



**STUDY ON THE DEVELOPMENT STRATEGIES OF CHINA
POSTAL EXPRESS & LOGISTICS IN THE CROSS-BORDER
E-COMMERCE ENVIRONMENT**

**SU HAIZHUANG
6317195042**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2023



**STUDY ON THE DEVELOPMENT STRATEGIES OF CHINA
POSTAL EXPRESS & LOGISTICS IN THE CROSS-BORDER
E-COMMERCE ENVIRONMENT**


SU HAIZHUANG

This Independent Study has been Approved as a Partial Fulfillment of the
Requirement of an International Master of Business Administration in International
Business Management

Advisor: 

(Dr. Zhang Li)

Date: 25 / 7 / 2023

..... 
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business Administration

Date..... 01 / 09 / 2023

Siam University, Bangkok, Thailand

Declaration

I, Su Haizhuang, hereby certify that the work embodied in this independent study entitled "STUDY ON THE DEVELOPMENT STRATEGIES OF CHINA POSTAL EXPRESS & LOGISTICS IN THE CROSS-BORDER E-COMMERCE ENVIRONMENT" is result of original research and has not been submitted for a higher degree to any other university or institution.




Su Haizhuang

(Su Haizhuang)

May 20, 2023

Title: Study on The Development Strategies of China Postal Express & Logistics in the Cross-border E-commerce Environment
By: Su Haizhuang
Degree: Master of Business Administration
Major: International Business Management

Advisor:


(Dr. Zhang Li)

..... 25 / 7 / 2023

ABSTRACT

This study starts from the trend of continuous development of cross-border e-commerce in recent years, and through many data tables, cross-border e-commerce has been growing geometrically in recent years, while the recovery of the global economy and traditional trade seems far away, which makes the rapid development of cross-border e-commerce one of the biggest highlights of the current economic development. Because cross-border e-commerce has such a beautiful development curve, governments around the world are devoting greater attention to it. The objective of the study is 1). to analyze the postal express logistics company's SWOT analysis and what kind of strengths, weaknesses, opportunities, and threats it has in the new environment. 2). to make future development strategies for China Postal Express & Logistics in the Cross-border E-commerce Environment.

This study uses documentary methods to study the environment, reasons, trends, and characteristics of the rapid development of cross-border e-commerce business in China, as well as its far-reaching impact on the courier logistics industry, and what specific requirements the development of cross-border e-commerce business has on one of its segments, the cross-border courier logistics business. The SWOT analysis, that is, based on the internal and external competitive environment and competitive conditions of the situation analysis, is to closely related to the object of study of various major internal strengths, weaknesses and external opportunities and threats, etc., and then using the idea of system analysis, the various factors match each other to analyze, from which a series of corresponding conclusions, and the conclusions are usually The conclusions are usually of a decision-making nature.

From the above analysis and research, the current cross-border e-commerce environment has diversified customer needs, but the corresponding cross-border e-commerce logistics development is lagging. Postal express logistics enterprises

must take the market as the guide, focus on customer needs, use the traditional postal channels, integrate the previously cooperative and self-built commercial channels, and design products specifically for cross-border e-commerce. At the same time, they should build a comprehensive service platform for cross-border business, dovetail with customs, and dovetail with taxation and commodity inspection and supervision platforms, with the aim of transforming from a single logistics service model to a comprehensive solution service model and becoming the dominant player in the cross-border e-commerce express logistics market.

Keywords: cross-border e-commerce, trade model, postal express logistics, development Strategy.

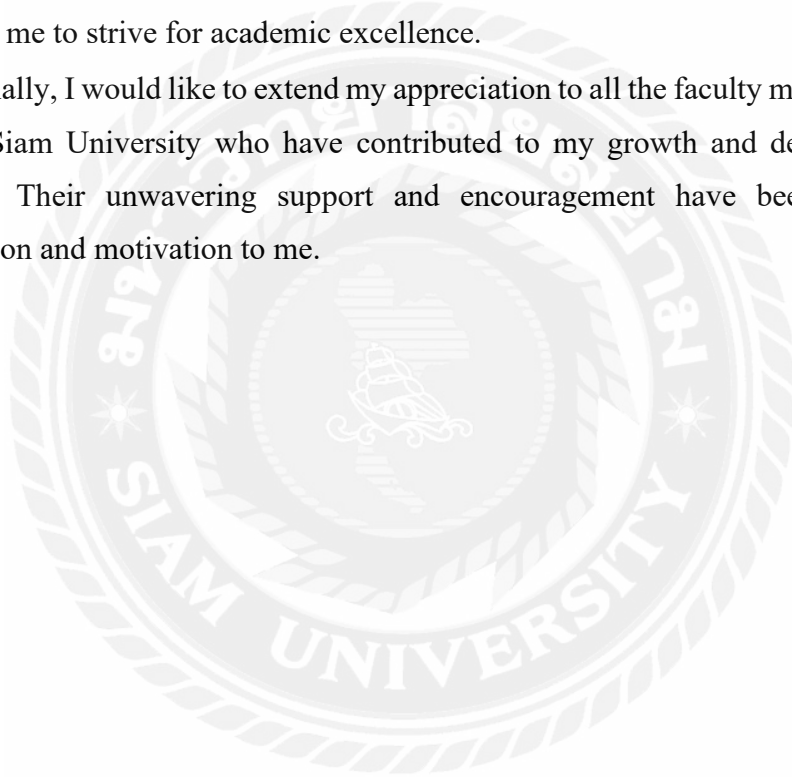


ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



CONTENTS

Declaration.....	3
ABSTRACT	4
ACKNOWLEDGEMENT	6
1. Introduction	1
1.1 Research Background	1
1.2 Research Problems.....	2
1.3 Objective of the study	2
1.4 Scope of the study	3
1.5 Research Significance.....	3
2. Literatures Review	3
2.1 Cross-border e-commerce.....	3
2.2 Trade Model.....	4
2.2.1 B2B mode.....	4
2.2.2 B2C third-party platform model.....	5
2.2.3 B2C Self-support mode.....	5
2.3 Post expresses logistics	6
2.4 Past Research	7
3. Research Methodology	8
4. Finding.....	9
4.1 SWOT analysis of cross-border e-commerce development.....	9
4.1.1 Advantages of Postal Express Logistics Company Development	9
4.1.2 Weaknesses in the development of postal express logistics companies	10
4.1.3 Opportunities for Postal Express Logistics Company Development ...	10
4.1.4 Threats to the Development of Postal Express Logistics Company	11
5. Conclusion and Recommendation	12
5.1 Conclusion.....	12

5.2 Recommendation.....14
REFERENCES16



1. Introduction

1.1 Research Background

Since entering the new century, China's e-commerce industry has been fully unleashed growth, domestic e-commerce from scratch, and now several major e-commerce platforms have developed into tens of billions, hundreds of billions of emerging enterprises, and online shopping has fundamentally changed people's current consumption concepts and habits, in the rapid development of domestic e-commerce at the same time, the development of small and medium-sized enterprises and other issues have also been widely concerned about the community (Liu, 2012). In the rapid development of domestic e-commerce, issues such as the development of small and medium-sized enterprises have also received wide attention from society. In the context of the e-commerce industry becoming a strategic new industry, the new form of foreign trade - online foreign trade, which is the cross-border e-commerce industry referred to in this paper, has become the next major trend of development (Chen, 2012).

The volume of foreign transactions under the cross-border e-commerce model is growing rapidly, and some data show that in 2010, most foreign purchasing traders had already tried to purchase the goods they needed through cross-border e-commerce. Of course, this new procurement method, because of its convenience, also makes the traditional large orders gradually develop in the direction of small orders, multi-frequency and customization (Jiu, 2012).

The e-commerce industry is undergoing a huge transformation, and at the same time, e-commerce has also made the entire traditional economy undergo radical changes. The new e-commerce trading platform already has powerful integration functions, which not only transfer the traditional overseas promotion, transaction support, logistics and transportation, after-sales service, credit management, customer service and many other links to the Internet, but also make use of the special advantages of the Internet to improve these links and make them more humane and convenient from the perspective of enhancing customer experience (Wang, Ma & Liu, 2012). It is this comprehensive advantage of cross-border e-commerce that has allowed it to emerge as a bright spot.

At a time when the cross-border e-commerce industry is taking off, China has become an economic powerhouse that ranks among the top countries in the world in terms of both overall scale and development speed, and there is no doubt that

cross-border e-commerce has become a powerful weapon that can promote China's economic transformation and sustain high-speed economic growth (Liu, 2012).

1.2 Research Problems

. The courier industry is closely related to the development of the e-commerce industry, e-commerce industry, the development of the industry can often bring huge development opportunities for the courier industry, the same, the development of large span will also bring big changes in the overall environment of the courier industry, the changing environment, changing customers to the courier logistics enterprises to bring more brand new challenges, courier logistics enterprises are not familiar with the changing market understanding and grasp, it is easy to If express logistics enterprises do not have a familiar understanding and grasp of the changing market, they will be easily eliminated by the market (Yang & Guo, 2013). The rapid development of domestic e-commerce brings huge space for domestic courier enterprises to improve this is already a fact for all to see, it can be expected that the next round of cross-border e-commerce rapid development of new trends in the courier enterprises will usher in new development opportunities, but also face new and unknown challenges (Xu, 2013).

As the most important part of e-commerce business, the courier logistics industry faces many difficulties in the process of transitioning from domestic e-commerce to cross-border e-commerce, such as imperfect facilities, high logistics costs, slow transit speed, complicated entry and exit procedures, and incomplete mechanisms to deal with various customer complaints and other special situations (Cao & Li, 2013). To a certain extent, courier logistics has become a short board that restricts the development of cross-border e-commerce, so the courier logistics industry must face a metamorphosis to adapt to the new situation (Wang, 2013).

1.3 Objective of the study

This paper focuses on the rapid development of cross-border e-commerce business in China, its environment, reasons, trends and characteristics, as well as its far-reaching impact on the courier logistics industry, and also examines what specific requirements the development of cross-border e-commerce business has put forward for one of its segments - cross-border courier logistics business. From these analyses, the focus of this paper is on what advantages, disadvantages, opportunities, and threats postal logistics companies have in the new environment, and what development strategies

postal logistics companies must make to adapt to the new environment. Therefore, the purpose of this paper is twofold.

1. To analyze the postal express logistics company's SWOT analysis and what kind of strengths, weaknesses, opportunities, and threats it has in the new environment.

2. To make future development strategies for China Postal Express & Logistics in the Cross-border E-commerce Environment.

1.4 Scope of the study

The purpose of this paper is to study the environment and trends of cross-border e-commerce business development, and to examine what opportunities and challenges this change will bring to express logistics enterprises, and what strategies our express logistics enterprises should adopt to cope with these opportunities and challenges. As the leader of domestic express logistics industry, Postal Express Logistics must give full play to its own advantages, understand the market situation and development dynamics, recognize its own strengths and weaknesses, seize the opportunity to formulate development strategies to adapt to the new situation, and build its competitive advantages under the rapid development of cross-border e-commerce, in order to be invincible in the future competition of the world express logistics market.

1.5 Research Significance

Through the enhancement of cross-border e-commerce projects, postal courier and logistics enterprises can not only seize the rare development opportunities and take the lead in this round of development. At the same time, they can also take this opportunity to sort out their own networks and improve their original courier logistics operation mechanism, so that their competitiveness can be significantly improved and new vitality can be injected into the development of postal courier logistics enterprises.

2. Literatures Review

2.1 Cross-border e-commerce

Cross-border e-commerce refers to a kind of commercial activity in which transaction subjects belonging to different borders reach transactions, make payments and settlements through e-commerce platforms, and deliver goods and complete transactions through cross-border logistics (Li, 2013). Cross-border e-commerce is developed gradually based on network and is accompanied by the optimization and

upgrading of the world's own network, gradually realized the cross-border development, and finally formed the current form of cross-border e-commerce.

The development of cross-border e-commerce business, the transformation of traditional international trade will be a complete change from the inside out. In terms of details, the great development of cross-border e-commerce business is based on the great development of network technology and e-commerce technology, which is more in line with the reality that modern people spend a very important part of their time online, and gradually change from the details of daily life, including people's consumption habits, such as the original can only shop in front of the market, but now can sit at home to purchase global goods; payment habits are changed, originally only used to pay in cash, but now online payment, especially the network credit card business will also be greatly developed; Payment habits have been changed. People used to pay in cash only, but now online payment, especially online credit card business, will also be developed, which to a certain extent also affects the development of the financial industry (Chen, 2013).

Of course, the widespread application of cross-border e-commerce business brings us more convenience, but there are also some hidden dangers, such as the current network security problem is relatively prominent, and the technology of maintaining network security is still relatively lagging behind; the establishment of network credit system also needs some time; the disputes between buyers and sellers need the authority or department to coordinate and judge the responsibility, and this responsibility is currently carried out by some large trading platforms (Chen, 2011). In addition, new trade barriers between countries will emerge, and global negotiations for this new form of trade will take a long time, and trade barriers will definitely emerge in a short period of time (Wang, 2012).

2.2 Trade Model

2.2.1 B2B mode

The B2B mode is mainly for enterprises to find overseas partners, such as overseas wholesalers, distributors, and retailers, and use the cross-border e-commerce platform to speed up the search for overseas partners and improve business efficiency such as payment through the Internet (Wang, 2012). The B2B mode is characterized by large turnover, high total value of goods involved, or many types of goods involved, and buyers who have been engaged in business for a long time and generally have storage facilities and a strong plan for the demand of goods (Qi, 2012).

The buyer is generally equipped with warehousing facilities and has a strong planning for the demand of goods, and the time requirement for transportation of goods is not high. Therefore, B2B mode transactions are mostly conducted online, and the transportation of goods can choose traditional sea and air transport channels to reduce logistics costs.

2.2.2 B2C third-party platform model

The platform serves as a medium to connect buyers and sellers. The most representative platforms are eBay and Amazon, and domestic ones are Selling, Made in China, etc. The scarcest resource for sellers, especially those who have just started cross-border e-commerce business, is customer traffic. Therefore, it is the best way to quickly make their products and brands have certain visibility and reputation with the customer traffic of third-party platforms (Liu, 2004). The biggest advantage of the third-party platform model is that it can quickly provide many customers traffic, and at the same time, the third-party platform has a whole set of credit management system, which can effectively bind the buyer and seller and prevent the emergence of transaction traps (Xu, 2004). The disadvantage is that the matching degree of target customers is low, and some third-party platforms are charging more and more items, and the cost of using the platform is rising, which affects the development of cross-border e-commerce.

2.2.3 B2C Self-support mode

The B2C self-operated model is mainly for larger enterprises to establish their own e-commerce platforms and sell their products directly to global consumers, mainly for personal use, such as clothing and electronic products (Lu, 2003). From the trend of e-commerce business development, the B2C self-operated model is generally developed from the third-party platform model, where some e-commerce sellers sell their own brand products through more mature and well-known third-party platforms. After a period, brand awareness and brand reputation have been improved, and store traffic and sales volume have stabilized at a certain amount, in order to reduce the cost of using the platform and expand the influence of their own brands, many large-scale cross-border e-commerce companies have started to build their own online platforms for traffic guidance or new online promotion (Zhou, 2006). The disadvantage of the self-operated model is that it does not have the same traffic as third-party platforms, and the promotion of self-operated websites requires time and material costs. The advantages of the self-hosted model are that you have full control over the operation of the site, attract more targeted traffic, and have control over the operation of the site,

reducing strategic risk. All in all, creating a self-managed model is a natural choice for cross-border e-commerce businesses as they grow larger (Tian, 2007).

2.3 Post expresses logistics

The international logistics method used in cross-border e-commerce is different from the traditional international logistics method. In the traditional international trade, international shipping is the main logistics method, while the development of cross-border e-commerce business makes international trade transactions more fragmented and high-frequency, but also requires higher time limits. Because of this, the initial cross-border e-commerce logistics mainly relies on the original express logistics channel to achieve (Wang, 2007). At present, China's cross-border e-commerce export logistics mainly takes the form of Hong Kong transit (Hong Kong Post and Singapore Post), China Post parcels, China Post International E-Pao, commercial express and overseas warehousing, etc. The postal channel is the main channel for cross-border e-commerce export logistics, accounting for more than 80% of the total. According to the statistics of Shenzhen government, 70% of the local cross-border e-commerce export logistics data show that 70% are shipped through Hong Kong transit, 15% are shipped through China Post, 10% are shipped through commercial express, and 5% are in overseas storage mode (Li, 2008).

Hong Kong's cross-border logistics services include Hong Kong postal services and various commercial courier services, with excellent service levels, low prices, fast timeliness, and few restrictions on goods, coupled with Hong Kong's well-developed airports and convenient customs clearance, so they are favored by Shenzhen e-commerce (Liu, 2008). Cross-border customs clearance for postal services is done in paper form and declared in the category of personal effects. The main declaration categories for air express export are KJ2, KJ3 and Class D goods. Since express shipments need to be declared on a ticket-by-ticket basis, and KJ3 and D category goods (legal inspection goods) need to be exported for commercial inspection, the cost of downloading inbound and outbound customs clearance is relatively higher in terms of customs clearance costs and declaration procedures (Wang, 2008). The overseas warehouse can send the seller's goods to the overseas warehouse in advance, and the goods will be shipped directly from the overseas warehouse when the trade is completed. In reducing the logistics cost of a single piece of goods, overseas warehousing can greatly shorten the time from online transactions to logistics distribution (You, 2008). Overseas warehousing mode of customs declaration that is,

according to the existing general cargo declaration, exported to foreign countries by sea, there is no customs clearance bottleneck, but for e-commerce enterprises, this mode of capital occupation, capital utilization rate is low, and the risk of return.

Understanding these logistics methods and the signs of their development driven by cross-border e-commerce, we can better grasp the real demand of cross-border e-commerce in logistics. From the current point of view, the Hong Kong transshipment method can save more costs for the practitioners, the China Post shipping method uses the UPU channel to facilitate the customs clearance process, the commercial express method meets the characteristics of fast timeliness, and the overseas warehouse is built directly in the place of sale to shorten the physical distance between buyers and sellers for a better customer experience (Geng, 2009). From the characteristics of the above methods, cross-border e-commerce logistics, several of the most basic needs of the point is to effectively control costs, to facilitate import and export customs clearance, and to continuously accelerate the time of goods to reach the hands of customers.

2.4 Past Research

Since the birth of the courier industry in the last century, this new industry has been known for its rapid growth, and since it involves all aspects of social economy, the courier industry has been studied as a social and economic barometer. In the study of courier logistics enterprises, foreign scholars generally summarize and refine the development strategies of large courier giants such as FEDEX and UPS that have been successfully developed, and come up with advanced experiences for future generations to learn from; as the domestic courier industry started late, domestic scholars generally conduct comparative analysis and research of domestic and foreign courier industries, combining China's national conditions and absorbing advanced concepts and experiences of foreign giants to come up with development strategies suitable for China. The domestic courier industry has started late, and domestic scholars generally conduct comparative analysis and research of the domestic and foreign courier industry, taking into account China's national conditions and absorbing the advanced concepts and experiences of foreign giants to come up with development strategies suitable for the country.

Firstbrook (2007) describes in detail the experience of FedEx's hard work. From the book, we can find out the successful development strategies of FedEx, such as having a clear market position at the early stage of development, focusing on the market demand during the development process, creating all the conditions to build

up its own capacity during the development, improving the network, building its own fleet, etc.

Ferng (2007) provides a clearer picture of UPS's successful development strategies. These strategies include optimal market positioning, tapping the main resources, pursuing speed first, emphasizing the application of technical support in logistics, and launching a comprehensive supply chain revolution to provide efficient and high-standard services for the whole supply chain.

From many domestic articles on courier logistics development strategies, most of them recognize the huge gap between domestic and international courier logistics industry development, but also see the unique market development potential of China. With the new market opportunity, Chinese scholars have put forward different development strategies. Cao (2012) believes that courier logistics enterprises should seize the opportunity of e-commerce development, target large B2C e-commerce enterprises, play the advantages of postal enterprises, transform existing networks, and grow into third-party logistics service providers. Tang (2007) analyzes the competitive environment of courier logistics enterprises from the perspective of competition theory and courier logistics phenomena, proposes specialized differentiation and cost leadership competition strategies, and predicts the effect of implementation. The research on the development strategies of postal courier logistics enterprises at home and abroad shows that the research focuses on different aspects and the research methods are also different. This paper combines its own research content and methods and hopes to propose development strategies with its own characteristics.

3. Research Methodology

This paper uses documentary methods to study the environment, reasons, trends, and characteristics of the rapid development of cross-border e-commerce business in China, as well as its far-reaching impact on the courier logistics industry, and what specific requirements the development of cross-border e-commerce business has on one of its segments, the cross-border courier logistics business. -From these analyses, the focus of this paper is on the advantages, disadvantages, opportunities and threats of the traditional express logistics companies in the new environment, and the development strategies that the postal express logistics companies must make to adapt to the new environment.

The so-called SWOT analysis, that is, based on the internal and external competitive environment and competitive conditions of the situation analysis, is to closely related to the object of study of various major internal strengths, weaknesses and external opportunities and threats, etc., through the survey listed and arranged in accordance with the form of matrix, and then using the idea of system analysis, the various factors match each other to analyze, from which a series of corresponding conclusions, and the conclusions are usually The conclusions are usually of a decision-making nature.

By using this method, we can conduct a comprehensive, systematic and accurate study of the situation in which the subject of the study is located, so that we can formulate corresponding development strategies, plans and countermeasures based on the results of the study.

S is strengths, W is weaknesses, O is opportunities, and T is threats. According to the complete concept of enterprise competitive strategy, strategy should be an organic combination of what an enterprise can do (i.e., the organization's strengths and weaknesses) and what it can do (i.e., the environment's opportunities and threats).

4. Finding

4.1 SWOT analysis of cross-border e-commerce development

4.1.1 Advantages of Postal Express Logistics Company Development

Since 1980, China Post has launched its own Express Mail service brand "EMS", which is the first domestic express mail service brand in China. Due to the convenience of the postal service network, people usually choose EMS for their daily mail services, especially for international express services, which is built on the basis of UPU and can reach most countries and regions in the world by using the UPU network.

At the same time, because of the cooperation with national postal services, the postal services of many countries are state-owned enterprises or even government departments, so it is relatively convenient to clear the inbound and outbound mail through the postal channel, on the other hand, most of the items mailed through the postal service are for personal use, and the customs and other departments will give certain preferential policies. In China Postal Express & Logistics, international EMS business is an important channel for Chinese citizens to connect with the world, therefore, China Customs has set up customs offices in post offices all over the world to provide import and export customs clearance services specifically for mail

imported and exported through postal channels, which greatly increases the efficiency of mail entry and exit and facilitates the use of the public.

It is for the above reasons that the initial cross-border e-commerce business involves basically personal self-use scope, therefore, the preferred network for customers is the postal network, which has the advantages of lower cost, convenient customs clearance and safety guarantee compared to commercial channels, and most of the cross-border e-commerce customers are recognized by EMS brand.

4.1.2 Weaknesses in the development of postal express logistics companies

With the increasing openness of China, foreign courier giants have established their own outlets in China. With their advanced facilities, equipment, advanced management and, most importantly, efficient global networks, foreign giants have won the recognition of most domestic commercial courier users in more than a decade. The main disadvantage of postal express logistics companies compared with foreign courier giants is that the global network organization is relatively loose, the network organization capacity is poor, the overall mail business volume is low, and the transportation organization at key nodes is under great cost pressure, which causes frequent delays in the transportation process, and when information is not timely, customer service work cannot be timely responded to, which makes customer This makes the customer experience much worse. At the same time, postal express is relatively backward in terms of network construction and organization, facilities and network technology.

The most important point is that the cross-border e-commerce business is developing superbly from a national perspective, but the matching talent reserve has not kept pace with it. This is one of the biggest shortcomings in the development of cross-border e-commerce business of Postal Express.

4.1.3 Opportunities for Postal Express Logistics Company Development

The biggest opportunity for Postal Express & Logistics to develop cross-border e-commerce business is the current unstoppable development trend of cross-border e-commerce. The high growth rate of cross-border e-commerce business ensures that the demand in this market will continue to be strong, and the large market space provides a good opportunity for the development of postal express logistics business. In addition, the government is willing to support a number of pilot enterprises that are conducive to the development of cross-border e-commerce business, among which, as an important import and export port and a state-owned enterprise that has maintained good relations with the government, postal express logistics enterprises can relatively

easily gain the government's trust and support. This is evidenced by the fact that local postal express logistics enterprises are basically involved in the construction of demonstration parks for cross-border e-commerce logistics industry in the pilot cities of cross-border e-commerce business development. At the same time, since Customs has long had offices in post offices, the two sides have a very tacit understanding of cooperation and have an inherent advantage in the communication and coordination of customs and postal cooperation, postal courier and logistics enterprises can make full use of their own advantages to obtain preferential policies from Customs, so as to be first in business and first in the market, and then gain market opportunities.

4.1.4 Threats to the Development of Postal Express Logistics Company

The main threat to postal express and logistics companies comes from other competitors, and there are three aspects in general.

The first aspect is that some new products have emerged in the original postal channel specifically for cross-border e-commerce business in the new environment. The vast market of cross-border e-commerce in China has attracted overseas postal services to change their original fixed cooperation model and make breakthroughs in product innovation. Previously, with the geographical advantage, Hong Kong Post and Singapore Post launched a special postal parcel business for Chinese sellers, with a large price concession, and set up a special transit channel between Shenzhen and Hong Kong to increase customs clearance capacity, and many mainland businesses were lost to Hong Kong Post and Singapore Post. In recent years, as the cross-border e-commerce market pie bigger and bigger, some of the strength of the postal service outside the country is also eager to move, in 2012, the Royal Mail and China's home delivery to reach cooperation intentions, launched a product specifically for the cross-border e-commerce market, this business is still the use of the Royal Mail in the United Kingdom and even the entire European postal resources, to provide customers with efficient transit and advantageous customs clearance services. service.

The second aspect is that the original commercial courier competitors are adjusting their response strategies in the face of the new market. The original commercial express business is more expensive and mainly relies on fast transit, stable time frame and high service quality to gain access to the commercial express market. The cross-border e-commerce companies that have just started have the highest cost requirements, and the requirements for time frames have not yet reached the standards of commercial express. For this market, DHL, FEDEX and other courier giants have taken action, in Yiwu, Zhejiang Province, DHL specifically designed for

cross-border e-commerce economic business, a significant reduction in costs while obtaining a large number of shipments, so as to open a special line from Yiwu to Hong Kong transit center, the time limit is not only not reduced, but also provides a more stable transit, courier giants use their own networks to design targeted products. This is a top-to-bottom market grab that poses the greatest threat to the original market of Postal Express Logistics.

The third area is the inbound and outbound mail agencies that have grown up through the original sending and purchasing business. After developing and growing, they first set up their own warehouses in key foreign outlets and then integrate effective routes to gradually form their own cross-border e-commerce logistics products. These products are also very competitive because these market players basically grow up together with the import and export sellers of cross-border e-commerce, so they understand their needs more truly and even form a state of mutual dependence to a certain extent, so their product design must target the biggest demand points of cross-border e-commerce, which is their natural advantage.

5. Conclusion and Recommendation

5.1 Conclusion

From the above analysis and research, the current cross-border e-commerce environment has diversified customer needs, but the corresponding cross-border e-commerce logistics development is lagging behind. Postal express logistics enterprises must take the market as the guide, focus on customer needs, use the traditional postal channels, integrate the previously cooperative and self-built commercial channels, and design products specifically for cross-border e-commerce. At the same time, they should build a comprehensive service platform for cross-border business, dovetail with customs, and dovetail with taxation and commodity inspection and supervision platforms, with the aim of transforming from a single logistics service model to a comprehensive solution service model and becoming the dominant player in the cross-border e-commerce express logistics market.

In terms of target market selection, we should focus on C2C and B2C customers. B2C enterprises are basically equipped with various export qualifications and can design service platform interfaces to allow customers to enjoy government tax rebates, subsidies and other policies through the large platform of postal express logistics enterprises. This provides them with great convenience and saves them from

additional public relations and staffing costs. At the same time, some large customers have already started to build overseas warehouses, so they can cooperate with them in this regard, which is conducive to improving the global network capacity of the postal express logistics enterprises on the one hand, and enhancing the utilization rate of the customers' warehouses on the other hand, which is mutually beneficial and win-win.

In terms of product strategy, we will improve the E series product system. We will build an E series product system covering the entire weight range for the cross-border e-commerce market to enhance the competitiveness of our products and meet the high, medium and low-end needs of different customers.

In terms of global network strategy, we should build domestic warehouses, improve the service capacity of "warehousing + distribution", build overseas warehouses, and develop new business of "transportation + landing distribution".

In terms of service optimization strategy, it is recommended that postal express and logistics enterprises set up a separate customer service platform for international business and integrate the international business parts of the former 11185 and 11183 platforms to establish a new customer service platform for international business. The new platform can receive and place orders by telephone, internet and other means, accept business inquiries from customers, help customers inquire about express shipments, have the authority to dispatch express shipments, request feedback or solve problems in a timely manner from all parts of the transshipment, improve communication channels and communication methods with overseas partners, strive to get timely and effective responses to cross-border business inquiries, handle some basic business complaints from customers in a timely manner, and have the authority to make decisions on small claims from customers. The company has the authority to handle small claims and improve the compensation process for large amounts, and has the ability to handle crisis public relations issues.

In the postal express and logistics enterprises, although the first international express business was launched, the international business was always an important supplement to the company's business, and the international business was mixed with the domestic business and the same city business, and the marketing staff was also all-round marketing and not professional. However, with the rapid development of cross-border e-commerce business, customers' requirements for international express services are increasing, and the complexity of international business services is becoming increasingly apparent.

5.2 Recommendation

As we can see, the shape of socio-economic development over time and the continuous progress of science and technology will certainly appear to adapt to the new situation, e-commerce is the development of human society to the present day, from a variety of levels to significantly improve the traditional human production, life, transaction mode of a tool. E-commerce makes people's life more convenient and makes it easier for people to communicate with each other. With the continuous improvement of e-commerce technology, the restrictions of national borders are gradually broken and the development of cross-border e-commerce business is in line with the law of economic and social development and the general trend of economic globalization. In today's cross-border e-commerce development, full of opportunities and challenges, each market participant must re-examine its own environment, analyze its real strengths and formulate development strategies that meet the actual situation in order to follow the wave of cross-border e-commerce development and achieve rapid development and progress.

As a modern state-owned enterprise after restructuring, and as a leading enterprise in the courier logistics industry, which is closely related to cross-border e-commerce business, postal courier logistics enterprises should clarify the economic environment and the development trend of the industry they are in as soon as possible, take into account their current situation, and formulate development strategies that are in line with the actual situation, so as to strive to improve their own strength and brand value under the opportunity of cross-border e-commerce development. In addition to maintaining its leading position in the domestic courier and logistics industry, the company is striving to find its own foothold and development direction in the global courier and logistics industry.

With the current surge of cross-border e-commerce development, we have reasons to believe that spring has arrived in the international courier and logistics industry, and as a postal courier and logistics company with strong brand advantages in China and a unique international network among its domestic counterparts, the time has come to develop. Our expectation is that with this good opportunity, postal express logistics enterprises can find their own strategic development direction, not only to form their own unique competitive advantages in the domestic market, but also to build their own networks in the international market, laying the foundation for building an efficient global network in the next step.

E-commerce business model is no longer strange to us, the rapid development of domestic e-commerce business, so that the majority of consumers can experience the convenience of online shopping to life, e-commerce has changed people's lifestyle and consumption habits. At present, the development of e-commerce has broken through the border, and with the major trend of economic globalization, it has continued to achieve global integration and development, and the great development of cross-border e-commerce business has brought a touch of brightness to the world economy, which has been hit by the financial crisis for many years. They hope to leverage on the development of cross-border e-commerce to achieve breakthrough growth in their business.

As a market player, postal express and logistics enterprises have unique advantages in China's market environment, but they are also facing potential threats from various competitors. To seize this opportunity, we must understand the enterprises in the macroeconomic environment, analyze our strengths, weaknesses, opportunities and threats, address the key points of cross-border e-commerce development, build comprehensive service platforms and design products to meet market needs, and take this opportunity to build our own business. We should take this opportunity to build our own global network, build our own professional team and customer service system, and lay the foundation for the formalized and long-term development of international business of postal express and logistics enterprises.

REFERENCES

- Cai, G. J. (2004). The impact of international electronic commerce in international trade and the response strategy of Chinese foreign trade enterprises. *Popular Science and Technology*, 2004, 07: 43-45
- Cao, H. S. (2012). *Research on the tax collection and management system of e-commerce* (Master's Thesis). Donghua University.
- Cao, S. Y., & Li, Z. X. (2013). Research on cross-border e-commerce third-party logistics model. *E-commerce*, 2013, 03: 23-25.
- Chen, F. (2011). *Research on customs supervision of cross-border online shopping for mail* (Master's Thesis). Fudan University.
- Chen, J. L. (2012). On the settlement of consumer cross-border e-commerce disputes. *Journal of Capital Normal University (Social Science Edition)*, 2012, 02:154-156.
- Chen, Y. B. (2013). Discussion on the development trend of cross-border e-commerce in China under the development trend of international e-commerce. *Business*, 2013, 13: 295-259.
- Firstbrook, C. (2007). Transnational mergers and acquisitions: how to beat the odds of disaster. *Journal of Business Strategy*, 2007, 02: 81-82.
- Fu, M. (2004). The difficulties and strategies of cross-border e-banking in China. *Lingnan Journal*, 2004, 05: 65-68.
- Geng, N. (2009). *Research on the Role of International E-Commerce in Enhancing the International Competitiveness of Liaoning SMEs* (Master's Thesis). Shenyang University of Technology.
- Jiu, S. (2012). Society Beijing Committee. Focus on the development of cross-border e-commerce. *Beijing Observation*, 2012, 11:28-29.
- Li, F. (2013). International taxation and administration of cross-border C2C e-commerce. *Legal exposition (China)*, 2013, 06: 148-149.
- Li, X. F. (2008). *Research on the mechanism and effect of international e-commerce operation* (Master's Thesis). Shenyang University of Technology.
- Liu, B. Z. (2008). *Research on the construction of international e-commerce value chain* (Master's Thesis). Shenyang University of Technology, 2008.
- Liu, J. (2012). The emergence and development of small cross-border foreign trade e-commerce: E-commerce and logistics service innovation in the post-financial crisis era. *Foreign Economic and Trade Practice*, 2012, 02:89-92.
- Liu, J. M. (2012). A preliminary investigation of the customs supervision mode of outbound e-commerce - taking business-to-consumer (B2C) e-commerce trade as an example. *Journal of Shanghai Customs College*, 2012, 05:58-63.
- Liu, L. (2004). *Study on International E-commerce Strategic Planning of GY* (Master's Thesis). University of Electronic Science and Technology.

- Lu, Z. G. (2003). *Study on the Impact of Cross-border Electronic Commerce on International Tax Legal System* (Master's Thesis). Dalian Maritime University.
- Qi, S. S. (2012). *Research on the profitability model of international e-commerce for manufacturing enterprises* (Master's Thesis). Yanshan University.
- Tang, Y. (2007). *Research on the legal application of international electronic commerce* (Master's Thesis). China University of Political Science and Law.
- Tian, Y. B. (2007). *Research on the value-added process of international e-commerce based on the value chain* (Master's Thesis). Shenyang University of Technology.
- Wang, C., Ma, Q., & Liu, Y. (2012). Anatomy of small cross-border e-commerce. *Value Engineering*, 2012, 32:180-181.
- Wang, K. P. (2012). *On cross-border e-commerce online dispute resolution* (Master's Thesis). Zhengzhou University.
- Wang, W. (2007). *Analysis of the impact of international electronic commerce on improving China's competitive advantage in trade* (Master's Thesis). Shandong University, 2007.
- Wang, W. J. (2013). Research on the management of cross-border foreign exchange electronic payment by third-party payment institutions. *North China Finance*, 2013, 01: 44-47.
- Wang, X. H. (2008). *Research on the early warning model of international e-commerce credit risk based on BP neural network* (Master's Thesis). Shenyang University of Technology, 2008.
- Xu, C. F. (2013). A preliminary study on the taxation of cross-border small foreign trade e-commerce. *Enterprise Herald*, 2013, 01: 200-201.
- Xu, Y. N. (2004). *Changes in the concept and recognition rules of permanent establishment in the context of electronic commerce* (Master's Thesis). East China University of Political Science and Law.
- Yang, S., & Guo, J. L. (2013). Research on legal issues of cross-border electronic payment service risk regulation. *Law and order research*, 2013, 02: 64 - 72.
- You, L. (2008). *Research on the legal issues of cross-border e-commerce tax collection and management* (Master's Thesis). Southwest University of Finance and Economics.
- Zhou, Y. N. (2006). *On the International Income Tax Law in Cross-border Online E-Commerce Environment* (Master's Thesis). Dalian Maritime University.