving the form. So, should the functional positioning of a term be the primary basis for choosing a translation strategy? It appears that terms serving different functions may adopt different strategies even when facing similar translation situations.

4.3. Research Limitations

This study is based on the analysis of publicly available texts, an approach with certain limitations.

First, inferences about translation effects cannot be verified. This paper speculates on communication effects based on translation characteristics, for example, assuming that translating minzhu jizhong as democratic centralized authority makes it more acceptable to international audiences. However, this speculation lacks empirical support; we cannot know how overseas audiences actually understand this translation.

Second, the translation decision-making process is invisible. Textual analysis can only present the results of translation, not the process. Why did Huawei adopt different strategies for different terms? What trade-offs were considered behind these choices? This information cannot be obtained from publicly available texts. The depth of the research would be greatly enhanced if combined with interviews with the translation team or relevant personnel.

Finally, the corpus scope is limited. The materials for this study mainly come from Huawei's official website public texts and do not cover a wider variety of text types. A richer corpus would help present a more complete picture of the terminology translation practices.

Specifically, the inferences made in this paper about translation effects, such as that democratic centralized authority is more easily accepted internationally, have not yet received empirical data support. Explanations for translation decision motivations are mainly based on textual inference, such as the assumption that Huawei abandoned literal correspondence to avoid ambiguity, without access to primary materials from the translation team. Subsequent research could verify these inferences through methods like questionnaires or interviews.

5. Suggestions and Conclusion

Based on the analysis and discussion of Huawei's core cultural terminology translation cases in the preceding sections, this chapter proposes practical suggestions for other Chinese enterprises going global regarding terminology translation and summarizes the main findings of the study, pointing to directions for future research.

5.1. Translation Suggestions for Going Global Enterprises

Based on the analysis of the Huawei case, the following suggestions can be proposed for terminology translation during the globalization process of Chinese enterprises. Clarify the functional positioning of terms before determining translation strategies. Before translating, first determine the function the term serves within the corporate discourse system. Different functional positions imply different translation purposes, and consequently, different strategy choices. Huawei's adoption of different strategies for *minzhu jizhong*, *fenquan zhiheng*, and *lunzhi dongshizhang* was precisely based on a clear judgment of their functional differences.

Establish a stable management mechanism for core terminology. For iconic terms carrying core value, a consistent translation should be established and used internally within the company to avoid arbitrary changes. However, moderate adjustments should be allowed based on the specific usage context. For example, with *minzhu jizhong* in governance texts, Huawei translates it consistently as democratic centralized authority, ensuring uniformity in international communication. However, if different aspects needed emphasis in different contexts, perhaps elaboration or supplementation could be added based on the stable translation, rather than changing the translation of the term itself. This model can ensure consistency for core concepts while meeting the needs of contextual adaptation.

Carefully balance cultural specificity and communicative effect. When the cultural specificity carried by a term might interfere with understanding by overseas audiences, trade-offs are necessary. From Huawei's practice, it can be seen that the basis for the trade-off is the functional positioning of the term. If the cultural specificity itself is the core content the term intends to convey, it should be

prioritized for retention. If the cultural specificity is merely a mode of expression, then ensuring clear communication should be prioritized.

Evaluate translation effects and optimize continuously. Terminology translation is not a one-time task. Enterprises should continuously gauge the understanding and acceptance of translated terms among overseas audiences through employee feedback, user surveys, etc., and adjust if necessary. Cross-cultural communication is a dynamic process, and terminology translation should evolve accordingly.

5.2. Research Conclusions

This paper adopted Skopos Theory as its theoretical framework, took Huawei as a case study, and analyzed the English translations of core cultural terminology from its sustainability and corporate governance sections, exploring issues related to translation strategies for core cultural terminology in the process of Chinese enterprises going global. The main findings are as follows:

Regarding translation strategies, Huawei demonstrates a purpose-oriented, multi-strategy characteristic. Based on the functional positioning and communication purpose of different terms, Huawei flexibly uses various strategies including literal translation, free translation, addition, and splitting. This feature reflects the core Skopos principle that the translation purpose determines the translation strategy.

Regarding value trade-offs, the dilemma Huawei faces in terminology translation is the conflict between faithfulness to the original meaning and ease of acceptance. When balancing these two is difficult, the choice depends on the term's function within the corporate discourse system. For terms representing unchangeable management core features, faithfulness to the original takes priority. For terms whose core spirit can be detached from a specific cultural shell, ease of acceptance is prioritized.

Regarding concept handling, Huawei employs differentiated translation strategies for governance concepts with Chinese characteristics. For concepts aligning with Western discourse, it borrows existing concepts to reduce comprehension costs. For concepts requiring downplayed political connotations, it uses addition (e.g., adding "authority") to refocus on corporate governance. For unique corporate institutional innovations, it uses literal translation combined with precise word choice to accurately convey the company's distinctive features.

5.3. Directions for Future Research

Based on the limitations and findings of this study, future research can be deepened in the following directions:

Expand research methods. Based on textual analysis, introduce questionnaire surveys or interview methods to directly understand the understanding and acceptance of term translations by overseas audiences, thus verifying or correcting

the speculative conclusions of this paper.

Expand the range of cases. Extend the research focus from Huawei to a broader range of enterprises going global, conduct cross-sectional comparisons, and explore similarities and differences in cultural terminology translation strategies and the influencing factors behind them, such as industry differences, company size, and degree of internationalization.

Track dynamic evolution. Terminology translation is not static. As companies deepen their globalization and accumulate cross-cultural experience, their translation strategies may also be adjusted. Longitudinal tracking studies would help reveal this dynamic process and provide more actionable references for corporate terminology management.

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