



**RESEARCH ON STRATEGIC CHOICE OF CROSS-BORDER E-COMMERCE ENTERPRISES**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
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2022**



**RESEARCH ON STRATEGIC CHOICE OF CROSS-BORDER  
E-COMMERCE ENTERPRISES**

Thematic Certificate

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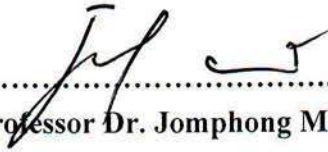
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## Abstract

**Title:** RESEARCH ON STRATEGIC CHOICE OF CROSS-BORDER E-COMMERCE ENTERPRISES

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**Degree:** Master of Business Administration

**Major:** International Business Management

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3 / 8 / 2022  
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Over the years, the advanced momentum of China's cross-border E-commerce has been very high. With the continuous development and progress of computer and network technologies and breakthroughs in cloud services and big data, cross-border E-commerce has achieved a leapfrog from the traditional B2B mode to the current B2C 3.0 stage. According to customs statistics, China's total cross-border E-commerce retail imports and exports reached 134.7 billion yuan in 2018, consistently up 50 percent every year. E-commerce is a new industry, and the overall level of cost management is not high at this stage. With increasingly fierce competition in the E-commerce sector, cross-border E-commerce enterprises face the dual dilemma of insufficient motivation and great resistance. In order to encourage cross-border E-commerce enterprises to break through, it is necessary to introduce strategic cost management.

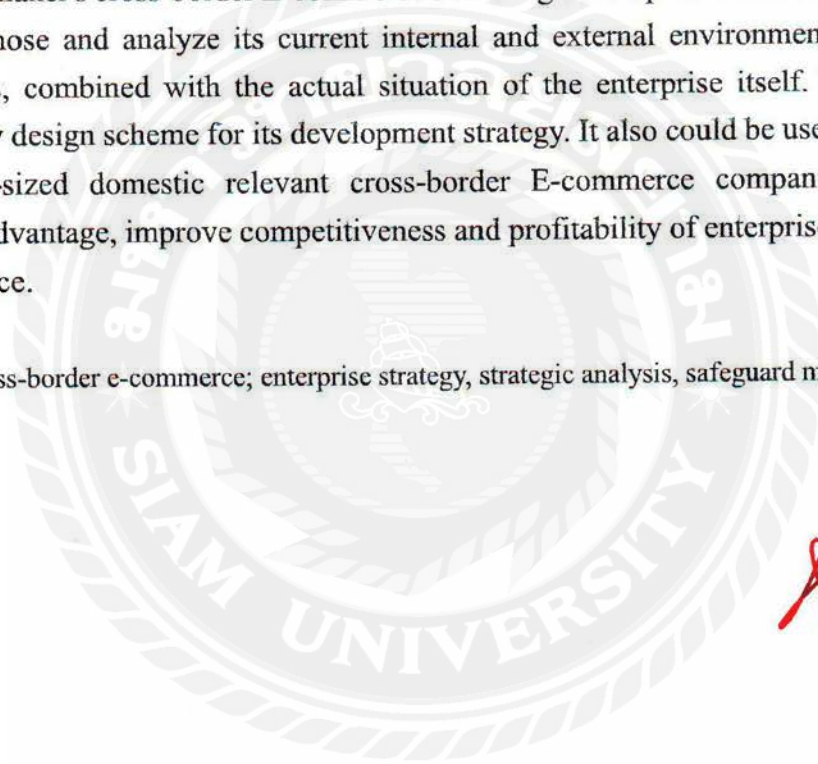
This study used Zhuhai Easy-maker Times E-commerce Co., Ltd. as the research object, summarized the theories and tools related to their enterprise development strategy, and clarified this topic's current research status and shortcomings. The research investigated and analyzed Zhuhai Easy-maker Times's industry and internal and external environment. The strategies selected meet cross-border E-commerce enterprises' development needs and characteristics and put forward corresponding safeguard measures. The process included: 1) analyzing the background and significance of this study, summarizing relevant domestic and foreign research literature, and clarifying the main content and methods of the study; 2) summarizing and analyzing related concepts and theories of application, laying a theoretical foundation for the development of the study; 4) The use of Zhuhai Easy-maker Times as an example to analyze the cross-border E-commerce enterprise development environment, mainly through Porter's Five Forces to analyze the industry competition environment, through the PEST analysis method to study the external macro environment. The SWOT analysis method was used to research the company's internal environment. The enterprise's external environment and internal resources were established to clarify the actual situation faced by



cross-border E-commerce enterprises. The strategy selection of cross-border E-commerce enterprises followed; and 5) the strategic objectives and principles were selected based on the actual situation of enterprises, including cost leadership strategy, horizontal integration strategy, and relevant functional strategy. The strategy implementation guarantee measures were proposed.

The research on the development strategies of cross-border E-commerce enterprises in this paper can enrich current theoretical research and provide theoretical references for future research. In a practical sense, China finds it very important to develop cross-border E-commerce. The opportunity period for developing the cross-border E-commerce industry is present, and how to vigorously promote the development of cross-border E-commerce and expand cross-border E-commerce strategy has become a complex problem for researchers. Zhuhai Easy-maker's cross-border E-commerce's existing development was used as a starting point to diagnose and analyze its current internal and external environment and industry characteristics, combined with the actual situation of the enterprise itself. The study put forward a new design scheme for its development strategy. It also could be used for the small and medium-sized domestic relevant cross-border E-commerce companies to seek a competitive advantage, improve competitiveness and profitability of enterprises, and provide a firm reference.

**Keywords:** cross-border e-commerce; enterprise strategy, strategic analysis, safeguard measures



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## 摘要

题目：跨境电商企业战略选择研究

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近年来，中国跨境电子商务的发展势头非常好。今天，随着计算机和网络技术的不断发展进步以及云服务和大数据的突破，跨境电子商务实现了从传统的 B2B 模式跨越到现在的 B2C 模式 3.0 阶段。据海关统计，2018 年我国跨境电子商务零售进出口总额达 1347 亿元，同比增长 50%。电子商务作为新兴产业，现阶段整体成本管理水平不高。随着电子商务领域竞争的日益激烈，跨境电商企业面临动力不足和阻力大的双重困境。为推动跨境电商企业突围，需要引入战略成本管理。

本研究以珠海易创时代电子商务有限公司为研究对象，总结了与企业发展战略相关的理论和工具，阐明了该课题的研究现状和不足。调查分析珠海易创时代的行业环境和内外部环境。选择符合跨境电子商务企业发展需要和特点的策略，提出相应的保障措施。首先，分析本研究的背景和意义，总结国内外相关研究文献，明确研究的主要内容和方法，总结分析相关概念和应用理论，为研究的开展奠定理论基础。第三部分在此基础上以珠海易创时代为例对跨境电商企业发展环境进行分析，主要通过波特五力分析行业竞争环境，通过 PEST 分析法研究外部宏观环境，运用 SWOT 分析法研究公司内部环境、企业外部环境和内部资源等，明确跨境电商企业面临的现实情况。然后，进行跨境电子商务企业的战略选择。三是结合企业实际情况选择战略目标和原则，包括成本领先战略、横向整合战略和相关职能战略，提出战略实施保障措施。

本文对跨境电子商务企业发展战略的研究不仅可以丰富当前的理论研究内容，也可以为未来跨境电子商务战略发展的研究提供理论参考。在现实意义上，中国高度重视跨境电子商务的发展。当前是跨境电商行业发展的机遇期。如何大力推动跨境电子商务发展，拓展跨境电子商务战略，成为研究人员面临的难题。本研究以珠海易创客跨境电子商务现有发展为切入点，对其当前的内外部环境和行业特点进行诊断分析，结合企业自身的实际情况，提出其发展战略的全新设计方案，也为国内相关的中小跨境电商企业寻求竞争优势，提高企业竞争力和盈利能力，提供有力的参考。

5

关键词：跨境电商；企业战略；战略分析；保障措施

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# Chapter 1 Introduction

## 1.1 Research background

In recent years, China's cross-border E-commerce has developed very well, achieving a leapfrog breakthrough from B2B mode to B2C mode. According to customs statistics, in 2018, China's total cross-border E-commerce retail import and export reached 134.7 billion yuan, up 50% year-on-year. Competition between enterprises is no longer simply defined as a single competition of resources, such as "talent", "capital" and "products", but has entered a new stage of "strategic victory" competition. Resource integration has become the goal and direction of the company. The key is no longer how much profit the company could have, but the direction of the company's business development. If there is no scientific system with clear and perfect strategic goals, the development of the business has no reference value. Therefore, a scientific and systematic development strategy is an important condition for the survival and sustainable development of the enterprise. As a cross-border E-commerce enterprise, Zhuhai Easy-maker Times operates a third-party platform for the cross-border E-commerce business with the Internet technology as its core, breaking the barriers of China's foreign trade circulation by using the rapidly developing Internet technology. It is crucial for the long-term healthy development of the company to study its development strategy and propose safeguards in response to its characteristics.

E-commerce as a new industry, the overall level of cost management is not high at this stage. However, due to E-commerce itself has a strong sense of competition, but due to the relatively weak awareness of cost management, and the lack of research on cost drivers, so the cost management is generally weak. With the increasingly fierce competition in the field of E-commerce, many E-commerce enterprises, especially cross-border E-commerce enterprises, are facing the dual dilemma of insufficient motivation and great resistance. In order to promote cross-border E-commerce enterprises to break out in the increasingly encouraging market environment, it is necessary to introduce strategic cost management.

## 1.2 Research Problem

With the rapid development of Internet technology, cross-border E-commerce platforms, online payment systems, cross-border logistics systems and other cross-border E-commerce infrastructure are becoming more and more perfect, which also promotes the development of cross-border E-commerce on a global scale. In developed countries, cross-border E-commerce has further developed rapidly on the basis of the original situation: In developing countries, cross-border E-commerce enterprises have mushroomed. Foreign studies on cross-border E-commerce are earlier than domestic ones, and the opinions presented have been improved in depth. The study of Qi X et al. (2020) pointed out that, at present, foreign cross-border E-commerce enterprises are

still dominated by developed countries such as the United States with relatively advanced technologies, especially U.S. cross-border E-commerce enterprises with brand-based products and small price fluctuations and obvious advantages, prompting the United States to become the main country for global consumers to purchase online (Qi,2020) .

Benischke M (2017) studied the relationship between the growth of transactions in Iran's cross-border supply chain B2B model and the rapid development of cross-border transactions, suggesting that effective E-commerce management is increasingly important in the development of cross-border trade . The study of Wolfolds S E et al. (2019), drawing on the EU cross-border E-commerce model, pointed out that the great differences between different countries in terms of language, geographic location and distance increase the cost of trade. However, the rise of E-commerce has reduced the cost of such differences, allowing different countries to consume online in different regions, while the payment methods for online consumption have facilitated the development of online transactions between countries. This shows that foreign researchers attach great importance to the business model of cross-border E-commerce( Wolfolds,2019). Emerling I (2020) studied that from the perspective of technology, the internet technology plays an important role in international trade, and the development of cross-border E-commerce enterprises cannot be separated from the support of network technology, and at the same time, the technology ' s advanced degree directly determines the development of cross-border E-commerce. The scholar also pointed out in his study that the vigorous development of cross-border E-commerce plays an important role in reducing risks in the market and will certainly replace traditional international trade.

### **1.3 Research Objective**

This study takes Zhuhai Easy-maker Times as the research subject. The study is divided into five parts. The first part is the introduction of the study, which analyzes the background and significance of this study, summarizes the domestic and international research literature related to the topic, and specifies the main contents of the study and the methods used. The second part is the relevant concepts and theories applied in the study, pointing out the concept and characteristics of cross-border E-commerce, and analyzing the strategy theory, the transaction cost theory and the strategic analysis tools. The third part analyzes the development environment of cross-border E-commerce enterprises by taking Zhuhai Easy-maker Times as an example, mainly analyzing the competitive environment of the industry through Porter's five forces model, studying the external macro environment through PEST analysis method, and studying the internal environment of the company using SWOT analysis method to summarize the external environment and internal resources of the enterprise, etc. The fourth part is the strategy selection of cross-border E-commerce enterprises, firstly strategic objectives and principles, mainly including cost leadership strategy, horizontal integration strategy and related functional strategy, and proposing strategy implementation guarantee measures. The last part is the research conclusion and

outlook, summarizing the conclusions drawn from this study and analyzing the research shortcomings and the subsequent development outlook of the topic.

The information of this paper was selected by collecting relevant literature on cross-border E-commerce and corporate strategy in databases such as CNKI, Wanfang Data and CQVIP, and by consulting relevant books, subject materials, consulting relevant experts and translating articles of foreign scholars.

Survey and visits. We go deep into the company and survey relevant managers and employees.

Case analysis. Ltd. This study takes Zhuhai Easy-maker Times as a specific research object, investigating its industry environment and internal and external environment, and clarifying the current situation and shortcomings of the development of cross-border E-commerce enterprises by means of actual case analysis.

## 1.4 Scope of the study

The study of Plangger M (2019) analyzed the interaction between E-commerce and global economic integration. It is pointed out that global economic integration will promote the development of E-commerce, and E-commerce transactions will also promote the process of global economic integration to a certain extent. Meanwhile, in exploring the impact of global economy on the development of cross-border E-commerce, scholars established a mathematical model and investigated 22 cross-border E-commerce enterprises, and proposed methods for enterprises to enter the international market( Plangger,2019). Lukic J et al. (2017), based on the study of cross-border E-commerce models in the European Union, concluded that differences in language, distance and geographical location in different countries would increase the trade costs. However, the rise of E-commerce will reduce costs due to the aforementioned differences. Also, the development of online transactions between countries can be further facilitated through online systems(Lukic,2017).

Cross-border E-commerce, as the latest area of E-commerce, has gradually replaced traditional foreign trade and become the fastest growing area of China's foreign trade.

A study by Chunsheng An et al. (2017) pointed out that on the one hand, the national policies support the development of cross-border E-commerce; on the other hand, countries have introduced a series of policies to encourage cross-border E-commerce and vigorously promote the development of cross-border E-commerce business. However, with the rapid development and rapid growth of cross-border E-commerce, it is largely a test of the platform, payment security, logistics security, and storage and delivery time. With both opportunities and challenges, China's rapidly developing cross-border E-commerce for small and medium-sized trade is bound to usher in a new wave of reform and upgrading development. Qi Li et al. (2020) analyzed that "Internet+" can improve the competitiveness of cross-border E-commerce from the perspective of "Internet+" background, and used factor analysis to analyze the overall development level and problems of cross-border E-commerce in Zhejiang Province The study pointed out that customs clearance and policies are important factors affecting the development of cross-border E-commerce [8].

Based on the consumer perspective, Changying Chen (2020) analyzed the behaviors and preferences of cross-border E-commerce consumer groups and argued that cross-border E-commerce enterprises must put consumers first and should follow the changes in consumer perceptions and preferences to continuously change their business concepts and approaches in order to achieve healthy and long-term development [9]. Taking a cross-border E-commerce enterprise in Shanghai as an example, the study by Yiming Chen et al. (2020) concluded that traditional domestic trade e-merchants transform into cross-border e-merchants because they can reduce supply chain costs and shorten the cycle time, but they are still affected by many factors such as logistics, tax policy and financing(Li, Li ,Guo,2020). Libin Xie (2020) studied that through the analysis of strategic cost management of E-commerce enterprises in the start-up and the growth period, E-commerce enterprises should adopt different strategic cost management models in different development periods and always start from the actual development of the enterprise, avoid the phenomenon of price reduction and develop a relatively scientific strategic cost management plan . Chen Xingji (2019) studied that for the strategic cost management of E-commerce, strategic cost management is significantly better than traditional cost management in terms of management effects, especially for e-trade enterprises with lower profits, which need to pay special attention to strategic cost management(Chen,2019).

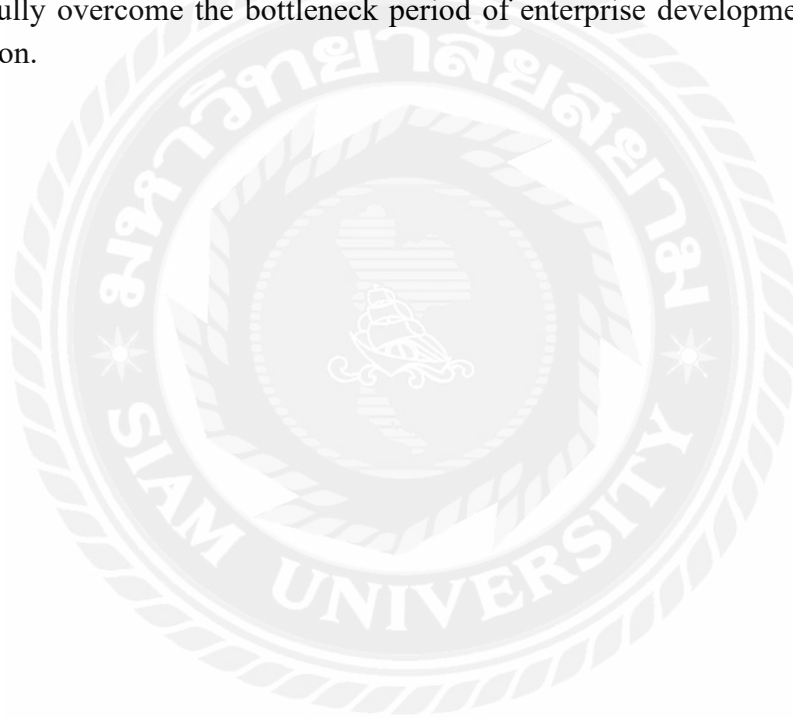
To sum up, most of the existing studies focus on transaction subjects, costs and efficiency of cross-border E-commerce. Many scholars have studied cross-border payment, cross-border logistics, cross-border logistics with strong cross-border E-commerce, security risks and operation modes, and put forward corresponding suggestions and countermeasures. However, analysis is generally macro and theoretical. There are few studies on the competitive strategies adopted by small and medium-sized foreign trade enterprises to carry out cross-border E-commerce. Especially rarely involved in the development of cross-border E-commerce case study in the important position of small and medium enterprises, in the wave of cross-border E-commerce development, how can the SMES choose what kind of competitive strategy, in order to help the small and medium-sized enterprises to achieve competitive advantage in the fierce market competition, which are seldom involved in these aspects, so the problems of the small and medium-sized enterprises can't be fundamentally solved.

## **1.5 Research Significance**

The development of cross-border E-commerce has become an important strategy of national economic development, and the promotion of the times has provided new development space for the development of E-commerce. At present, there are relatively few studies on the development strategies of cross-border E-commerce. The research on the development strategies of cross-border E-commerce enterprises in this paper can not only enrich the current theoretical research content, but also provide theoretical reference for the future research on the strategic development of cross-border E-commerce.



In a practical sense, China currently attaches great importance to the development of cross-border E-commerce. How to vigorously promote the development of cross-border E-commerce and expand cross-border E-commerce strategies has become a difficult problem for researchers. This study takes the development of cross-border E-commerce of Zhuhai Easy-maker Times as the starting point, diagnoses and analyzes its current internal and external environment and industry characteristics, and proposes a new design for its development strategy, which also provides a strong reference for relevant domestic small and medium-sized cross-border E-commerce enterprises to seek competitive advantages, enhance their overall competitiveness and improve their profitability. This paper is helpful for Zhuhai Easy-maker Times to change its own business model and break through the bottleneck of enterprise development. As a new enterprise in its initial stage, Zhuhai Easy-maker Times urgently needs new breakthrough points to avoid market homogeneity competition. Only when herself has the courage to innovate and make breakthroughs in its future development strategy can her break the original thinking potential of the industry, so as to successfully overcome the bottleneck period of enterprise development and achieve better promotion.



## Chapter 2 Literature Review

### 2.1 Cross-border E-commerce Concept

In a broad sense, cross-border E-commerce mainly refers to an international business activity in which people from different countries conduct transactions and payment settlements through E-commerce platforms, and then deliver goods through cross-border logistics to complete commodity transactions [13]. In a narrow sense, cross-border E-commerce is a kind of online retailing. Usually, cross-border E-commerce mainly includes information transfer, commodity selection, cross-border payment, customs clearance and cross-border logistics. According to the direction of goods circulation, cross-border E-commerce can be divided into cross-border import and export E-commerce. Through cross-border E-commerce platforms, Chinese cross-border E-commerce enterprises will directly connect with 7 billion consumers around the world, which is a very broad market for Chinese cross-border E-commerce enterprises(Weng,2015).

Cross-border E-commerce modes mainly include overseas purchase mode, overseas commodity flash purchase mode, platform release mode, rebate platform mode and self-operated B2C mode. Among them, overseas buying agent model has the advantage of large user flow and can provide consumers with a variety of products, but this cross-border E-commerce model has relatively little interaction with cross-border supply chains. The advantage of flash purchase mode of overseas commodities lies in the advantages of platform network, which will form a platform with concentrated flow and supply. However, it also has certain shortcomings, such as higher requirements on logistics management and control ability and front-end user conversion and drainage ability(Lin,2016). In this cross-border E-commerce model, the lack of capacity in any link will affect the development of cross-border E-commerce. The advantage of platform release mode lies in its deep participation in cross-border supply chain, which has great potential for subsequent development. However, this cross-border E-commerce model also has certain disadvantages, such as insufficient passenger flow in the early stage and relatively large capital needs. The advantage of the rebate platform mode is that it is easy to carry out business, and the drainage part can be carried out in a short time, but the control over the cross-border supply chain is relatively weak. The advantages of the self-operated B2C model lie in its strong cross-border supply chain management ability and sufficient reserve funds. However, this cross-border E-commerce model also has certain disadvantages, such as limited business development and large initial financial support.

## 2.2 Cross-border E-commerce Characteristics

The rise of cross-border E-commerce is inseparable from the development of the Internet. Therefore, cross-border E-commerce can be said to be the product of the combination of the Internet and business trade, which is characterized by globality, multilaterality, intangibility, paperless, timeliness and secrecy.

First, globality. Advances in Internet technology have improved E-commerce platforms, payment systems and logistics systems, making the sale of most products no longer restricted by geographical factors(Ding,2018).

Second, multilateral. Cross-border E-commerce allows products to be sold to consumers through trading platforms, payment platforms, logistics and transportation platforms. Thus, it involves a shift from bilateral trade with a linear structure to multilateral trade with a mesh structure .

Third, invisibility and paperlessness. Cross-border E-commerce does not require paper contracts and invoices. Everything is done on an online platform via email. It not only saves resources and achieves environmental protection, but also saves a lot of time and improves efficiency .

Fourth, timeliness. Cross-border E-commerce breaks the limitation of space, and the transmission of information takes only a few seconds, which has a high timeliness .

Fifth, concealment. In the E-commerce platform, consumers can hide their identity information. Cross-border E-commerce concealment has both advantages and disadvantages. The advantage is that some consumers are not willing to disclose their information, the disadvantage is that users enjoy freedom beyond the scope of responsibility, leading to some criminals to use network technology to evade responsibility, especially in the taxation link(Zheng,2017).

## 2.3 Strategy Theory

Strategic management is mainly for the enterprise or the public institution at a certain stage to make the most reasonable allocation of resources to achieve the desired management effect which is based on the overall and long-term development of the relevant decisions and goals. From the perspective of sustainable development of an enterprise, development strategy is a scientific plan. From the point of view of the development experienced by the enterprise, strategic management belongs to a control model(Liu &Manting,2016). From the perspective of the development of the whole industry, strategic management also belongs to the precise positioning of enterprises. From the point of view of the enterprise itself, strategic management can be reflected as a management concept.

Strategic cost management theory combines strategic management and cost management. That is to say, strategic cost management includes strategic management and cost control. In the field of management, strategy can be seen as a pattern of behavior, planning and setting management goals. To carry out strategic management, in fact, is to

analyze the enterprise as the object, to carry out in-depth analysis and discussion of the corresponding environment, so as to identify, build and connect the potential and long-term competitive goals of the enterprise, occupy a favorable competitive advantage, and rely on this application mode to complete the development task. In fact, the need for strategic management has come to the fore in the process of modernization and reform of domestic enterprises, which can be said to be a product of the formation of a specific period (Bai Haiyan,2021). In a nutshell, strategic cost management is mainly refers to the strategic thinking, the formation and control of enterprise cost, but also part of the cost management, cost information and will spread to the whole process of strategic management, and the implementation of the enterprise's decision-making and strategy, adjust to provide more valuable information service, and the cost advantage of the enterprise.

Horizontal integration strategy mainly plays a positive role in the development of enterprises in the following aspects. First, with the implementation of this strategy, enterprises that have achieved monopoly status in specific industry fields can have a clear understanding of their strengths and weaknesses, which would promote scientific planning of their development and growth(Huang&Xie,2020). Second, by increasing the scale. In the concrete implementation process of this strategy, it can mainly provide certain standard control for the development and change of enterprise scale, and play a positive role in promoting the development and growth of enterprises. Third, enterprises have development advantages in internal management. The implementation of this strategy can promote enterprises to strengthen their own management, further optimize and improve the internal management of enterprises.

## **2.4 Transaction Cost Theory**

Transaction costs are the costs that people pay for the voluntary exchange of products, services and other material needs and intangible needs within the scope of human life, forming a long-developed theory of transaction costs. According to this theory, all kinds of transactions between people are accompanied by transaction costs, whether it is material exchange between people, material exchange between consumers and enterprises, or trade flows between countries, all of which involve costs and profits. Transaction costs are also incurred during the transaction process, depending on the value, success rate and profit of the transaction itself(Li&He Xiao,2020). For the traditional trade, the cost is high, many foreign trade enterprises are difficult to bear, except for some special high interest products. In this regard, cross-border E-commerce has obvious advantage, in today's era of big data, the network technology has covered the companies in our country, the E-business operations saves materials trading and mailing costs, also broke through the regional restriction, avoid a lot of unnecessary costs, therefore, even if the thin margins, trade the product with high failure rate, can also join cross-border E-commerce. In terms of trade advice, cross-border E-commerce has many advantages that traditional international trade does not have, especially in terms of cost savings.



## **Chapter 3 Research Method**

### **3.1 Literature research method**

Literature review is the abbreviation of comprehensive literature review, which refers to the systematic and comprehensive narration and comment on the research results and progress of a certain subject or topic in a certain period of time based on the comprehensive collection of relevant literature materials, through induction, analysis and identification. Reviews are divided into two forms: comprehensive and thematic. A comprehensive review is aimed at a certain discipline or specialty, while a thematic review is aimed at a certain research question or research methods and means.

The characteristic of literature review is to point out the current level, dynamics, problems that should be solved and future development direction based on the in-depth analysis of historical and current research results, and to put forward one's own views, opinions and suggestions. And based on the relevant theory, research conditions and practical needs. Comment on various research results to provide the basis or conditions for current research. For specific scientific research work, a successful literature review can provide strong support and demonstration for the establishment of new topics with its rigorous analysis and evaluation and well-founded trend prediction. The role of summarizing the past, guiding the formulation of new topics, and promoting new developments in theory and practice.

### **3.2 Qualitative research method**

Qualitative research method is a method or angle to study things according to the attributes of social phenomena or things, the contradictory changes in movement and the internal regularity. The method is based on generally accepted axioms, a set of things. The historical facts of qualitative research are the basis of analysis, starting from the contradictions of things, describing and explaining the differences in the subjects studied, and based on certain theories and experience, directly grasping the main aspects of the characteristics of things, and temporarily disregarding the homogeneity. Omit.

#### **3.2.1 PEST**

PEST analysis is the analysis of the macro environment of the market, where P is politics, E is economy, S is society and T is technology. When analyzing the background of an enterprise, it is usually carried out by analyzing the situation faced by these factors. PEST analysis method requires a large number of relevant research data analysis, and in-depth

understanding of the analysis of the enterprise, otherwise this analysis method is impossible(Li, Wang Xiao&Liu,2019). The economic analysis mainly considers the level of enterprise economic development, government revenue and expenditure and inflation comprehensively. The political aspect requires a comprehensive analysis of government policies and relevant laws and regulations. It analyzes the values of consumers and the moral level of enterprises in the society. The progress of technology is the basic research work of enterprise technology process. PEST analysis methods include population environment and cultural background. Population and environmental factors mainly refer to population size distribution, residential age distribution, ethnic structure distribution and income distribution. PEST analysis method not only studies new products at the technical level, but also analyzes new technologies, development trends and application background related to marketing (Yang , Dong, Liang,2018). At the same time, the application of technology to the enterprise's technical environment, impact on enterprises, the use of new technology's influence on the enterprise service work, the influence of the technology to the enterprise marketing channel, the influence of the technology to the enterprise publicity and communication and so on, these are the enterprise for environmental analysis should be comprehensive collection of information technology, and combined with the information to analyze it.

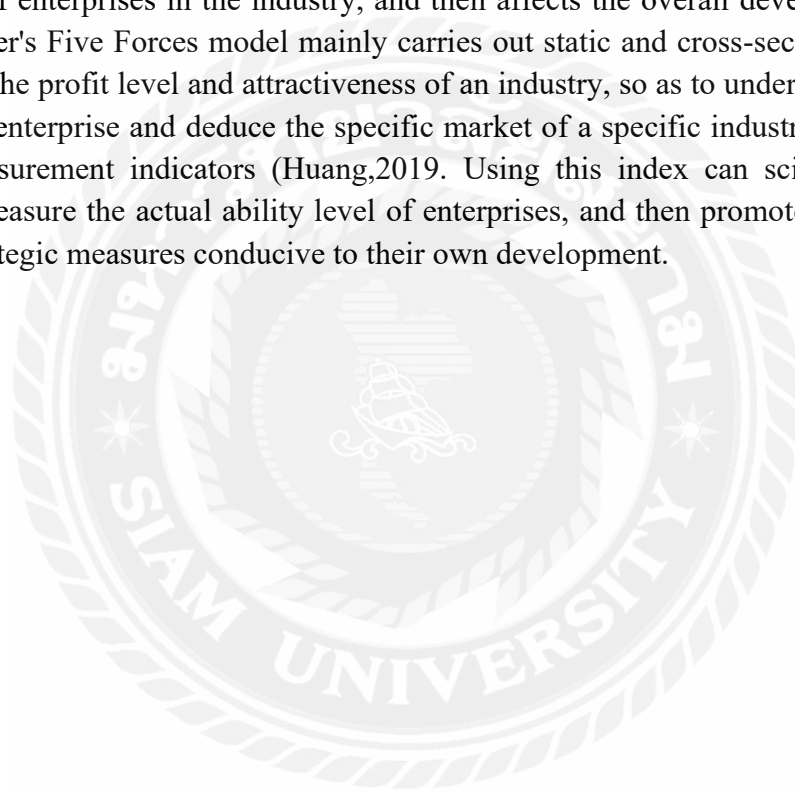
### **3.2.2 SWOT**

SWOT analysis is a method to analyze the status of an enterprise. SWOT analysis mainly analyzes various major internal advantages, problems, external opportunities and influencing factors closely related to the enterprise, and lists them through investigation and analysis of relevant information. At the same time, the above information is arranged in the form of matrix, and all the influencing factors are analyzed with the method of system analysis so as to match the analysis results, and the managers of the enterprise make corresponding decisions on the results (Wang,2020). SWOT analysis method can be used to conduct a comprehensive and systematic study of the enterprise environment, so that decision makers can implement the corresponding development strategy and planning according to the research results. SWOT analysis is usually used to formulate enterprise development strategy and analyze the situation of competitors. In the enterprise strategy analysis, SWOT analysis is one of the more common methods. The four letters in a SWOT analysis are: S for strength, W for weakness, O for opportunity and T for threat. According to the concept of enterprise competitive strategy, competitive strategy should be a reasonable combination of what an enterprise can do and what it can do. In other words, it is a combination of information between its strengths and weaknesses and the opportunities and threats in its environment.

### **3.2.3 Porter's Five Forces**

Porter's five Forces model is mainly applied to the analysis of competitive strategy, which can not only analyze the competitive environment effectively and in detail, but also

analyze the specific industry development in detail. When using porter's Five Forces model analysis method, the following five contents are mainly analyzed (Wu,2021). First, the competitiveness of existing competitors. In terms of the ability to analyze competitors, it is mainly to analyze competitors' sales price, advertising, product introduction and so on. Second, the entry capacity of potential competitors. When analyzing the capabilities of potential competitors, it is mainly the competition between new entrants and market share. To judge the existence of enterprises through analysis, and then ensure the development and progress of enterprises. Third, the ability of alternatives. In the analysis of substitutes, it is mainly to analyze the actual capacity of substitutes, and then judge from the current market competition pressure. Fourth, the bargaining power of suppliers. The bargaining power of suppliers directly affects the profitability and actual competitiveness of products in the market. Fifth, the bargaining power of the buyer. The bargaining power of buyers affects the profitability of enterprises in the industry, and then affects the overall development of the industry. Porter's Five Forces model mainly carries out static and cross-sectional scanning and analyzes the profit level and attractiveness of an industry, so as to understand the profit margin of an enterprise and deduce the specific market of a specific industry with specific situation measurement indicators (Huang,2019. Using this index can scientifically and objectively measure the actual ability level of enterprises, and then promote enterprises to formulate strategic measures conducive to their own development.



## Chapter 4 Research Analysis

### 4.1 Industry competitive environment analysis

#### 4.1.1 Competitors in the same industry

Competitors in the same industry means the existing competitors in the same industry. The most common form of competition among competitors in the same industry is price competition. The intensity of this competition depends on a variety of factors, such as: the number of competitors and their strength, the speed and scale of industry development, industry profitability, changes in industry capacity and demand, and the size of industry entry barriers. Industry competition intensifies when the industry development is slow, the number of competitors in the same industry is high, product homogeneity is high, product production capacity is excessive, and industry entry and exit barriers are high .

At present, the main representative companies in China's cross-border E-commerce industry are Anker Innovation, Lianluo Interactive, Huading, Sacca Precision, Global Top, Tianze Information, Onion Global, GuangBo, and Lightinthebox, etc. As shown in Table 4-1.

Table 4-1 Basic Information of Major Companies in China's Cross-Border E-commerce Industry, 2021

Company Abbreviation	Date of Establishment	Stock Code	Main Business	Industry Relevance
<b>Kaola</b>	2015-01-09	/	Import e-commerce	★★★★★
<b>Alibaba</b>	1999-09-09	/	export e-commerce	★
Jingdong Group	1998-06-18	/	Import e-commerce	★
<b>Anker Innovation</b>	2011-12-06	300866	Import & export e-commerce	★★★★★
<b>Lianluo Interactive</b>	2002-07-04	002280	Import & export e-commerce	★★★★★
<b>Huading</b>	2002-09-23	601113	export e-commerce	★★★★★
<b>Sacca Precision</b>	1994-11-11	300464	export e-commerce	★★★★★
<b>Global Top</b>	2003-03-07	002640	Import & export e-commerce	★★★★★
<b>Tianze Information</b>	2000-05-25	300209	export e-commerce	★★★★★
<b>Onion Global</b>	2018-06-05	OG.N	Import e-commerce	★★★★★
<b>GuangBo</b>	1996-10-30	002103	export e-commerce	★
<b>Lightinthebox</b>	2008-03	LITB	export e-commerce	★★★★★
<b>Sino Vision</b>	2000-03-15	08086.HK	export e-commerce	★★

Note: Data from Foresight Industry Research Institute



At present, enterprises in China's cross-border E-commerce industry are mainly divided into two categories, export cross-border E-commerce and import cross-border E-commerce. Export cross-border E-commerce is divided into B2B category and B2C category, and the representative enterprises of B2B category include Alibaba, Global Resources, Made in China network, Dunhuang network, etc.; the representative enterprises of B2C category include Amazon, AliExpress, Anker Innovation, etc. Imported cross-border E-commerce is also divided into B2B category and B2C category, and the representative companies of B2B category include Xing Yun Group, Naive Potato, Kjy, etc. The competitive factions are shown in Figure 4-1.



Figure 4-1 Competitive Faction Map of China's Cross-border E-commerce Industry (Note: Data from Foresight Industry Research Institute)

In terms of imported cross-border E-commerce, China's imported cross-border E-commerce B2C market shows a pattern of one super and many strong, with Tmall Global+Kaola, Jingdong International and Vipshop International ranking in the top, and the market as a whole is in an upward channel, with Ali in the imported 2C end firmly established and the market pattern basically stable. As shown in Figure 4-2.

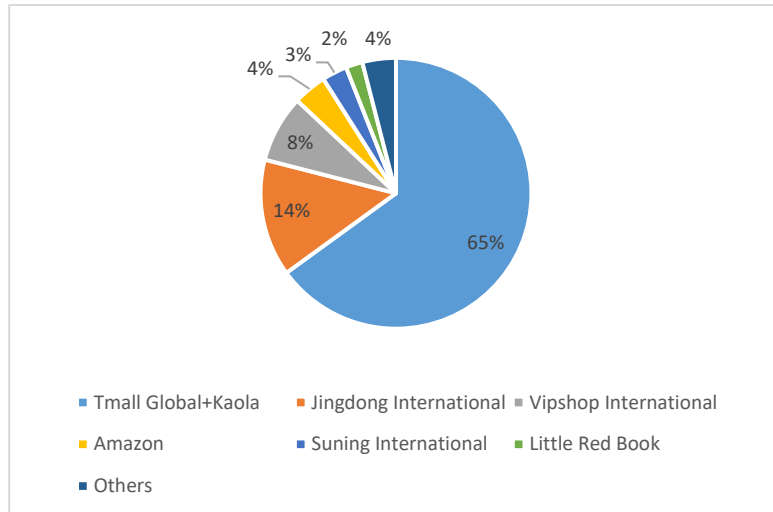


Figure 4-2 China's cross-border E-commerce import B2C market landscape in 2020  
(Note: data from Foresight Industry Research Institute)

In terms of exports, Amazon, Taobao, eBay market share is 22%, 5%, 5%, respectively. The head platform market concentration is low, small and medium-sized E-commerce platform and self-built station occupy the mainstream. As shown in Figure 4-3.

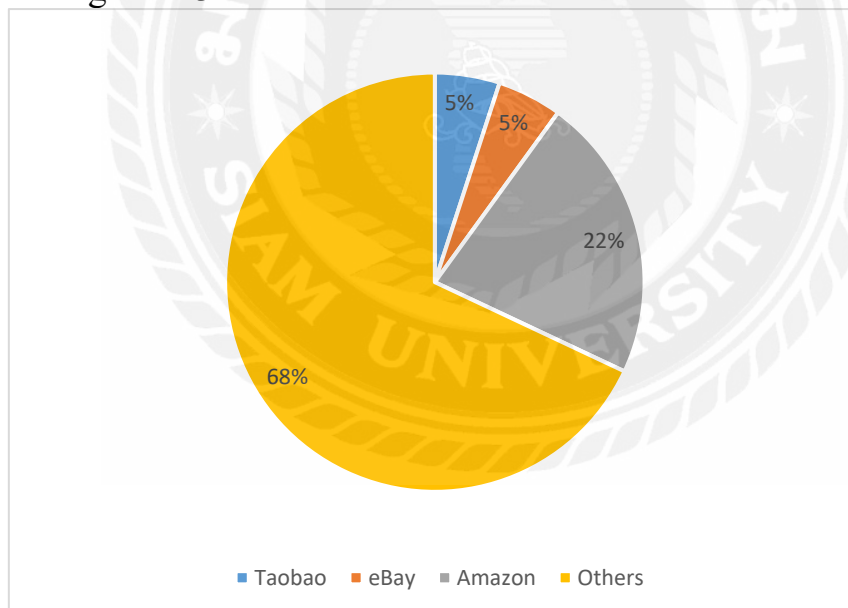


Figure 4-3 China's cross-border E-commerce export market pattern in 2020  
(Note: Data from Foresight Industry Research Institute)

#### 4.1.2 Potential entrants

Most industry-leading cross-border E-commerce companies need to overcome several thresholds: establishing or leasing overseas warehouses, setting up local branches in different target markets, integrating and establishing supply chain systems, registering bank

information and frequent exchange between foreign exchange and RMB, recruiting and training various foreign language talents, and cultivating quality Amazon accounts. The main new entrants faced by Zhuhai Easy-maker Times are as follows (Yu,2018) .

First, the entry of domestic third-party sellers.

Second, potential local competitors in the target market.

Third, the rise of other cross-border platforms. For Zhuhai Easy-maker Times, its operational and supply chain advantages cannot be ignored, while the rise of other cross-border platforms only weakened its traffic advantages to a certain extent.

### **4.1.3Supplier**

The resources required by firms to engage in production operations are obtained from suppliers, who generally consider price, quality, and service in order to seek more profit, thus imposing relatively higher costs (pressure) on the buyer (buyer's market). Supplier's bargaining power refers to the ability of existing firms to obtain better prices when purchasing products from suppliers (Yang,2018). To be a cross-border E-commerce company is the strategic goal for the long-term business development of Zhuhai Easy-maker Times. Therefore, in terms of supplier's bargaining power, it is important to achieve the advantage of optimal purchasing, but also to ensure the quality of products and services to achieve the comprehensive goal of purchasing.

### **4.1.4 Buyer**

Compared with the traditional foreign trade model, cross-border E-commerce, especially the B2C retail model, determines that buyers on the platform have a strong bargaining power due to the transparency of the goods on each platform, etc. With the increase of merchants, the number of homogeneous goods on the platform is also increasing. In this trading environment, buyers profit from the antagonistic state of sellers and competitors by lowering prices or demanding higher product quality or demanding more services. On the one hand, Zhuhai Easy-maker Times should strengthen its purchasing bargaining power to cope with market changes, and on the other hand, it should adopt the marketing strategy of "selling more with less profit" and go beyond the traditional form of customer bargaining (Ahsan,Fuad&Sinha,2021).

### **4.1.5Alternatives**

Substitutes are products that have the same or similar use or function as the target product. The threat of substitutes is relatively low for the products sold by Zhuhai Easy-maker Times. The reason is that Zhuhai Easy-maker Times adopts a "zero inventory" management model, which constantly eliminates products at the end of their life cycle and accelerates the development of new products to avoid the risk of product substitution.

In general, cross-border E-commerce breaks through the traditional trade model, using the upgrading and development of the Internet to directly open the industrial chain

between enterprises and end consumers, shortening the distance to end consumers, improving logistics efficiency, creating unlimited prospects for enterprises, and providing economic benefits to consumers. It is evident that the alternative to cross-border E-commerce is traditional international trade(Ding , Polytechnic ,2018).

## **4.2 External macro environment analysis**

### **4.2.1 Political Environment**

In recent years, the development of cross-border E-commerce industry has received national attention and policy support. The laws, regulations and procedures of cross-border E-commerce in China are also being improved and standardized. In particular, in 2014, the General Office of the State Council officially issued the Opinions on Supporting Stable Growth of Foreign Trade, which formally mentioned for the first time the need to simplify the processes related to cross-border E-commerce trade. In 2015, the State Council issued the Thirteenth Five-Year Plan on Industrial Research and Industrial Strategic Planning Analysis Report, marking the formal inclusion of China's cross-border E-commerce planning into the national industrial development strategy. In 2016, the State Council issued the Notice on the Taxation Policy of Cross-border E-commerce Imports, which made corresponding adjustments to the import taxation situation of cross-border E-commerce products, which can confirm that the Chinese government has paid more attention to the circulation and development of cross-border E-commerce in recent years. In 2017, China issued the "E-commerce Related Facilities and Foreign Exchange Management Policy Program", which comprehensively elaborated the "E-commerce Related Facilities Rectification Program" and "E-commerce Related Foreign Exchange Management Measures". This provides strong policy support for the development of cross-border E-commerce [37].In 2018, the State Council issued the Work Plan for Optimizing the Business Environment at Ports to Promote Cross-border Trade Facilitation, which explored the facilitation of cross-border trade and laid a solid foundation for the subsequent development of cross-border E-commerce trade.

### **4.2.2 Economic Environment**

From the perspective of economic development, with the continuous improvement of the world economic situation, cross-border trade has gradually increased since 2009, reaching 8.80 trillion yuan by the end of 2018, an increase of 20.31% year-on-year, according to the data of China Electronic Commerce Research Center. With the rapid development of Internet technology, the online payment system has also been increasingly improved, which, together with the strong support from the international logistics industry, has accelerated the development of the cross-border E-commerce industry [38]. Many countries in the world, such as Russia and Brazil, have customers who tend to buy Chinese products. The reason is that the products offered by China are both high quality and cheap,



which has directly stimulated the development of the Chinese cross-border E-commerce industry.

### **4.2.3 Social Environment**

The social environment faced by cross-border E-commerce enterprises mainly includes two aspects: enterprise financing and labor force. From the perspective of enterprise financing, China's monetary policy is relatively stable and banks will lend to real enterprises, which will bring certain troubles to cross-border E-commerce enterprises. From the perspective of labor force, China is now in an aging society and the labor market is gradually shrinking, a phenomenon that is becoming more and more serious, which will have a certain impact on China's manufacturing industry, especially the garment manufacturing industry (Velia,Ruban&Khalavka,2021).

### **4.2.4 Technical Environment**

From the perspective of science and technology, the development of any business is closely related to science and technology. Cross-border E-commerce enterprises are more dependent on network technology and Chinese manufacturing technology. With the development of "Internet+" technology and big data technology, especially the rise of "overseas online shopping" and the rapid development of cross-border E-commerce, the marketing, after-sales, logistics, and payment of cross-border transaction systems are gradually promoted, and the service consciousness and competition consciousness of cross-border E-commerce enterprises are enhanced. The reliance of E-commerce platforms on network technology is mainly reflected in two levels: on the one hand, the popularity of smartphones and communication technology has provided convenient conditions for online shopping, and also provided strong technical support for the development of cross-border E-commerce. On the other hand, the warehouse management system is becoming more and more perfect. The warehouse management system can be operated automatically, which not only can improve the efficiency of product sorting and warehouse management, but also can save costs to a great extent. In terms of manufacturing technology, the continuous improvement of China's manufacturing technology can not only improve product quality, but also save manufacturing costs. In short, for quite a long time, small and medium-sized cross-border E-commerce enterprises in China will face very good external development opportunities.

## **4.3 Company internal environment analysis**

### **4.3.1 Advantages**

First, leaders with good business intuition and learning ability. The success of the talents and the two founding partners of Zhuhai Easy-maker Times is reflected in the strategic management of the company, which is based on their keen business intuition to

seize the opportunities of cross-border E-commerce development. During the development and growth of the business, the two young partners are also learning continuously.

Secondly, they have multiple high-quality Amazon and Wish accounts. Generally, the platform uses "ranking weighting" for the ranking of high quality accounts, which can significantly increase the exposure of the product, the number of visits and the volume of transactions.

Third, the E-commerce platform operation experience is rich. The founders have rich experience in platform operations for 3 to 5 years, and the company's main business leaders and employees are constantly learning about the platform rules and operations to realize the experience accumulation.

### **4.3.2 Disadvantages**

First, the product range is relatively single. Zhuhai Easy-maker Times does not specialize in expanding other products, does not have its own factory and R&D department, and relatively lacks core competitiveness.

Secondly, the management system is not scientific and perfect. Zhuhai Easy-maker Times is a small team of entrepreneurs at the beginning, which has been retained to start more humanized management, and no special rules are formed between employees and leaders. New employees do not understand some of the company's operational processes, or they may develop a lazy or slick mentality, which affects the overall operational processes of the company.

Third, the organizational structure and human resource capacity need to be improved. Both founders hold several jobs and are unable to respond quickly to the increasingly complex market environment and opportunities. The company's functional divisions are not clearly delineated, and the rights and responsibilities of each employee are not clear. In addition, the company has obvious problems in human resource recruitment and personnel management. Zhuhai Easy-maker Times is currently a small enterprise, and the recruited employees are basically college or general undergraduate fresh graduates or employees with 0.5-2 years of work experience. Experienced and highly qualified cross-border E-commerce talents are unwilling to go to small companies; the recruitment turnover rate of fresh graduates is high, and trained graduates often quit after half a year or a year. As a result, the company has a high staff turnover rate and lacks high-quality cross-border E-commerce professionals.

Fourth, logistics and return costs are high. The rules of Amazon platform are relatively perfect, and the refund rate can be controlled within 15%. While the rules of Wish platform are generally biased towards buyers, the overall return rate is higher, and its refund and return rate is sometimes even as high as 20%.

### **4.3.3 Opportunities**

First, a good policy environment. In recent years, the Chinese government has introduced more and more policies to remove the constraints of the cross-border E-

commerce industry. The effects of these national policies are not obvious to small companies like Zhuhai Easy-maker Times because many cross-border E-commerce support policies have high requirements, like the annual sales of more than 50 million yuan.

Second, the potential of the target market is large. At present, the main operating platforms of Zhuhai Easy-maker Times are Amazon and Wish, and the main target customers are North America and Europe. The main markets of the two platforms themselves are also concentrated in North America and Europe. In the future, Zhuhai Easy-maker Times plans to enter AliExpress with main markets in Brazil and Russia, and Lazada, the largest local E-commerce platform in Southeast Asia,

#### 4.3.4 Threats

First, the market of the industry is more competitive. The competitors are not only from the domestic and foreign countries, but also from the existing third-party platforms and competitors in the whole cross-border E-commerce industry.

Second, product homogenization is more serious, and the profit margin of the industry is compressed. The products sold by cross-border E-commerce companies on the Amazon platform are mostly public demonstration products. In the process of peer competition, due to the lack of unique intellectual property rights and patents of the products and the lack of core competitiveness, the competition will eventually turn into a price war.

Third, the logistics system is not stable and effective enough. There are three main cases of adverse logistics effects. First, being inspected by customs. Once checked by customs, the company needs to resubmit clearance information, and the logistics time frame will be extended by about a week. Secondly, the transportation capacity of logistics companies in the peak season is smaller than the actual transportation volume. Third, other uncontrollable factors lead to logistics delays or loss of goods. The special situation caused by these uncontrollable factors will affect the inventory turnover time and capital turnover time.

Table 4-2 SWOT Analysis of Zhuhai Easy-maker Times E-commerce Co., Ltd.

Advantages	Disadvantages
<p>First, leaders with good business instincts and learning ability.                      Second, having multiple high quality Amazon and Wish accounts.                      Third, relatively rich experience in E-commerce platform operation.</p>	<p>First, the product range is relatively single.                      Second, the management system is not scientific and perfect.                      Third, the organizational structure and human resource capacity need to be improved.                      Fourth, the logistics and return costs are high.</p>
Opportunities	Threats
<p>First, a good policy environment.                      Second, high potential of the target market.</p>	<p>First, the market competition of the industry is more intense.</p>

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Second, product homogenization is more serious, the industry profit margin is compressed.  
Third, the logistics system is not stable and effective enough.

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## Chapter 5 Conclusion and Recommendation

### 5.1 Conclusion

The study draws the following conclusions:

Firstly, from the perspective of the Five Force Model, there are many small and medium-sized enterprises in China's cross-border E-commerce market, which have no distinctive characteristics but many competitors. Meanwhile, they are facing competition from foreign E-commerce, and the overall competition pressure of the industry is great. Cross-border E-commerce imports and exports can be replaced by local E-commerce products, there is a certain threat of substitution. The upstream suppliers of cross-border E-commerce are generally all kinds of manufacturing enterprises. Due to the large number of suppliers, their bargaining power is weak. The downstream consumer market is mainly the end customers. Since there are many cross-border E-commerce enterprises and consumers have many choices, they have strong bargaining power. In addition, the cross-border E-commerce industry is greatly threatened by new entrants as the entry threshold is relatively low and the market maintains a steady growth trend. PEST analysis results show that the political, economic, social and technical conditions for the development of cross-border E-commerce enterprises are relatively good. SWOT analysis shows that Zhuhai Easy-maker Times, whose advantages and external opportunities are relatively outstanding, can choose appropriate growth-development strategy and take horizontal integration strategy, meanwhile strengthen the cost management, perfect relevant functions, use a good environment for industry development, to exploit strengths to the full.

Second, based on the internal and external environment and conditions, Zhuhai Easy-maker Times needs to select a strategy suitable for its own characteristics. At the level of business strategy, it is suggested that Zhuhai Easy-maker Times adopt the cost leadership strategy. In the process of building the unique competitiveness of enterprises, the focus of cost leadership is still to improve operational efficiency and reduce the cost structure, to standardize and optimize the purchase process; Strengthen information construction, and pay attention to reasonable integration and allocation of logistics resources. At the same time, adopt horizontal integration strategy, internal adjustment and optimization of enterprise organizational structure, to achieve the level of commodity expansion; External reasonable formulation and implementation of horizontal merger measures. In addition, it is necessary to formulate and implement the corresponding functional strategy, including brand strategy, financial strategy and human resources strategy. In addition, the company should provide guarantee for the implementation of the strategy in terms of organization, talent and operation management.



## **5.2 Recommendations**

### **5.2.1 Strategic Objectives and Principles**

After determining the future strategic principles of Zhuhai Easy-maker Times, the company's strategic goals, including periodical strategic goals and long-term strategic goals, shall be formulated to guide the development direction of herself. The periodical strategic goal of the company is to take the next five years as a stage. At this stage, the company sets the target-controlled strategic target of sales performance, which stipulates that the company's sales performance will double at this stage. In terms of industry status, Zhuhai Easy-maker Times should first build a well-known brand with good sales volume in North America, South America, Europe and other regions, and become an influential cross-border E-commerce enterprise in the region. In terms of resource integration, she strives to develop more than 100 stable suppliers, integrate supply chain, break through the whole chain of production, sales and service, and realize independent brand operation; In internal management, she improves the company's organizational structure and establishes advanced enterprise management system. The long-term strategic goal of the company is to build brand goods globally, establish logistics warehouses in many regions of the world, significantly improve the company's strategic management, supply chain management and risk management, and make the company become a cross-border E-commerce enterprise with global influence.

### **5.2.2 Selecting a strategic model**

First, Cost leadership strategy

In terms of business strategy, it is suggested that Zhuhai Easy-maker Times adopt the cost leadership strategy, which can be achieved in the following aspects:

First of all, standardize and optimize the commodity purchase process. There are two ways to reduce costs, namely large-scale purchase and extended construction period. Secondly, strengthen information construction. Zhuhai Easy-maker Times has increased the development and adoption of backstage management information module, which can realize efficient management and operation of the company to a certain extent, improve work efficiency and reduce management costs.

Finally, reasonable integration and allocation of logistics resources. A cross-border E-commerce enterprise can separate these three layers of information to three independent departments (operation department, R&D department and purchase department) to reduce the cost of information transmission at each demand level. With the increase of business volume, Zhuhai Easy-maker Times shall set up automatic packaging equipment, sorting and packaging, to reduce labor costs.

Second, Horizontal integration strategy

Horizontal integration strategy, also known as integration strategy, refers to a strategy of joint operation with enterprises in the same industry in order to expand the production scale, reduce costs, consolidate the market position of the enterprise, to improve

the competitive advantage of the enterprise and enhance the strength of the enterprise. The establishment of the integration strategy of Zhuhai Easy-maker Times combines her advantages in the horizontal extension of commodity categories in the cross-border E-commerce industry and the continuous strong development trend of the E-commerce market demand. From the perspective of the current corporate structure, Zhuhai Easy-maker Times needs a new business development structure with branch company (business division) as the unit to fully adapt to the current market competition and characteristics of the E-commerce industry. The horizontal integration strategy implemented by Zhuhai Easy-maker Times includes the following two aspects:

First, adjust and optimize the organizational structure of enterprise. Management of branch company, under the unified leadership of Zhuhai Easy-maker Times, according to two fundamental principles that resource integration combined with efficiency improvement, comprehensively using the group company 's logistics support service system (e.g., purchasing system, logistics system, financial system and HR system), function of branch company (business division) changes into: Increase the overall development of commodity categories, independent management and independent accounting.

Second, reasonably formulate and implement horizontal merging measures. Through horizontal merger and acquisition, Zhuhai Easy-maker Times can effectively achieve scale economy and quickly obtain complementary resources and capabilities.

Third, Functional strategy

Functional strategy generally includes brand strategy, financial strategy and HR strategy.

Brand strategy: Brand is a symbol that makes customers know the product well, a symbol of transferring product experience between customers, and also a customer's recognition of a certain product. The brand strategy used by Zhuhai Easy-maker Times is a part of cost leadership strategy.

Financial strategy: According to the cost leadership strategy, it is analyzed that Zhuhai Easy-maker Times needs to extend the purchase period of goods to reduce the pressure of capital turnover, and realize the purchase period through the evaluation of suppliers.

Human resource strategy: Cross-border E-commerce human resource development strategy fully tap one 's own potential, win-win planning and strategy, external and independent training, promotion and growth, to maximize the value of employees. New employees implement the "mentor system" and two-way guidance, to overcome the strangeness and fear of new employees in the new team atmosphere.

### **5.2.3Safeguard measures for strategy implementation**

First, Organizational guarantee

To a certain extent, the decentralization and small group of department management concepts restrict the long-term development and strategic goals of Zhuhai Easy-maker Times. Now, according to the strategic requirements, in order to ensure the successful

implementation of the strategy, it is suggested to implement the organizational structure of the branch company (business division), and the branch company (business division) has independent management rights. Cross-border E-commerce companies can only decompose the annual performance target of the parent company and carry out the final assessment. Branch company (business division) has independent team management rights, operation rights and product development rights.

#### Second, Talent guarantee

The internal talent selection mechanism and standards of enterprises shall be standardized. The talent training line of Zhuhai Easy-maker Times is divided into two levels: business level and technical level. At the business level, talent mining and training are mainly reflected in the perspective of business operation system, business and management. On the technical side, talent training comes from data analysis and research and development systems. Put the right people in the right positions so that they can fully develop their potential and grow together with the company.

Zhuhai Easy-maker Times needs to build a corporate culture conducive to the common growth of the team and individuals. The construction of enterprise culture is people-oriented, respecting the achievements of each employee and giving them full trust and authorization. At the same time, the design of branch company (business division) also reflects this point. A good internal competition atmosphere of catch-up and help should be formed between teams and individuals.

#### Third, Operation and management guarantee

First of all, optimize the company's rules and regulations to ensure standardization and process. First, the existing rules and regulations of the company should be dealt with and the "process" system should be established. Secondly, the key content corresponding to each rule and regulation should be explained in detail to ensure that every employee understands each rule and regulation. Third, identify each workflow to ensure that each workflow is actually implemented. Fourthly, the actual situation of each department should be combined on the regulation.

Secondly, carry out fine management to improve the management efficiency of the company. Zhuhai Easy-maker Times conducts fine management in translation, product selection, marketing, distribution, logistics and other links. Each link is equipped with a business team of several hundred people, and timely adjust the market delivery strategy according to the dynamic changes in different countries and regions.

Finally, reasonable increase of digital technology research and development efforts. On one hand, the company should pay attention to independent research and development also technological innovation. In particular, it is necessary to strengthen the R&D of intelligent commodity display system, overseas storage integrated management system, advertising media performance assessment system, and electronic mall integrated big data control system. On the other hand, the company should focus on digital information technology and strengthen investment in big data, cloud computing, artificial intelligence and other digital information technologies to improve the overall operational efficiency of the company.

This article focuses on Zhuhai Easy-maker Times' practice analysis of competition strategy, competition strategy analysis tools, trying to help her on the cross-border E-commerce market with fierce competition, to choose the correct future development strategy based on actual situation, and provide the corresponding strategy implementation and safeguard measures, through the study of this article, I have obtained certain achievements, but due to the limitation of my ability and vision, there are still some deficiencies in the research process. There are shortcomings in data collection. Due to limited energy and vision, there is insufficient research and data on the future development trend of cross-border E-commerce, so it is impossible to conduct in-depth research on the development of cross-border E-commerce. Due to the confidentiality of internal information and other factors, the operation data and data collection of Zhuhai Easy-maker Times are not comprehensive enough, so it is impossible to conduct a thorough and comprehensive analysis of the company's current situation, which will have a certain impact on the research results.



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