



**YUNNAN DUNJUE COMPANY BUSINESS  
DEVELOPMENT STRATEGY OF CROSS-BORDER  
E-COMMERCE IN THAILAND**



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**YUNNAN DUNJUE COMPANY BUSINESS DEVELOPMENT STRATEGY  
OF CROSS-BORDER E-COMMERCE IN THAILAND**

**Thematic Certificate**

**To  
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## ABSTRACT

**Title:** YUNNAN DUNJUE COMPANY BUSINESS DEVELOPMENT  
STRATEGY OF CROSS-BORDER E-COMMERCE IN THAILAND

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With the advance of the Belt and Road Initiative, Yunnan Province has established stable foreign trade relations with Thailand thanks to geographical advantages in recent years. The flower e-commerce in Yunnan has formed a mature industrial chain in China due to its natural environment. The domestic flower market has been saturated, so the flower companies in China must explore new ways to develop externally, and concentrate on the cross-border e-commerce model.

From cross-border e-commerce and flowers cross-border e-commerce related concepts, DunJue flower company is facing some problems. Using qualitative research methods, the literature analyzed the external links of Yunnan Dunjue Flower Company, and proposed development strategies suitable for Yunnan Dunjue Flower Company to develop cross-border e-commerce.

To solve the core problem of enterprise operation: (1) reform the cooperative production mode of flower farmers and enterprises; (2) improve the enthusiasm of flower farmers in production; (3) further improve the quality of products; (4) focus on creating Yunnan DunJue flower company flower brand; (5) enhance the soft power of the enterprise.

This article studied to the DunJue Flower Company and proposed reform of the internal and external strategy, with the hope can give DunJue Flower Company to carry out cross-border business and provide theoretical reference to develop their international market, electrical power in DunJue Flower Company cross-border electricity business, DunJue Flower Company to develop into the emerging modern flower e-commerce enterprises.

**Keywords: The Belt and Road Initiative, Cross-border e-commerce,  
Flower enterprise**



## 摘要

题目： 跨境电子商务战略研究分析以云南敦觉花卉公司为例

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随着“一带一路”倡议的推进，云南省近年来凭借地理优势与泰国建立了稳定的对外贸易关系。在中国已经形成了较为成熟的产业链。针对云南花卉产业的发展现状，本文以云南敦觉花卉公司为研究对象，结合以往鲜果蔬菜跨境电商的发展，提出有针对性的规划。

本文从跨境电子商务和花卉跨境电子商务的相关概念及云南敦觉花卉公司所面临的一些问题出发，运用定性的研究的方式文献分析了云南敦觉花卉公司外部环节，提出了适合云南敦觉花卉公司开展跨境电子商务的发展策略，

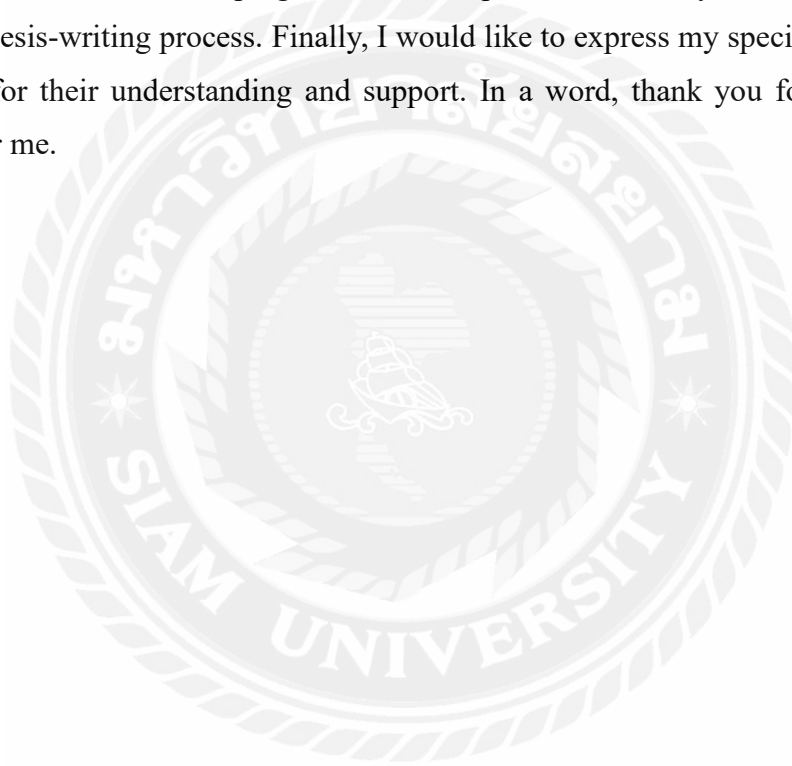
主要包括两个方面，首先公司对外选定海外市场及跨境电商平台，并积极开展网络营销及物流相关服务；其次公司对内改革生产运营模式助力于跨境电商业务的开展。解决企业运营的核心问题：改革花农+企业的合作生产模式，提高花农生产积极性，进一步提高产品品质。

本文通过对云南敦觉花卉公司所提出的内部和外部改革的策略，希望能给云南敦觉花卉公司开展跨境电商开拓国际市场提供理论参考，将云南敦觉花卉公司发展成为新兴的现代化花卉电子商务企业。

关键词： 一带一路 跨境电商 花卉企业

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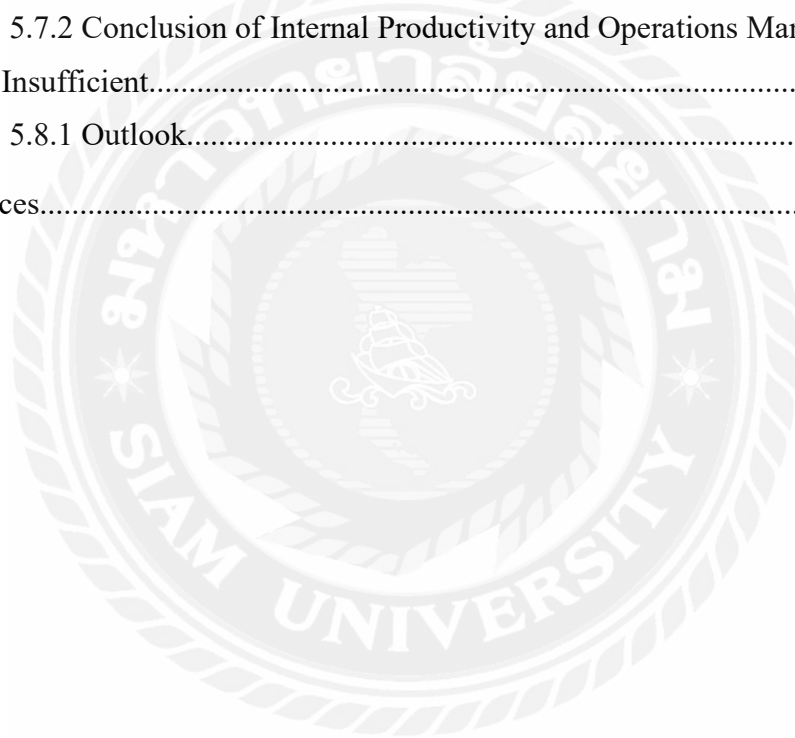
# CONTENTS

CHAPTER I INTRODUCTION.....	1
1.1 Background.....	1
1.2 Definition of the flower industry.....	6
1.2.1 Characteristics of Flower Industry in Yunnan.....	7
1.2.2 Development Prospects of Yunnan Flower Industry.....	7
1.2.3 Flower Cold Chain Logistics Characteristics.....	8
1.3 Research Significance.....	9
1.4 Research Problems.....	10
1.5 Purpose of study.....	11
1.6 Research Content.....	11
Chapter II LITERATURE REVIEW.....	13
2.1 Marketing strategy theory.....	13
2.1.1 Internationalization strategy.....	13
2.1.2 Target Market Strategy.....	15
2.1.3 Market Competition Strategy.....	15
2.2 Concepts related to market objectives and positioning.....	16
2.2.1 The Significance of Market Objectives and Positioning.....	16
2.2.2 Role of market segmentation.....	17
2.2.3 Market positioning decision elements.....	18
2.3 Concept and Features of Cross-Border E-Commerce.....	18
2.3.1 Concept of Cross-Border E-Commerce.....	18
2.3.2 Differences between cross-border e-commerce and domestic e-commerce.....	18
2.3.3 Differences between cross-border e-commerce and traditional cross-border e-commerce.....	19
2.4 Related Concepts of Flower Cross-border E-commerce.....	20
2.4.1 Flower Cross-border E-commerce.....	20
2.4.2 Features of Flower Cross-border E-commerce.....	20
2.4.3 flower cross-border e-commerce business model.....	21

3.1 Research methods.....	23
3.2 Introduction and Research of Flower Enterprises in Yunnan Province.....	23
3.2.1 Introduction and problem study of DunJue company.....	23
3.2.2 Yunnan DunJue company Import and Export Brief.....	25
CHAPTER IV DATA ANALYSIS.....	27
4.1 Analysis of Flower Enterprises in Yunnan Province and External Environment for Cross-border E-commerce in Thailand.....	27
4.1.1 Analysis of Political Elements.....	27
4.1.2 Analysis of Economic Elements.....	29
4.1.3 Analysis of Social Elements.....	30
4.1.4 Analysis of Technological Elements.....	31
4.2 Comprehensive Analysis of Thai Market.....	32
4.2.1 Online Shopping Coverage.....	32
4.2.2 Consumption Habits of Consumers.....	32
4.2.3 Logistics and Customs Clearance.....	32
4.3 Analysis of Market Positioning.....	32
4.3.1 Competitors in the Thai Market.....	32
4.3.2 Features of Consumers' Demands.....	33
4.4 Situation of DunJue company.....	33
CHAPTER V RECOMMENDATION AND COCLUSION.....	34
5.1 Development of Cross-border E-commerce Business.....	34
5.1.1 Selection of the Appropriate Cross-border E-commerce Platform.....	34
5.1.2 Cross-border E-commerce Marketing.....	35
5.1.3 Promotional strategies.....	36
5.1.4 Optimization of Cross-border Logistics.....	37
5.2 Improve the competitiveness of the company.....	40
5.2.1 Develop domestic online sale business.....	41
5.2.2 Develop marketing strategies suitable for online stores.....	42
5.3 Internal Reform Strategy of DunJue company.....	43
5.3.1 Flower Farmers and Company.....	43
5.3.2 Creation of DUNJUE FLOWER Company' Flower Brand and Improvement of Enterprise Competitiveness and Soft Power.....	44



5.3.3 Strengthening Financial Security.....	47
5.4 Strengthening Talent Security.....	48
5.4.1 Organizational safeguards.....	48
5.4.2 Adjust the organizational structure of the enterprise according to its business needs.....	50
5.5 Technical support.....	50
5.6 Strengthening of Logistics Management.....	51
5.7 Conclusion.....	53
5.7.1 Conclusion on the Strategy of Cross-border E-commerce Business.....	53
5.7.2 Conclusion of Internal Productivity and Operations Management.....	54
5.8 Insufficient.....	55
5.8.1 Outlook.....	56
References.....	58



## FIGRE CONTENTS

Figure 1.1	Changes of Flower Planting Area in Yunnan , 2016-2019.....	3
Figure 1.2	Management of Flower Industry in Yunnan Province, 2019.....	4
Figure 3.1	The import process.....	26
Figure 4.1	Data report on the proportion of online shopping in the use of mobile wallet.....	30
Figure 4.2	Number of Internet users using online shopping.....	32



# CHAPTER I INTRODUCTION

## 1.1 Background

### Research Background

In September 2013, General Secretary Xi Jinping proposed a name term - The Silk Road Economic Belt - during his visit to Kazakhstan, one of the Central Asian countries, which was firstly proposed in China and laid a solid foundation for China's economic development. In October of the same year, President Xi put forward another new initiative and strategic plan, namely the 21<sup>st</sup> Century Maritime Silk Road when he visited Indonesia.

At this point, the Belt and Road Initiative and the Silk Road, as two economic strategic plans, will drive the economic development of China and facilitate the implementation of the comprehensive planning based on above two theories. Considering the situation of China and from the perspective of economics, the formulation of the comprehensive planning should not only be of strategic significance, but also in line with the current situation of China's economic development and the trend of world development.

The flower industry in China is rising in the era of reform and opening up. The flower industry in Yunnan Province has developed rapidly in recent years, occupies a large share in the domestic flower market, and continues to grow with the deepening of reform and opening up. Over the past 30 years, China's flower industry from scratch, from small to large, and sustained rapid development.

Yunnan has developed into one of the three new flower producing areas in the world and the second largest fresh cut flower trading center in the world. The market

share of fresh cut flowers is about 70% in the Chinese flower market. According to the data of "China Flower Industry Market demand Forecast, Investment Strategic Planning Analysis report ", Yunnan Province flower industry continues to develop, and the output value increases to a new high. Overall , 2019 , Yunnan flower industry continued to develop steadily.

The scale of flower industry in Yunnan Province is growing, the layout is becoming more and more reasonable, the products are richer, the market price is rising steadily, the income of flower farmers continues to grow, and Yunnan flower has formed a good pattern of Yunnan flower development and the integration and development of the first, second and third industries.

In 2019, the proportion of flower planting area in Yunnan Province was basically kept at 6%-7%, with imports of US \$83.034 million, ranking first in the country, accounting for 31.80% of the country. In the national flower industry is in an important position.

According to the data of China Flower Association, in 2016-2019, the area of flower planting in Yunnan Province is expanding year by year, and the growth rate is slowing down year by year. In 2019, Yunnan Province flower planting area reached 1.756 million mu, an increase of 2.5.as shown in Figure 1.1.



Figure 1.1 Changes of Flower Planting Area in Yunnan , 2016-2019

Source: prospective industry research institute in China flower industry market demand forecast and investment strategy analysis report

The total planting area of Yunnan flowers in 2019 is 1.756 million mu, The total output value of flowers is 751.4 billion yuan.

Among them fresh cut flower planting area 250000 mu, A year-on-year increase of 10.1 per cent; Production 13.9 billion, an increase of 23.9% over the same period last year; The output value is 12 billion yuan, An increase of 19.3% over the same period last year.

In 2019, the production area, product quality and yield of Yunnan flowers were greatly improved. Fresh cut flowers increased from 46400 per mu in 2018 to 55800 per mu, The yield per unit increased by 20.as shown in Figure 1.2.

图表3：2019年云南省花卉产业经营情况(单位：万亩，亿元，亿支)



Figure 1.2 Management of Flower Industry in Yunnan Province, 2019

Source: prospective industry research institute in China flower industry market demand forecast and investment strategy analysis report.

Looking back, China and Thailand have maintained friendly and cooperative economic, trade and diplomatic relations, The "family of China and Thailand ", This sentence must be no stranger, China has a long history of interaction with Thailand, Friendly exchanges have a history of thousands of years.

During the Sukothai dynasty (mid-13th to mid-14th centuries) in Thailand, They started trading, And through economic, trade and cultural exchanges and other ways to enhance the feelings between the people of the two countries. 1 July 1975, China and Thailand established diplomatic relations. Now, Relations between the two countries have reached their "40s "in September and October 2013, General Secretary Xi Jinping has proposed cooperation initiatives to build the "New Silk Road Economic Belt" and the "21st Century Maritime Silk Road "respectively, It provides a new opportunity for the development of China-Thailand relations.

China and Thailand are developing countries, In the process of economic and social development, There are many similar problems, Therefore, strengthening

cooperation and exchange can not only complement each other, To better understand each other, Can also focus on wisdom and experience, To promote the common progress of the two countries.

In addition, China and Thailand have diversified trade cooperation in flowers, So for now, Chinese flowers have a consumption base in the Thai market, It shows good development prospect and huge development space.

In China, with the rapid growth and popularization of information technology, e-commerce has become more and more widespread, and even become an indispensable part of people's daily life.

The new economic situation of e-commerce in Southeast Asia, the new situation, the new growth and the new form of business in the development of e-commerce to a certain stage, is a new economic situation that occurs under the continuous maturity of science and technology, and has penetrated into all fields of people's daily life.

Flowers met the Internet, giving birth to the emergence of flower e-commerce. Flower e-commerce is changing the traditional flower retail pattern, flowers are one of the earliest O2O industries in China, Chinese flower e-commerce is springing up, is changing the traditional flower retail pattern, a flower market competition is springing up.

Chinese flower e-commerce has developed mature, the market is too saturated, ordinary small companies, new enterprises are difficult to enter this market, sharing China's e-commerce this "big cake ". And in Southeast Asian countries, flower e-commerce is just beginning. Flowers are delicate, with the characteristics of heat, perish-ability and timeliness, temperature rise, easy dehydration or even death, the life of flowers and storage and transportation conditions are closely related, the process needs to achieve the whole process of constant temperature.

For the traditional flower shop, because of the particularity of the fresh-keeping period of flowers, the main business scope of the store is mainly offline sales. By

increasing the store, expanding the business radius, facing high investment, high risk and low return, many flower shops were once faced with closure. With the rapid development of refrigeration technology and the progress of science and technology, cold chain logistics technology has also achieved a new breakthrough.

Its technical basis is refrigeration technology and refrigeration technology. The core requirement is to maintain a low temperature environment in the logistics process. With the prosperity of social economy and the pursuit of people's quality of life, the cold chain logistics industry is facing the requirement of rapid development. China's cold chain logistics industry is transforming towards the direction of building network, realizing standard management, expanding scale transportation and forming group management.

China's flower cold chain network has been initially formed. Today, from Kunming to Southeast Asian cities, there are professional flowers cold chain transport bus, in addition, there are many flowers by air to the cities of various countries. With the rapid development of flower cold chain transportation, the flower cold chain network covering the whole country has been gradually formed, which plays an important role in ensuring the quality of flowers, and provides conditions for the storage and transportation of flowers and the deep penetration into the field of social retail.

## **1.2 Definition of the flower industry**

The flower industry refers that flowers could be sold as commodities, be developed and studied, and be stored for future sale. As one of the forestry industries, the flower industry has similarities and differences with the forestry industry. The cultivation, care, operation and management, production and circulation of flowers are closely linked and indispensable, so the flower industry is a relatively independent industry in the industry in national economy.



### **1.2.1 Characteristics of Flower Industry in Yunnan**

(1) highly dependent on the natural environment. The flower industry is very dependent on the natural environment, including climate, geography, soil and other natural conditions. Yunnan has unique advantages in the natural environment, such as lily planting, because of the unique three-dimensional climate in Yunnan, it can be planted more than other provinces for one season. The advantage of natural environment makes the flower industry develop rapidly into the pillar industry of Yunnan Province, and drives the economic development of Yunnan Province.

(2) labor-intensive industry. Yunnan flower industry is still a labor-intensive industry, mainly relying on flower farmers to carry out planting. At present, the low labor cost in Yunnan Province can also become a favorable condition for enterprise competition. But with the increase of labor price, the use of high-tech mechanization for planting, inventory, transportation and so on will be an inevitable development trend.

(3) high-risk industries. The high risk of flower industry mainly comes from the influence of natural environment such as climate on flower crops, pest and disease disaster, short preservation period and so on. Flower farmers also try to use greenhouse and other methods to avoid the harm caused by these risks, so the use of high technology to manage the planting process is also an inevitable trend in the future development of flower industry.

### **1.2.2 Development Prospects of Yunnan Flower Industry**

(1) the rise of flower e-commerce has a positive effect on expanding the terminal consumption market, promoting the upgrading of flower industry and improving industrial efficiency, so flower e-commerce will expand rapidly.

(2) high-tech intelligent ecological planting flower model will be further popularized. It will be the future development trend to use high technology to

manage the flower planting process, to improve the degree of automation, to plant accurately and efficiently, and to use the ecological environmental protection planting mode.

(3)As an important province of China connecting Southeast Asia has a unique regional advantage in exporting flowers to Thailand.

(4)with the rapid development of Internet, transportation and China's "Belt and Road" strategy, Yunnan flowers in the development of international flower market ushered in unprecedented important development opportunities.

### **1.2.3 Flower Cold Chain Logistics Characteristics**

Strictly, refers to the fresh cut flower production (after taking), storage, transportation, sales and other links, must be based on the product change mechanism and external environment changes in the whole process of temperature control.

On time, because flowers have the characteristics of perishable and high timeliness, we should carefully organize the transportation road, ensure the quality of flowers, and deliver goods on time according to customer requirements.

In order to realize the rationalization of logistics cost and transaction income ratio, it is necessary to break through the large time and space interval between producers and consumers, and make proper use of various transportation and trading methods.

Low consumption, through the use of advanced logistics technology and management model, as far as possible to reduce wastage.

The flower cold chain logistics is restricted by the special agricultural product characteristic of flower and has high asset specificity. Once these assets are used in the flower cold chain logistics, it is difficult to apply them to other transactions

without great loss.

### **1.3 Research Significance**

In 2008, a flower enterprise, named DunJue company, was established in Yunnan Province with the main business of flower planting. Over the last several years, DunJue company has faced lots of market opportunities and challenges, and gradually set its foot in the cross-border e-commerce during the process of seeking development opportunities according to its own development advantages.

However, during the company's development in recent years, DunJue company has encountered a series of problems, which are caused by the fact that numerous enterprises focusing on flowers have flooded in the flower market due to the lower flower industry threshold, therefore, the competition in the flower market is becoming increasingly fierce. Since the sales mode of the current e-commerce is rather popular, and the cross-border e-commerce is widely accepted, it has become increasingly difficult for brick-and-mortar flower shops to open up new markets, let alone offline transactions.

Although DunJue company would carry out the flower import and export trade every year, it still adopts the traditional offline mode. In the above context, it is urgent for DunJue company to further improve its strength and market competitiveness to catch up with the trend of e-commerce development. In this connection, DunJue company is still in the initial exploratory stage. Therefore, based on the actual development needs and market environment of DunJue company's cross-border e-commerce, this paper aims at proposing corresponding solutions for further advancement of its cross-border e-commerce.

Previous data show that the field of fresh-cut flowers in Yunnan has been the champion for 26 years, fully occupying 75% of the national flower market share. In the next five to ten years, the national flower industry will develop faster and faster, and the market competition will become increasingly diversified.

So DunJue company will also thrive in such environment. Nowadays, there are few researches on cross-border flower e-commerce in China, but relatively mature researches on cross-border agriculture e-commerce, involving reduction of export costs and the expansion of overseas marketing channels, etc. which will serve as important references for the development of DunJue company.

At the same time, there are few marketing cases in flower industry and most of them are discussed and analyzed on the basis of flowers. Therefore, this paper has certain reference value on how other flower companies in China can improve their competitive advantage, narrow the gap with other countries, improve the competitiveness of their products, and promote the development of the whole flower industry chain.

Because of the mutual penetration of global flowers and cultural differences, for Chinese enterprises, in the face of greater consumption differences, it is necessary to have a flexible marketing strategy, local marketing, so how to choose the target market? It's very important.

Yunnan occupies the regional advantage of exporting flowers to Thailand, so how should Chinese enterprises position the market? How to select the target customer? It is a question that must be considered. It plays an important role in promoting the export-oriented development of Yunnan flower industry. Therefore, in this context, it is necessary to study the business marketing strategy of cross-border e-commerce of flowers in Thailand

#### **1.4 Research Problems**

Under the above background, DunJue company urgently needs to further improve its strength and market competitiveness in order to catch up with the trend of e-commerce development. In this regard, DunJue company is still in the early stages of exploration. Therefore, based on the actual development needs and market environment of cross-border e-commerce of DunJue company, this paper aims to put forward corresponding solutions for its further promotion of cross-border

e-commerce.

- (1)What are the advantages of entering the Thai market?
- (2)Does the Online market in Thailand have a positive effect on the company?
- (3) How can enterprises adapt to the development of cross-border e-commerce?

## **1.5 Purpose of study**

First, analyze the current problems faced by Yunnan DunJue company Through the analysis of the problems of fierce competition among enterprises and weak international competitiveness and backward internal operation mode, the necessity of enterprises choosing to carry out cross-border e-commerce strategy reform is clarified;

Second, give Yunnan DunJue company to carry out cross-border e-commerce business strategy. This paper puts forward the strategy of cross-border e-commerce reform to Yunnan DunJue company, including the strategy of developing cross-border e-commerce business to open up new markets and carrying out enterprise operation and production reform to cooperate with cross-border business.

## **1.6 Research Content**

This paper takes the marketing strategy of cross-border e-commerce of Yunnan DunJue company as the research content, and analyzes the marketing strategy of Japanese market of Yunnan DunJue company's products. The details are as follows: chapter one: introduction.

This part introduces the research background, significance and purpose of this paper, and summarizes the research contents and methods of this paper. Chapter two: theoretical review. This part is the literature review part, elaborated the marketing related theory.

The third chapter: DunJue company cross-border e-commerce marketing environment analysis. This part first introduces the development of fresh cut flowers

in Thailand, and then introduces Yunnan DunJue company and its products. Secondly, the advantages and disadvantages of DunJue company in Thailand market are analyzed DunJue company cross-border e-commerce in Thailand marketing strategy analysis. Based on the above analysis, this part puts forward the marketing analysis of cross-border e-commerce in Thailand based on marketing strategy of Yunnan DunJue company.

Thailand target market and Yunnan DunJue company cross-border e-commerce in Thailand market positioning and a series of discussions. After analyzing the cross-border e-commerce of Yunnan DunJue company in Thailand, this paper puts forward the marketing principles and methods of Yunnan DunJue company's cross-border e-commerce in Thailand. And expounds how to make good use of network marketing in Thailand's marketing environment.

Yunnan DunJue company cross-border e-commerce in Thailand marketing strategy implementation protection. This part mainly expounds how to establish an effective marketing strategy to implement the guarantee strategy. Chapter five: conclusion and prospect. This part summarizes the full text, points out the insufficiency, looks forward to the future.

## **Chapter II LITERATURE REVIEW**

### **2.1 Marketing strategy theory**

#### **2.1.1 Internationalization strategy**

##### (1) Internationalization of enterprises

The transnational management behavior of enterprises is the research foundation of enterprise internationalization. Since 1950, it has gradually entered the research category of scholars, especially since World War II, with the rapid development of economy, its related theories have also been enriched. Generally speaking, the development of enterprise internationalization theory is mainly studied from three aspects.

The first is the theory of enterprise internationalization based on Raymond Vernon product cycle theory and investment and trade. Secondly, the internationalization behavior of enterprises to transfer their products and services to other markets outside the mainland in the process of business expansion. The representative of this theory includes J.Johnson export behavior theory and Paul Wiedersheim international strategic theory, occurrence chain establishment chain theory, etc.

The last is the international direct investment theory, which is based on the industrial organization theory, in which the Stephen H.Hymer monopoly advantage theory and the Mark Casson internalization theory are representative theories. There are many other models in the field of international business to discuss enterprise internationalization. Most models think that the internationalization behavior of enterprises is a gradual process, and the internationalization behavior of different enterprises takes place in a very different stage.

Therefore, the academic community has no strict definition of enterprise internationalization, combined with previous studies, This paper defines enterprise internationalization as a conscious and progressive investment behavior that pushes

products and services out of the country in the process of development.

## (2) Enterprise internationalization strategy

The internationalization strategy of an enterprise is the development plan of the company in the process of internationalization management. The process and trend of enterprise internationalization depend to a great extent on the internationalization strategy of the enterprise. The internationalization strategy of enterprises can be divided into three types: national central strategy, multinational central strategy and global central strategy.

First, it is a national central strategy. The strategy is based on the parent company, which is responsible for the operation, production and management of global subsidiaries. In this mode, the enterprise is easy to manage and the cost is relatively low, but the adaptability in the target market is poor, so it can not make substantive feedback on the demand of the market in time. This strategy is very suitable for the initial stage of Small and Medium Enterprises.

Secondly, multi-country central strategy. In this mode, the parent company is responsible for the formulation of the overall strategy, decomposing the objectives into various subsidiaries, and the subsidiaries make judgments and decisions according to the actual conditions of different countries. In this case, enterprises can make production and sales plans according to local conditions, better integrate into the local market and improve their local competitiveness. But at the same time, because of the different operating conditions of each target market, it is difficult for the parent company and subsidiary company to agree efficiently.

Finally, the Global Centre Strategy. This strategy is the main development trend of enterprise internationalization in recent years. It not only meets the overall interests of enterprises, but also meets the needs of target markets. The premise of this model is that the enterprise has a mature management model, excellent management level and sufficient management funds. This is an easy model for large mature enterprises.



### **2.1.2 Target Market Strategy**

In the current consumer market, consumer demand for products and services is becoming more and more diversified, but the capabilities and resources of each enterprise are limited, which means that the same enterprise can not meet the needs of all consumer groups at the same time. The contradiction between the limitation of resources and ability and the diversity of consumer demand leads to the necessity of target market segmentation.

The segmentation of the target market is based on the difference of consumer demand. Enterprises can choose the consumer groups they can satisfy according to their own ability and characteristics to formulate marketing strategies. This not only enables enterprises to maximize their subjective initiative, but also in their own areas of expertise to make full use of resource advantages. There are three main strategies for target market selection: first, there is no difference in target market strategy.

This strategy focuses on the large-scale production of enterprises and the common needs of consumers. Generally, enterprises have fixed distribution channels. The second is the different target market strategy, the core of this strategy is to diversify production for different consumer groups, and there are different marketing strategies for different target markets. The third is the centralized target market strategy. At present, most small and medium-sized enterprises adopt this strategy, which focuses on choosing one or more target markets as the focus and taking advantage of their own advantages to occupy a certain part of the market.

### **2.1.3 Market Competition Strategy**

Market competition strategy is a competitive way for enterprises to realize competition strategy and adapt to competition situation. It is divided into the following categories:

(1) Market leader competition strategy. The overall strategy of the market leader is to expand the overall market share first, to use the strategy to guide the

consumer's demand, to maintain its leading position, and to use its own advantages to defend the competitors from taking the initiative to capture the market share of the competitors at the same time. For example, Xiaomi in the premise of maintaining its mobile phone status, and gradually seized the smart home market, so that other similar enterprises out of reach.

(2) Market challenger competition strategy. Market challenger strategy means that enterprises in the second third or later position in the industry try to overcome their competitors through challenges and occupy more market share. These enterprises often have a certain competitive advantage, they usually use brand strategy, price discount strategy, product expansion strategy and other means to expand market share.

(3) Market follower competitive strategy. Market followers are generally not keen on challenges, follow the footsteps of the market leader, and make as much profit as possible under the premise of maintaining the current status. The products and services of such enterprises are generally similar to the market. The types of market following strategies include close following, distance following and selective following.

(4) Pick-up strategy. The key marketing market of the enterprises that adopt the strategy of picking up and filling up the missing is the field that is ignored by the main enterprises. In this field, not only has enough similar enterprises profit, but also has the development prospect, but also is the market that the big enterprises do not care about. This strategy is suitable for small and medium-sized enterprises.

## **2.2 Concepts related to market objectives and positioning**

### **2.2.1 The Significance of Market Objectives and Positioning**

Market segmentation definition: refers to the market classification process of a product as a whole according to the obvious differences in consumer demand and desire, purchase behavior and purchase habits through market research.

Target market definition: refers to the market that the enterprise marketing activity wants to satisfy, is the market that the enterprise wants to enter in order to realize the expected goal, namely the enterprise service object.

Market positioning definition: refers to the enterprise in the selected target market, according to the competition and demand two aspects of the situation, for their own products to determine a proper position.

Marketing definition: Marketing is an organizational function and a set of processes used to create, communicate, and deliver value to customers, as well as to manage customers in a way that benefits the organization and its stakeholders.

### **2.2.2 Role of market segmentation**

(1) Analysis of opportunities and selection of markets. Through market segmentation, enterprises can, on the one hand, understand the needs of different consumer groups and find customer needs that have not been met or not fully met; on the other hand, they can control the marketing strength and market possession of other competitors in the market segment.

(2) Concentrate resources in order to make small gains. For small and medium-sized enterprises, the resources and market management capacity of enterprises are limited. Therefore, only by subdividing the market, seize the opportunity to choose a favorable market segment for enterprises, concentrate people, money, goods and information resources into the market segment, change the overall disadvantage into local market advantages, so that they can survive, develop and grow in the market.

(3) Enhance the effectiveness of marketing strategies. Enterprises adopt a kind of marketing combination in the whole market without subdivision. Because of the large difference of demand in the whole market, the marketing of enterprises often can not obtain satisfactory results. In the market segment, the customer demand is basically similar, the enterprise can pay close attention to the change of the market

demand, and adjust the marketing strategy quickly and accurately, so as to obtain the market initiative.

### **2.2.3 Market positioning decision elements**

(1) Customer needs, that is, through the study of consumers to find the basis for market positioning decisions, to understand customer preferences and needs.

(2) The enterprise's capability, the enterprise's e-commerce market positioning should be consistent with the enterprise's resources and capabilities, and the enterprise's inability to locate is difficult to last.

(3) Competitors' e-commerce market positioning, considering competitors' e-commerce market positioning is mainly to distinguish from competitors, to establish the distinctive characteristics of the enterprise or products.

## **2.3 Concept and Features of Cross-Border E-Commerce**

### **2.3.1 Concept of Cross-Border E-Commerce**

Concept of cross-border e-commerce: Different countries import and export trade subjects with e-commerce, including the product display, business negotiations and the transaction conclusion. Besides, the transportation of goods is also completed through cross-border logistics or non-local warehousing. In a broad sense, cross-border e-commerce transforms the traditional international trade into electronic and network-based ones.

### **2.3.2 Differences between cross-border e-commerce and domestic e-commerce**

#### **(1) Differences in business links**

Cross-border e-commerce belongs to the international trade while domestic e-commerce refers to the domestic trade flow. The cross-border e-commerce processes are more complicated, which involve customs quarantine, foreign

exchange accounting and import taxes payment. Since the cross-border e-commerce involves overseas transportation, and the transportation time is generally long, flowers are vulnerable to damage during the transportation process, and small international trade frictions are inevitable.

(2) Differences in trade subjects

Domestic e-commerce only involves the home trade, while cross-border e-commerce embraces many factors and encounters more challenges, which include the differences in the living custom and consumer culture of trade subjects. Based on the above, the cross-border e-commerce need to deeply understand the local culture and customs, and follow the local sales and promotion trends.

(3) Differences in applicable rules

The rules for cross-border e-commerce will become increasingly complex. Specifically, it is necessary for the cross-border e-commerce to comply with different platform rules on the one hand; understand relevant international trade systems, tariff regulations and corresponding policies, and analyze different forms of import and export on the other hand.

### **2.3.3 Differences between cross-border e-commerce and traditional cross-border e-commerce**

(1) Multilateralization of cross-border e-commerce

The relevant information stream, business flow, logistics and capital flow in cross-border e-commerce trading countries have gradually evolved from the traditional bilateral trade to the multilateral one, presenting a network structure.

(2) Low volume of cross-border e-commerce

The single order of cross-border e-commerce may involve low-volume production or even include a piece of product, which can realize production differentiation, customization and other characteristics to better serve customers.

### (3) High frequency of cross-border e-commerce

Cross-border e-commerce could gather the information stream, logistics and capital flow on one platform simultaneously, greatly increasing the frequency of transactions between the two sides.

## **2.4 Related Concepts of Flower Cross-border E-commerce**

### **2.4.1 Flower Cross-border E-commerce**

According to the definition of the cross-border e-commerce given by the theory and practice of cross-border e-commerce, the flower cross-border e-commerce is defined as follows based on the fact that the flower cross-border e-commerce also belongs to cross-border e-commerce: flower trade subjects, flower displays, negotiations and transactions in different countries are all carried out electronically. An international transaction can be achieved after storing flowers through cross-border logistics or non-local warehousing using e-commerce tools.

### **2.4.2 Features of Flower Cross-border E-commerce**

Convenient transaction. From the eyes of sellers, the transaction conclusion through cross-border e-commerce can cut out many unnecessary intermediate links, reduce the circulation time, increase the profit margin and improve the efficiency to a certain extent. From the consumers' point of view, customers can buy the flowers they want anytime and anywhere without leaving their houses, which greatly saves their time and effort.

Growing flower coverage. The number of offline brick-and-mortar flower stores are limited, while e-commerce flowers can cover the vast majority of cities in China. Moreover, cross-border e-commerce allows the flower coverage to be more extensive, thus expanding the range of consumers' choices.

Reduction in costs to some extent. On the one hand, selling flowers on online platforms could save the cost of buying or renting brick-and-mortar stores. On the other hand, consumers have a wider range of choices and target the goods they want

more easily, which reduces the goods selection time and the transportation cost. In this way, the cost for both the buyer and the seller went down greatly.

Further development of international flower trading market. In the past, the flower market was available in limited cities, while cross-border e-commerce enables the flower sales to cover any place with network, and the flower market within the coverage will get better development.

#### **2.4.3 flower cross-border e-commerce business model**

In terms of business models, cross-border flower e-commerce can be divided into cross-border retail e-commerce (B2C and C2C), cross-border e-commerce B2B, B2C, B2B2C and O2O business models.

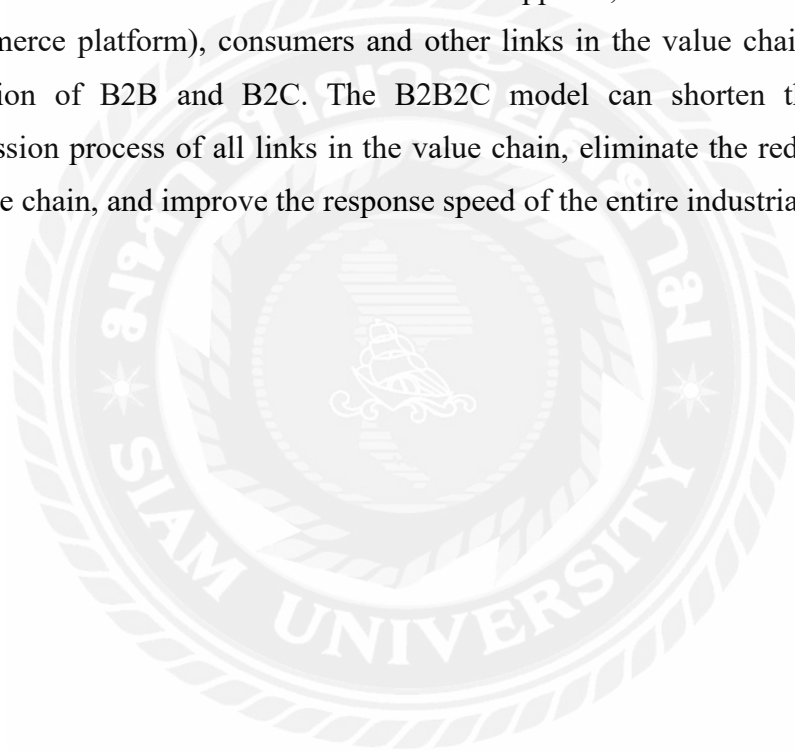
B2C: Business-to-Consumer refers to an international Business activity in which enterprises belonging to different customs regions directly sell products and services online to individual consumers, enter into transactions through e-commerce platforms, conduct payment and settlement, and deliver goods and complete transactions through cross-border logistics.

cross-border C2C: Consumer - to - Consumer, refers to the individual seller belong to different customs frontier in online sales of products and services for individual buyer, the seller through a third party by the individual electric business platform release the content such as selling the commodity information, price, individual buyer screening, finally through the electric business platform deal, payment and settlement, and through the cross-border logistics delivery goods, complete the transaction of a kind of international business activities.

Cross-border B2B: Business-to-Business refers to a kind of international Business activity in which enterprises belonging to different customs reach a transaction through e-commerce platform, conduct payment and settlement, and deliver goods and complete the transaction through cross-border logistics.

O2O: Online And fine refers to the integration of Online And offline. Cross-border e-commerce O2O places of line in the home country of the buyer And establishes an experience store for cross-border goods in the destination country to display cross-border goods. To purchase on the online platform of cross-border e-commerce, consumers can pick up goods in the O2O stores of cross-border e-commerce.

Short for B2B2C: Business to Business to Customers Starting from suppliers, the e-commerce business model connects suppliers, manufacturers, distributors (e-commerce platform), consumers and other links in the value chain, which is the integration of B2B and B2C. The B2B2C model can shorten the information transmission process of all links in the value chain, eliminate the redundant links in the value chain, and improve the response speed of the entire industrial chain





## **CHAPTER III RESEARCH METHODOLOGY**

### **3.1 Research methods**

Based on qualitative research, this paper studies the development strategy of Yunnan DunJue company in cross-border e-commerce business.

(1) Literature research. This paper takes the marketing strategy as the theoretical basis, through consulting Google literature, knowledge network database, Weipu database and other literature libraries, to understand the relevant information of Yunnan flower export industry, at the same time, the related documents of cross-border e-commerce are sorted out, which lays a theoretical foundation for the subsequent cross-border marketing strategy.

(2) Field investigation. In order to better formulate the marketing strategy of cross-border e-commerce of Yunnan DunJue company, the field investigation of Yunnan DunJue company was carried out in the course of this paper, which not only understood the marketing strategy of Yunnan DunJue company. Also from different staff to listen to the opinions and suggestions finally summarized to this article.

### **3.2 Introduction and Research of Flower Enterprises in Yunnan Province**

#### **3.2.1 Introduction and problem study of DunJue company**

DunJue company has imported many varieties of seeds and seedlings which had been planted in Yunnan Province with good growing weather and geographical environment. As time went on, flowers suitable for local environment were planted, and then sold to other Cities in China and even exported abroad.

For many years, DunJue company has been adopting the traditional international trade operation mode. With the change of times, DunJue company gradually encounters a series of problems during its operation, mainly including:

(1) As a large-scale flower enterprise, DunJue company has not acquired the core technology of bulb cultivation and lacks of market competitiveness in the domestic bulb market. In most case, DunJue company mainly imported flower seeds and bulbs. Without the core technology, it is difficult for an enterprise to control its destiny, and stand out in a large number of flower enterprises.

(2) A growing number of flower enterprises with the similar operation modes are established in Yunnan Province, the competition among flower industries is increasingly fierce, and the original profit margin is gradually squeezed. Therefore, DunJue company is going through slow development.

(3) It seems that the development of modern e-commerce runs into bottleneck, and the previous traditional e-commerce slows down the development of enterprises so that they are unable to explore new markets. The competitiveness of enterprises gradually weakens because they failed to satisfy the consumption needs and habits of modern consumers.

Using Yunnan's unique climatic and geographical conditions to plant high-quality flowers with better quality than local varieties, some of the fresh cut flowers are sold to local and domestic cities, and some are exported to international markets. Mainly facing the need for high-grade flowers consumer groups.

Mainly planted lily, carnation, rose, Platycodon grandiflorum and other varieties, among which lily mainly imported Holland, New Zealand and other places high-quality seed ball, large flower type, head number, long flowering and other characteristics are loved by high consumers. At the same time, carnations, roses and other fresh cut flowers export momentum is also good. And Platycodon grandiflorum and other popular flowers, because of stable demand, planting area is expanding.

Yunnan DunJue company imports flower seed ball to plant, fresh cut flower sales according to the current market, choose the domestic market sales or export international market. Domestic market demand is relatively stable, the international market ups and downs by the international market impact.

Yunnan flower industry is one of the pillar industries in Yunnan Province, enjoying preferential policy support. In the import and export link, import seed seed ball and so on may apply to the finance department to reduce the tax, enjoys the import duty, the import link value-added tax relief in the customs clearance link; exports the fresh cut flower, the flower variety which involves may basically enjoy the zero export duty treatment. These preferential policies give great concessions to enterprises to reduce production costs, give enterprises enough thrust to occupy the domestic market and international market, and help enterprises improve their competitiveness.

### **3.2.2 Yunnan DunJue company Import and Export Brief**

Yunnan DunJue company uses the traditional way to carry out international trade, mainly using mail to carry out import and export trade business with international suppliers and customers, such as inquiry, offer and contract signing. The traditional way of electronic commerce has been used up to now, and modern electronic commerce is relatively weak. Yunnan DunJue company has accumulated some stable suppliers and international customers after many years of operation, but also in various international flower expositions to attract new customers, but at present, the export of fresh cut flowers is mainly through DunJue flower market auction.

In the process of international trade, agents are often used through agents. The advantage is that agents can provide high quality services and make the whole transaction more convenient and convenient. And easy to form an agent's price monopoly situation. See figure 3.1 for specific processes:

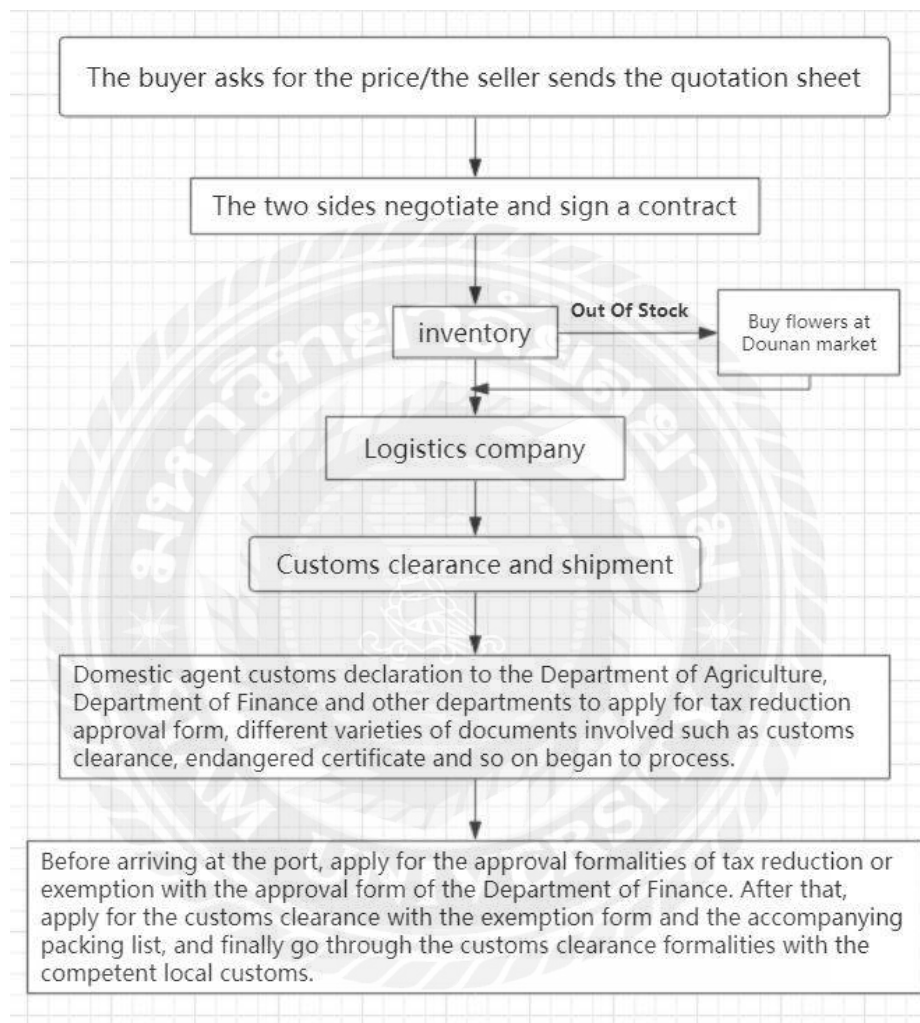


Figure 3.1 The import process

## **CHAPTER IV DATA ANALYSIS**

### **4.1 Analysis of Flower Enterprises in Yunnan Province and External Environment for Cross-border E-commerce in Thailand**

Which are generally used to analyze the current situation of the enterprise when analyzing its background.

DunJue company needs to investigate and analyze the macro environment of cross-border e-commerce in domestic and selected international markets before launching cross-border e-commerce business.

Whether DunJue company can successfully carry out cross-border e-commerce mainly depends on the macro environment at home and abroad.

#### **4.1.1 Analysis of Political Elements**

##### **(1) Analysis of China's Political Factors**

In recent years, the development and growth rate of the foreign trade in China has slowed down, but the domestic cross-border e-commerce has witnessed an average annual growth rate of 30%. The Chinese government attaches great importance to cross-border e-commerce, and has issued lots of policies beneficial to cross-border e-commerce development over the past few years. In June 2015, the State Council issued and implemented guidelines on promoting the healthy development of cross-border e-commerce, hoping to support the cooperation between domestic enterprises and their overseas e-commerce partners, stimulate the development of cross-border e-commerce, and directly promote the development of China's logistics distribution, electronic payment and other aspects of the service industry.

At the same time, after the central policy was issued, local governments also actively developed local cross-border e-commerce industries, established and innovated regulatory mechanisms in local cross-border e-commerce pilot cities and

comprehensive pilot areas, and strengthened management while providing quality services. The "Belt and Road" initiative put forward by China in 2015 has been supported by many countries along the route, which has led to trade and investment between China and the countries along the route, strengthened bilateral economic cooperation, and improved logistics and other economic facilities. These have laid the foundation for our cross-border e-commerce enterprises to open up new markets in countries along the route.

The Chinese government has taken the initiative to strengthen foreign exchanges and cooperation, encourage enterprises to innovate independently, and implement the "going out" strategy. The state put forward the strategic idea of "Belt and Road" in the 13th Five-Year Plan. China's export enterprises issued a number of support policies.

The state encourages enterprises to build their own brands and create internationally competitive brands. In terms of exports, the state implements a tariff reduction policy for export enterprises. In the 13th Five-Year Plan, the Yunnan Provincial Government put forward a plan for the development of modern agriculture with plateau characteristics in Yunnan Province, issued many supporting policies to the flower industry, encouraged enterprises to introduce advanced foreign technology and actively train advanced talents. Encourage deep processing of flower industry, encourage enterprises to implement global Internet marketing strategy.

In addition, in January 2017, Li Keqiang visited the Kunming Dounan Flower Market and proposed that Kunming, Yunnan, should vigorously develop characteristic industries, actively promote the industrialization of the flower industry, and realize the standardization, standardization and scale development of the flower industry.

In the past several years, Thailand has attached great importance to the process of customs modernization and capacity building to transform customs functions and improve the customs efficiency and transparency using advanced science and technology. The Thai government canceled some import and export licenses, and

simplified customs procedures accordingly, therefore, the customs clearance efficiency in Thailand is particularly strong. The Thai government controls imports and exports using tariff barriers and attaches great importance to the tax administration of cross-border e-commerce. Although there is no legal provision related to e-commerce in Thailand, the cross-border e-commerce still needs to pay taxes in accordance with the general Thai tax rules.

#### **4.1.2 Analysis of Economic Elements**

Thailand's economy has been growing since 2010 even though it has risen and fallen considerably in recent years. As a full member of the World Trade Organization (WTO), Thailand has signed a free trade agreement with China to eliminate the tariff and non-tariff barriers of both sides, reduce welfare losses caused by tariff barriers and promote the facilitation of foreign trade and investment of two countries.

Over past years, e-commerce in Thailand has grown rapidly. According to PayPal, one of the giant digital payment companies in America, 71% of Thai consumers used to shop online, and they are more likely to choose following countries when shopping on international websites: China (12%), Japan (11%) and America (9%). Based on the analysis above, Thailand is set to become one of the largest e-commerce markets in the region, with an estimated market value of \$9 million by 2022. This is shown in Figure 4.1:

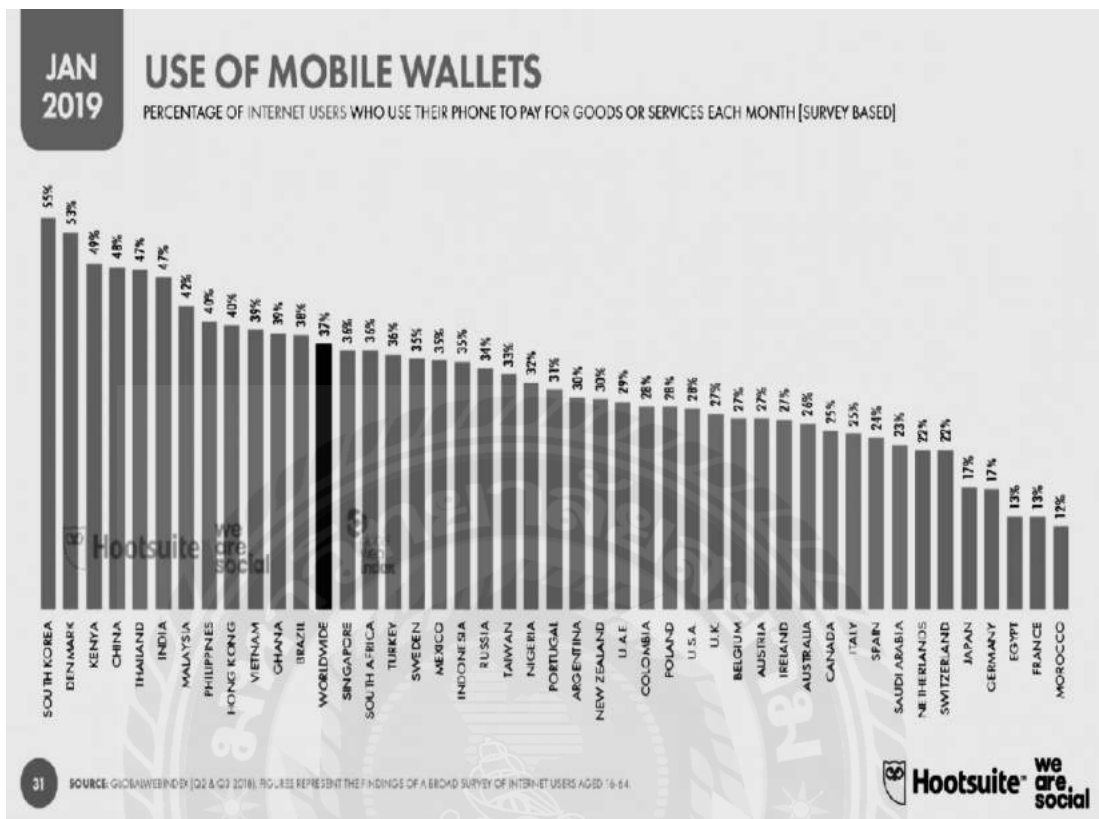


Figure 4.1 Data report on the proportion of online shopping in the use of mobile wallet

### 4.1.3 Analysis of Social Elements

According to PayPal's annual statistics, more than seven-tenths Thai have shopped online, three-tenths have browsed or shopped international goods, and nearly four-fifths have purchased international goods on their mobile phones. In terms of the proportion of international products purchased by Thai, products purchased from China accounts for 12% at most, and products from America accounts for at least 9%.

This is shown in Figure 4.2:



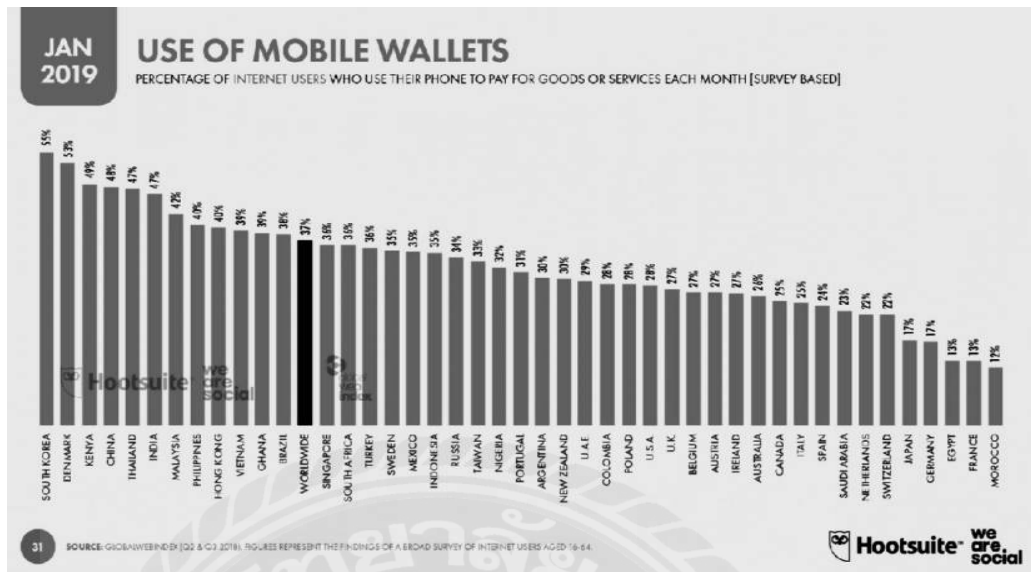


Figure 4.2 Number of Internet users using online shopping

Source: Digital 2019 Global Digital Overview ProQuest Southeast Asia Mobile Commerce September 2019 Data Report  
<https://datareportal.com/reports/digital-2019-ecommerce-in-thailand>

#### 4.1.4 Analysis of Technological Elements

RFID technology is an advanced Internet-based new technology that can quickly identify and track goods logistics, and detect goods without touching them using the signals sent by radio. It can be used for logistics tracking, inventory of goods in the warehouse, record of out-put and in-put of warehouse, and wholesale production of products, etc.

## **4.2 Comprehensive Analysis of Thai Market**

### **4.2.1 Online Shopping Coverage**

According to PayPal's annual statistics, more than seven-tenths Thai have shopped online, three-tenths have browsed or shopped international goods.

### **4.2.2 Consumption Habits of Consumers**

Thai are proud of worshipping the Buddha, and they would order plenty of flowers for decoration in various Buddhist activities. Since Thai consumers are very interested in free samples and small gifts along with the products they purchased, word-of-mouth effect, advertising and other publicity means can be used to attract consumers. In addition, the wealthy not only appreciate product quality, but also care about the brand culture behind the product.

### **4.2.3 Logistics and Customs Clearance**

The highway, air and waterway transportation in Thailand are well developed despite of the relatively backward development of its railway traffic, therefore, there are many restrictions for Thailand to import agricultural products.

## **4.3 Analysis of Market Positioning**

### **4.3.1 Competitors in the Thai Market**

There are a handful of competitors at present because it is hard to preserve fresh flowers due to the short flowering period, and is of great risk in performing long-distance cross-border transport. Therefore, fewer enterprises is involved in this field.

### **4.3.2 Features of Consumers' Demands**

There are a large number of monetize in Thailand, and most of them have shopped online. Thai will order a large number of flowers for decoration during important Buddhist events. What's more, they will pay more attention to the brand culture of products of the same quality.

### **4.4 Situation of DunJue company**

In terms of the flower cross-border e-commerce in Thailand

(1) Consumers' demands: implement data statistics of the flowers needed for Buddhist activities, and respect different religious beliefs and habits; consider the local economic development and the income level of residents, sell flowers at the appropriate price and guarantee the quality, distribute small gifts from time to time to attract customers.

(2) Marketing characteristics: strengthen the cooperation with local enterprises because local delivery can minimize the loss of flowers and transport costs, and improve the consumption experience.

(3) Unique advantages: Yunnan region with the excellent natural climate can stably supply flowers in different seasons; it is easy for Yunnan to transport flowers to Thailand thanks to the short distance, thus reducing the cost; Thai people's yearning for high-quality goods from China allows Chinese goods to enter the local market faster in the current market environment with fewer competitors.

## **CHAPTER V RECOMMENDATION AND COCLUSION**

By discussing the current development problems faced by DunJue company it is understood that the operation mode used by DunJue company in the current market is too old-fashioned. Therefore, it is urgent for DunJue company to carry out the corresponding reform in the rapidly changing market to continue its development. Fortunately, DunJue company is also well aware of this, and has gradually conducted reform and innovation.

In terms of internal reform, DunJue company should attach an emphasis on the improvement of product quality and quantity to meet the needs of cross-border e-commerce, and develop new markets and eliminate the old-fashioned and single sales model in the aspect of external reform. Under the dual role of reform, DunJue company could clear obstacles step by step and obtain long-term development.

### **5.1 Development of Cross-border E-commerce Business**

#### **5.1.1 Selection of the Appropriate Cross-border E-commerce Platform**

It is not realistic for DunJue company to build its own trading platform when it enters the cross-border e-commerce industry for the first time. On the contrary, it is necessary to choose a reliable and powerful cross-border e-commerce platform as an intermediate bridge to realize the transaction between small and medium-sized enterprises and individual customers at home and abroad. Considering the existing foreign exchange settlement policies, B2C, B2B and B2B2C models can be adopted for a single foreign exchange settlement of US\$50,000, which is also applicable to the nascent DunJue company.

Since DunJue company is mainly aimed at the Thai market, it can choose LAZADA, an online trading platform specially for Southeast Asia, which just meets the needs of DunJue company.

### **5.1.2 Cross-border E-commerce Marketing**

#### **(1) Sales model**

The cross-border e-commerce in Thailand applies the following sales model: DunJue company seeks for strong importers and sets up a flower sales website on LAZADA platform. Then, it imports flowers in the form of B2B2C by taking advantage of the geographical advantages of importers to reduce transportation costs. The inter-city delivery can be arranged for those consumers who browsed and purchased flowers online, which can reduce the damage to flowers and improve consumers' consumption experience.

#### **(2) Marketing and promotion model**

At the beginning of entering the Thai market, it is necessary to consciously set up the brand image. Flowers sold by DunJue company should meet demands of the petty bourgeoisie in Thailand who have certain consumption ability and high requirements for flowers. Since those groups live among higher-income and better-educated populations and have their unique pursuit for the quality of life, DunJue company should guarantee the quality of flowers, establish the brand, and give flowers different ideological content sets them apart from other companies of the same type, so as to attract consumers.

Secondly, DunJue company should produce popular goods from time to time when there exists the brand effect because popular goods could drive the largest consumption flow in a short period of time. The birth of popular goods, first of all, should be based on the full understanding of local consumers' consumption preferences, and then should be available, with relatively low price. Moreover, small gifts could be distributed regularly to expand the scope of consumption.

Finally, consumers' attention could be attracted through the platform. DunJue company should capture the psychological demands of consumers and position search keywords because an attractive title can achieve unexpected results.

At the same time, it is necessary to strengthen the promotion. DunJue company can invest advertisements on the social software with the largest user group in Thailand, invite Internet celebrities with a certain number of fans to help promote, and make creative videos, etc. All these methods could attract consumers' attention to a large extent.

### **5.1.3 Promotional strategies**

A promotion strategy refers to the strategy that the enterprise adopts the promotion methods of personnel promotion, advertising, public relations, personnel promotion and so on in order to expand the sales. For this reason, DunJue company can strengthen the promotion from the following aspects:

(1) Actively participate in exhibitions at home and abroad.

The form of the exhibition is to show the product directly to the customer, the customer can intuitively understand the product, this can not only let the old customer understand the new dynamic and new products of the enterprise, consolidate the image of the enterprise in the eyes of the old customer, but also attract new customers and obtain more consumer resources through the exhibition.

(2) Internet promotion.

To a certain extent, the enterprise portal represents the image of the enterprise, good a web page can stimulate buyers to learn more about the company and increase the purchase rate, thus DunJue company in order to optimize the web page and product information on the basis of the original, the web page can set up the language of multiple countries, and the Thai service can be set up for Thailand to increase the chance of being searched.

The second is to strengthen the optimization and promotion of search engines, can try different search keywords, and finally choose the best, the most inquiry keyword. Optimize the product series diagram to start, enrich the product details, packaging drawings, enterprise production drawings, etc., and then buy some platform services, increase customer inquiries. Social platform marketing is also a

strategy for DunJue company to set up official accounts in FACEBOOK or YOUTUBE, but it is difficult to attract consumers' attention because of the large number of companies publishing related information. Therefore, DunJue company can choose the right time to publish information, such as hot news in Thailand.

Mail is also one of the online marketing methods that many enterprises will apply, and customers often choose to block advertising mail after receiving a large number of advertisements. As a result DunJue company when choosing mail marketing, the company should send mail on the basis of customer classification, take humanized measures, send mail one to one, and on the content of the mail. You can make beautiful electronic color pages and rich product information, which can increase the probability of mail being opened.

#### **5.1.4 Optimization of Cross-border Logistics**

For flowers that are not easy to be preserved, transportation is the first problem to be solved in order to achieve a good cross-border e-commerce sales model. The flowers exported from Yunnan are of high quality and good appearance. Therefore, the licensed institution could be entrusted to act as an agent to deal with relevant procedures when handling export formalities.

(1) choose suitable transportation mode according to the preservation characteristics of flowers and the designated port of transportation Air transport can basically achieve the day-to-day, the overall efficiency is high, the damage rate is basically controllable, is the current export flower enterprises to accept a higher degree of export transport mode;

Road cold chain transportation is mainly suitable for export to Southeast Asian countries adjacent to Yunnan. The advantage is that the cost is low, the disadvantage is that the cold chain is used for long transportation time, but the delicate flowers have higher requirements for temperature and storage space, and the long

transportation time makes it difficult to fully guarantee the preservation requirements of fresh cut flowers.

The risk of fresh cut flowers rot in transit is high, and the technical level of cold chain industry in our country is backward, and the circulation rate is also relatively low. It is doomed that the road cold chain can not be the best choice for fresh cut flowers transportation before it is destroyed;

#### (4) Upgrading of transport packaging

Use vertical water bucket to pack fresh cut flowers. At present, the packing used in the air transportation process is carton. In the course of transportation, the anti-pressure and anti-fall ability of carton is poor, and the extrusion between goods in the course of transportation can easily lead to different degrees of damage to fresh cut flowers. In order to solve this problem, the vertical belt water flower bucket can be used. This kind of transport flower bucket plays a great role in protecting the quality of flowers in the transportation process, and it is worth popularizing in Yunnan DunJue company.

This kind of transport bucket has been used in the Dounan flower auction market. The advantages are that the water contained in the bucket can provide water for the flowers to avoid dehydration and drying during the transportation of fresh cut flowers, and the upright and barrel packages to avoid the breakage of flowers squeezing each other. Effectively protects flowers. With special transport vehicles to transport barreled flowers, each car fresh cut flowers with bar code identification number, cargo owners and other information in order to identify, but also can be repeatedly recycled, long-term use can greatly save transportation costs.



(3) Pay attention to the application of cold chain in transportation process

Enterprises have their own cold chain transportation is very important to ensure the whole process of logistics. In areas that do not have their own cold chain transportation power, they should cooperate with local cold chain transportation enterprises with better technical strength.

As far as possible to achieve fresh cut flowers cold chain transport, to ensure the quality of flowers to maintain the best state. At present, the carrier can guarantee the cold storage treatment in the cold storage while waiting for delivery or delivery of goods, as well as the air transportation process small and medium aircraft cargo hold temperature adjustment of about 4 degrees Celsius, large aircraft cargo hold temperature adjustment 2-5 degrees Celsius low temperature preservation. Enterprises with refrigerated vehicles in the delivery process can realize cold chain transportation, but enterprises without refrigerated vehicles are transported by ordinary goods.

In general, there are few enterprises that can achieve the whole cold chain, but the whole cold chain will inevitably have an impact on the quality of flowers, so it will also have an impact on the e-commerce business of high quality flowers. It is not practical to rely entirely on the carrier to provide the whole cold chain. Yunnan flower freight forwarding company is numerous, but it has complete equipment and sufficient capacity. Third party logistics broadens the logistics channel of fresh cut flower transportation, but its advantage is mainly distribution. And whether freight forwarders or third-party logistics, fresh cut flowers shipped from Kunming still rely on air transport.

## **5.2 Improve the competitiveness of the company**

In the face of the vicious competition among flower enterprises and the weak international competitiveness, Yunnan DunJue company needs to first guard the domestic flower market. After all, the domestic flower market is a huge flower consumption market.

Yunnan DunJue company is the most important flower market in order to provide operating funds for the survival and development of overseas markets. Therefore, we should first meet the needs of customers to carry out domestic flower online sales business, reform the original traditional offline sales model, from domestic and international offline sales gradually developed into online sales.

At present, the strategy of relying on low price to seize the market has lost its advantage, customers begin to look at the quality of brand products, so building enterprise brand to improve product quality is an important strategy to open up cross-border e-commerce market. The previous analysis expounds the importance of having core technology and the necessity of building brand, which are effective measures to enhance the competitiveness of enterprises.

The establishment of cross-border online stores will bring more flower orders to Yunnan DunJue company to open up overseas markets. But these measures may not be enough to resolve the challenges of competition among Yunnan flower enterprises. After all, the development of overseas markets still needs time and a lot of investment to lay the foundation.

However, the vicious competition among flower enterprises has threatened the survival of enterprises. If Yunnan DunJue company wants to stand out from the

fierce competition, in addition to the above measures, it should keep the market that has been occupied in China.

At the same time, we should continue to tap the great potential of our flower market. China is a country with high network coverage and high online sales penetration. In order to excavate this kind of customers, Yunnan DunJue company should develop flowers online sales as soon as possible. Therefore, the establishment of online stores as soon as possible will lose the online sales market, and because of the rapid rise of e-commerce, the impact on the entity is not small, so the original market will slowly lose.

### **5.2.1 Develop domestic online sale business**

Yunnan DunJue company main fresh cut flower sales has been B2B, so the establishment of online shop Yunnan DunJue company to choose Alibaba wholesale network, mainly to provide wholesale flower services. Alibaba is located in the wholesale market on the Internet, helping factories, brands, wholesalers to introduce a large number of buyers, with Alibaba in the field of Internet e-commerce influence and appeal, as well as safe and reliable third-party payment, More suitable for Yunnan DunJue company to carry out B2B e-commerce business. The online shop set up by the wholesale platform can provide the source of goods for the sellers of flower shops, flower e-commerce, flower micro-business and so on, and expand the sales display scope of fresh cut flowers, rather than just auction flowers in Dounan flower market to find sellers. At the same time, the wholesale network also supports a generation, the maximum acceptance of orders to open up the market, as long as the product quality good pricing and good marketing, is very promising in the e-commerce platform to make good results.

### **5.2.2 Develop marketing strategies suitable for online stores**

Only with the low price strategy to occupy the e-commerce market is now a bit outdated and lost market advantages, and just set up an online store to wait for customers to come to the door is also very difficult to do e-commerce sales. The establishment of online stores must establish an effective network marketing strategy matching the online store display and promotion products, and with the promotion of products, customer needs and even changes in the market should change the appropriate marketing strategy, the purpose is to attract customer popularity and enhance product attention, characterized by rapid and eye-catching.

#### **(1) Create Popular Style Products**

This product or several products should have very high cost-effective, special packaging designers with gifts and other attractive features, the purpose is to attract customer traffic and quickly spread good word of mouth, and then achieve a higher volume.

#### **(2) Marketing promotion**

The first is to do a good job of product market positioning and research, design the characteristics and creativity of products, develop new markets; secondly, do a good job of product brand publicity and promotion. Traditional brand publicity is mainly through television, newspapers, leaflets and other channels to promote communication, but in the current situation, these media audiences have been greatly reduced, unable to meet the requirements of product promotion and rapid dissemination of product, brand information. Therefore, the current promotion mainly uses the promotion channels within the e-commerce platform, as well as all kinds of social software that people use most, such as Weibo, WeChat, hot forums and other channels to promote products, so that it is easier to interact with consumers to drive consumption desire.

#### **(3) Create a good corporate website**

As the first image of enterprise e-commerce, corporate culture communication,

corporate strength and product display carrier, the official website of Yunnan DunJue company should be designed and attracted by traffic, which makes the official website of Yunnan DunJue company easy to be searched by search engine, so as to promote enterprise brands and products more broadly. At the same time, the enterprise official website display goods also plays the role of reducing the circulation of imitation products and fake goods. Therefore, Yunnan DunJue company simple yellow page official website can not meet the requirements of e-commerce business development, it is necessary to improve the page design as soon as possible to add content, increase the number of clicks and traffic.

### **5.3 Internal Reform Strategy of DunJue company**

#### **5.3.1 Flower Farmers and Company**

Because most flower farmers are still in a very traditional way of selling flowers, it is difficult to sell flowers at a good price and to complete import and export business. Yunnan DunJue company decided to Unicom cross-border e-commerce platform to buy back fresh cut flowers from flower farmers, on the one hand, to further develop overseas markets, on the other hand, let flower farmers enjoy more profits and income.

At present, cross-border e-commerce payments relax the limit on the number of foreign exchange reserve accounts opened by payment agencies, and the settlement of foreign exchange increases the limit of single online shopping transactions from \$10,000 to \$50,000, which is good news for cross-border e-commerce. Yunnan DunJue company will set up a cross-border online store of Yunnan DunJue company on a cross-border e-commerce platform to help flower farmers sell fresh cut flowers.

To further develop overseas markets, on the one hand, it is necessary to carefully investigate and understand the aesthetic and hobbies of flowers and consumer consumption habits and tendencies; second, to learn about import and export laws, regulations and customs declaration procedures; Third, to further

familiarize with cold chain transportation to ensure the quality of fresh cut flowers.

These flower farmer individual is difficult to do, can undertake by Yunnan DunJue company The company set up cross-border online stores to undertake fresh cut flowers orders, according to the order requirements to flower farmers to buy back fresh cut flowers, high-quality fresh cut flowers into the overseas market.

### **5.3.2 Creation of DUNJUE FLOWER Company' Flower Brand and Improvement of Enterprise Competitiveness and Soft Power**

Due to the lack of key technologies, DunJue company is only engaged in flower planting and processing as an intermediate like other flower companies. Therefore, DunJue company fails to grow bigger and stronger and build its own brand image without excellent technology and strength.

With the advanced technology of cultivating lily bulbs, it is urgent for DunJue company to expand its share in the flower market, to walk up to the international market with cross-border e-commerce technology, and build its own brand and raise its prestige. For a well-developed enterprise, its brand stands for the corporate image, and gets attention from the public.

As the embodiment of the company's business philosophy, the brand reflects the commitment the company makes to the public. In view of the vital function of corporate brand effect, more and more enterprises involved in the domestic and foreign markets begin to pay attention to the establishment of their own brand.

It is obvious that the competition among modern enterprises has been stepping towards the brand competition because the good brand image can not only strengthen the public's trust in the enterprise, but also improve its market value. Besides, the brand image can also guarantee the sales of products and reflect the core competitiveness of an enterprise.

(1) Pay attention to product quality

Product quality is the foundation of enterprise security and brand building. Yunnan DunJue company should pay attention to the quality of seed ball cultivation, provide flower farmers with good quality seed ball, and provide technical guidance services for flower farmers to help flower farmers improve the quality of flower planting to obtain a good harvest and more fine flowers.

At the same time, in the acquisition of fresh cut flowers in the process of strict classification of fresh cut flowers, good quality. Finally, through continuous selection, select a good service quality cold chain logistics company, safe and rapid delivery of flowers to customers.

(2) Focus on brand positioning, keep up with customer needs

Yunnan DunJue company will face different flower markets to expand the market, so it is necessary to carry out brand positioning for different markets by constantly checking the data obtained from the market.

First, market positioning, first of all, carefully understand the product in the market, such as the production of the product and related industry chain information. The main reason for investigating this information is to avoid being put into the market with the same products and ideas and becoming an unrecognized enterprise. For a newcomer to the market, Products without a recognizable brand will be difficult to compete with local enterprises that have been operating for many years and to develop a firm market.

Second, price positioning. This requires careful and patient market research to obtain real data on consumer demand, habits, income and other relevant information in the market. Through these data to tap the potential of customer consumption in the market, and then find out how to plan the product input, such as what grade, what price of the product, and how to carry out marketing and so on.

Third, image positioning. It is necessary to set up an enterprise image with quality assurance and reputation. By providing high quality products, excellent

services and guaranteed after-sales service, we should gradually establish an enterprise image, establish customer loyalty and expand market acceptance. Fourth, the positioning of consumer groups. This is based on market research to understand the market's main consumer age, consumption habits and so on to position.

For example, young people in our domestic market like to buy online flowers, forming a new consumer with special consumption habits and hobbies. Enterprises should set up online stores for online sales or provide a large number of online store operators to meet their consumption habits, and set up a network marketing model suitable for this group. However, in the face of Southeast Asian market, some flower market Internet is not widely used, and the demand for religious sacrifice flowers is large, so we should position and adjust the marketing strategy according to the consumption habits and love of consumers.

### (3) Building an International Brand for Enterprises and Creating Corporate Visibility in the International Market

First, the establishment of Yunnan DunJue company brand English name in order to obtain consumer recognition in the international market, according to Yunnan DunJue company brand name design brand English name, English name is to be loud and eye-catching.

At the same time, pay attention to the international market culture and related laws, should not be used to make local consumers antipathy.

Second, we should design a simple, beautiful and recognizable trademark, trademark graphics should be concise and design sense eye-catching let people not forget. Simple trademarks are always easy to remember, such as companies that use initials as trademarks, such as McDonald's with founder initials M-Chanel with founder Coco Chanel initials CC as trademarks, and simple and common objects such as Apple's gap Apple trademark, Adidas Lotus logo, Audi four circles as trademarks.



These famous trademarks are very simple and very design-conscious, easy to remember. Third, to the brand additional enterprise core value. Brand core value is like the life and soul of the product, is the place of a brand personality.

A the core value of flower enterprise brand can start from the aspects of high quality fresh cut flowers, consumers' spiritual or emotional needs for flowers, and the form of self-expression brought by the brand to consumers, so as to shape the core value of the brand. Fourth, should put on the market registered trademark, protects the enterprise's commodity right. To a certain extent, this protects the enterprise trademark from embezzlement and preemption, and ensures that the normal sales of enterprise products are not endangered by the "shanzhai products" to the reputation of the enterprise.

(4) Focus on brand promotion and dissemination, focus on creating awareness

Brand promotion and dissemination is not only a simple repeated advertisement for the name of the enterprise name, combined with the characteristics of the current network marketing, Brand communication is often combined with some easy to attract attention events, stories, hot spots and so on as the carrier of promotion.

At the same time, with the increasing of network users, such a promotion and dissemination mode is more easily noticed by network users, and the acceptance degree is also relatively high. For example, Chu Orange, using the inspirational story of Chu Shijian's ups and downs of legendary life experience as the carrier of enterprise brand promotion, quickly gained extensive attention and created a resounding famous brand fruit brand.

### **5.3.3 Strengthening Financial Security**

Capital guarantee is the basic guarantee that enterprise marketing strategy can be implemented. Therefore, DunJue company should also ensure the adequacy of funds from the following aspects:

First, in the annual expenditure of enterprises according to the actual situation

to reserve sufficient funds for marketing.

Second, formulate reasonable procedures for the use of funds to ensure that special funds are earmarked to avoid diversion. Third, it is necessary to plan the use of special funds, use money on the blade, for how to use funds should also make strict plans to avoid overspending.

## **5.4 Strengthening Talent Security**

### **5.4.1 Organizational safeguards**

Yunnan DunJue company will provide protection by introducing talents to train original employees and adjust the organizational structure of enterprises. further introduce talents and strengthen staff training for further study. The lack of enterprise talents needs to be solved by introducing talents and strengthening the skills of the original employees.

#### **(1) Introduction of foreign trade talents rather than just foreign trade clerks**

The salesman has a foreign language and foreign trade knowledge, can be a translator and handle foreign trade documents, but it is not enough to meet the needs of the future development of the enterprise. Yunnan DunJue company needs to be proficient in foreign trade business, know enough about international flower market business, and have the ability to analyze international market to deal with various business marketing affairs.

#### **(2) Introduction of personnel proficient in customs clearance**

At present, the customs clearance of Yunnan DunJue company is mainly handled by outsourcing customs declaration agency. With the development of international market, import and export customs clearance business will inevitably increase. Once the volume of business has increased to the outsourcing business cost is too high, It is necessary to have your own customs clearance talents.

First of all, customs clearance personnel should be familiar with the process, rules and policies of customs clearance in China, such as inspection, application of

relevant documents involving endangered species of flowers, handling of tax relief procedures, customs declaration, logistics and so on, involving quality inspection departments, near management offices, finance departments, agriculture departments, customs and other departments. This requires customs clearance personnel to be familiar with the rules and procedures to complete customs clearance efficiently.

At present, the joint inspection departments have strengthened reform to improve their work efficiency, and the time for examination and approval of business applications has been greatly shortened, but only if the applicants are familiar with the business and can complete the declaration efficiently and accurately. Therefore, the professional degree and professionalism of customs clearance personnel will have a great impact on customs clearance efficiency.

### (3) Introduction of talents to run online stores

Introduction of computer technology personnel, language talent, art, network marketing planners and customer service personnel. Because opening up different markets, the demand for these talents is relatively high, it is required to be able to launch marketing planning and service programs suitable for the market according to the results of market research, and whether the program is properly formulated determines the sales trend of the products.

### (4) Introduction of Biotechnology Personnel

The introduction of flower planting core technology is only an emergency strategy, it is difficult to solve the core problems of enterprises for a long time. The introduction of biotechnology talents who can develop core technology to open up the scientific research of Yunnan DunJue company is the fundamental strategy to solve the core problems of enterprises. Only in this way can Yunnan DunJue company transform itself from an ordinary enterprise selling agricultural products to a high-quality flower enterprise with R & D technology to create a brand.

### (5) Strengthening and encouraging staff training and further education

Employees should be actively strengthened and encouraged to carry out training and further education, and ordinary salespeople should be cultivated as developing

talents. On the one hand, we should actively carry out training within enterprises, on the other hand, we should strengthen the human resources incentive mechanism to encourage employees to further their studies, and strive to tap the potential of talents within enterprises.

#### **5.4.2 Adjust the organizational structure of the enterprise according to its business needs**

In order to adapt to the development of new business and the reform of internal industrial upgrading, we should reform the organizational structure of enterprises according to their business needs, adjust the functions of various business departments and set up business departments to run new business, and allocate personnel posts as a whole. Serve the operation and management needs of new business and internal reform.

### **5.5 Technical support**

The management of modern enterprises can not be separated from the management of high technology and information. At the same time, the management requirements for storage and delivery of goods after online sales will be higher, not only the requirements are clear, but also the inventory should be online information management, inventory information is updated to each network immediately.

For the realization of this management mode, Yunnan DunJue company decided to introduce RFID technology, carry on the electronic label management to the product, can carry on the visual tracking management to the product in the appropriate position, carry on the automatic data collection to the product exit, the storehouse, the allotment and so on data.

Meanwhile RFID electronic label has the only ID code in the world, can not be copied, can solve the problem of anti-counterfeiting. This technology will greatly improve the efficiency of inventory management of Yunnan DunJue company, and the inventory data will be more accurate, which will be of great benefit to enterprises

to improve their operational ability.

## **5.6 Strengthening of Logistics Management**

There is another severe issue that the Internet business has to face, namely, logistics, especially for flowers which need special care and protection. From flowers picking in the field, simple packaging to transportation, the whole process of DunJue company in handling flowers is not similar to that used to transport ordinary goods.

Although fresh flowers can be preserved for a relatively longer time after simple treatment, and they can be transported from the place of origin to the next market and still remain fresh under the developed air transportation, some flowers are still damaged due to lack of water.

At present, flowers are generally transported after being packaged with corrugated paper which could withstand a certain amount of stress, so flower heads are free from excessive squeezing in the transportation. What's more, it is necessary to apply the care liquid to the roots of the flowers and pick flowers up with cotton paper before packaging and transporting to reduce the evaporation of water as much as possible.

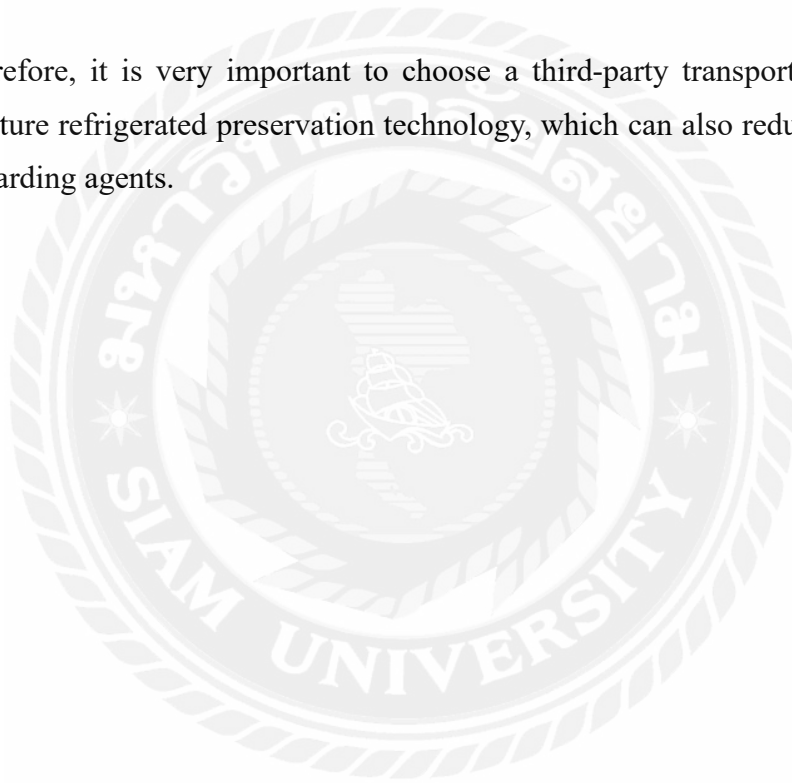
Despite the relative protection measures, it is inevitable to cause damage to flowers due to the lack of specific specifications for the handling of flowers in transit. Therefore, it is very important to further enhance the flower packaging, employ refrigerated preservation in transit and improve transportation regulations.

(1) Improve the packaging of fresh flowers for transportation. The packaging in transit should be refined. Specifically, certain kinds of flowers should be packaged in special cartons, and different cartons should hold a certain number of flowers. There should be air holes on the carton to avoid the poor air circulation in the carton, and there should be a certain amount of nutrient solution at the incision of the flowers. Also, it is noted that different varieties of flowers should be placed separately to

avoid secondary damage.

(2) Refrigerate flowers during transportation to keep fresh. The refrigerated storage of fresh flowers during transportation could ensure that the flowers are kept in good condition once they reach consumers. Nowadays, there are few flower agents in the market who can guarantee refrigerated storage of fresh flowers throughout the transportation, and DunJue company did not consider to create a whole refrigerated transportation route to keep flowers fresh.

Therefore, it is very important to choose a third-party transportation company with mature refrigerated preservation technology, which can also reduce the pressure on forwarding agents.



## **5.7 Conclusion**

This paper analyzes the internal situation and external environment of Yunnan DunJue company by using analysis method, and puts forward a series of strategies for the next reform of A enterprises.

One is to put forward a series of measures for Yunnan DunJue company to reform internal productivity and operation management to keep up with the trend of cross-border e-commerce reform. The aim is to expect Yunnan DunJue company to reform from inside and outside at the same time, to eradicate the problem of enterprises, and to develop into a new flower enterprise with modern management.

### **5.7.1 Conclusion on the Strategy of Cross-border E-commerce Business**

Developing cross-border e-commerce is an important way to reform the original management and sales mode of Yunnan DunJue company. Open up a new market to make flowers more accurate and efficient to a large number of international consumers, broaden their horizons to operate enterprises with a new concept, for the future development of enterprises to do strategic planning.

At the same time, in the face of different markets, we should first do a good job of market research, and then formulate corresponding marketing strategies for different consumers and sales platforms. To meet customer needs to improve customer acceptance of products to obtain customer loyalty to achieve the purpose of market development.

Optimization of logistics is the most important link in developing cross-border e-commerce and an unavoidable part of the supply chain. Yunnan DunJue company should first make the right choice for logistics routes and carriers. At the same time, we should improve transportation packaging and cold chain transportation to ensure that fresh cut flowers are delivered to customers with the best quality.

### **5.7.2 Conclusion of Internal Productivity and Operations Management**

(1) The introduction of flower seed ball cultivation core technology is an important measure to solve the fundamental problem of restraining the development of Yunnan DunJue company, and it is also the first problem to be solved.

Whether or not to have the core technology of flower seed ball cultivation determines the survival and future development direction of a enterprises. Only by solving the production and operation problems of enterprises, can we lay a solid foundation for enterprises to develop cross-border e-commerce markets.

(2) To solve the problem of productivity, we can improve the yield and quality of fresh cut flowers. Only by producing high quality fresh cut flowers with stable quality can we improve the competitiveness of enterprises in the flower market and establish enterprise brand and occupy a larger flower market. This is also Yunnan DunJue company production and operation process must pay attention to the problem.

(3) The process of establishing enterprise brand should be accelerated. This is an important factor for enterprises to improve product appeal and customer loyalty, but also an important strategy for the development of cross-border e-commerce. Brand is not only a simple trademark and registration, but also needs to be popularized and disseminated. Of course, brand building also depends on the quality of the product is accepted by customers.

(4) Talent is an important foundation for the development of enterprises. It is an important way to promote the learning and growth of employees, and the introduction of talents is the most important link of enterprises. The operation of enterprises often depends on the work results of employees. Yunnan DunJue company is in the moment of opening up new market and new business, and the demand for talents is very urgent.



Therefore, Yunnan DunJue company should strengthen staff training and actively introduce talents as soon as possible to help the development of new business.

(5) The use of high-tech and information management enterprises is not just the use of computer office so simple, modern enterprises have been as high-tech as possible to all aspects of production, the use of the Internet and highly mechanized greatly improve efficiency and accuracy. For fresh cut flowers using electronic label management, visual tracking management, improve management efficiency and reduce management costs, this is the first step in the information management of fresh cut peanut production.

In the future, scientific and accurate data will be materialized into the whole production process, and the quality of fresh cut flowers will be improved. Using accurate data and high technology to manage flower planting will be the next step for enterprises.

(6) Opening up a new market is a new idea to pull away from the old market with high saturation. Only by keeping up with the trend of development can we seize the opportunity. As a big consumer in the flower market, our country will seize the opportunity to open up the online sales market of flowers in China. It is also an important opportunity for Yunnan DunJue company to reverse the development of enterprises.

## **5.8 Insufficient**

From the analysis of the internal problems and the challenges of the external environment, this paper expounds the logistics, marketing, sales and internal productivity and operation management of cross-border e-commerce. But because the author's knowledge level is limited and the space is limited, some problems still can not be dug deeply, and the elaboration is not enough.

For example, the paper mainly studies and analyzes the internal data of enterprises, but the data of wholesalers, agents and customers are not much involved, and the research is not comprehensive and thorough; because of the lack of practical experience, it is difficult to predict what may happen in practice. These are some shortcomings of this paper. Further improvement schemes need to be analyzed in the process of practical scheme.

### **5.8.1 Outlook**

The future development prospect of cross-border e-commerce is good, there will be more technology to make cross-border e-commerce more convenient, there will be more innovative and attractive marketing means, especially logistics transportation will be faster and more efficient.

Yunnan DunJue company will also have a lot of new things to learn and practice for the development of cross-border e-commerce, and it is also very important to strive to develop the innovative spirit of enterprises. Constantly introducing new ideas and ideas in improving product production and sales is an important way to maintain the vitality of the enterprise, rather than keeping the status quo for a long time.

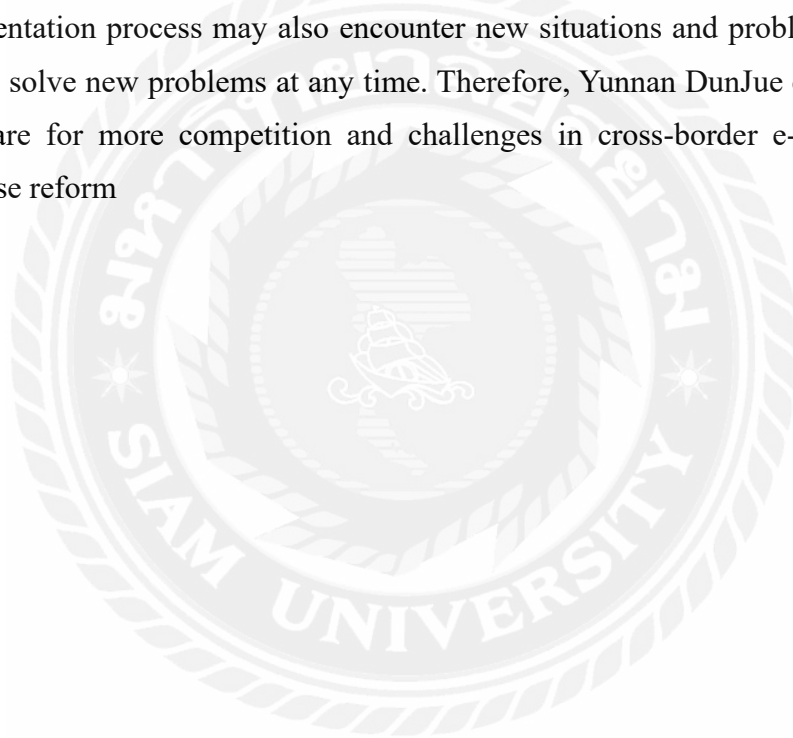
This will also be an inevitable aspect of the reform of modern enterprises, so that the management efficiency and production efficiency can be greatly improved in order to have the ability of market competition, and the backward productive forces are always inevitable in history, so keeping up with the pace of the market can escape the fate of elimination;

At the same time, high-tech and data-based application to flower production management is also the future development trend of Yunnan DunJue company. Using biological science accurate data to control temperature, humidity, soil and other links to cultivate fresh cut flowers, using high technology to control the production process, Precision improvement of fresh cut peanut production efficiency and

product quality will be the next step of Yunnan DunJue company must consider a new reform direction.

Finally, introducing talents to open up the scientific research ability of enterprises and finally obtaining the core cultivation technology of seed ball can even develop new flower varieties is the final plan to cure the core problems of enterprises.

Therefore, Yunnan DunJue company will face many reform needs in the future. Of course, the above solution is not the only solution, at the same time, the implementation process may also encounter new situations and problems, should be ready to solve new problems at any time. Therefore, Yunnan DunJue company needs to prepare for more competition and challenges in cross-border e-commerce and enterprise reform



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