

Research on Influencing Factors of Cross-Border E-commerce Enterprise Competitiveness

Zhifang Hu¹

¹ School of Management, Xiamen University Tan Kah Kee College, Zhangzhou, China

Correspondence: Zhifang Hu, School of Management, Xiamen University Tan Kah Kee College, Zhangzhou 363123, China. E-mail: 44399712@qq.com

Received: March 1, 2022

Accepted: March 24, 2022

Online Published: March 29, 2022

doi:10.20849/abr.v7i2.1060

URL: <https://doi.org/10.20849/abr.v7i2.1060>

Abstract

The rise and prosperity of cross-border e-commerce has brought new development opportunities and great challenges to Chinese enterprises. By discussing the concepts and contents of cross-border e-commerce and enterprise competitiveness, this paper analyzes the influencing factors of enterprise competitiveness of cross-border e-commerce enterprises. By means of questionnaires and interviews with the management of relevant enterprises, the relevant data were obtained. In the dimensional analysis of cross-border e-commerce and enterprise competitiveness, the influencing factors of cross-border e-commerce enterprise competitiveness were discussed. The results show that the flat organizational structure is conducive to enhance the competitiveness of enterprises, and the fund management and human resource management play a more obvious role; The mastery of key technologies brings competitive advantages to enterprises. Because laws and regulations belong to the policy environment, compared with other factors, the impact on the competitiveness of enterprises is not obvious. To sum up, service level and customer satisfaction have the greatest impact on enterprise competitiveness; cost management and capital efficiency have a great impact on the competitiveness of enterprises; The conclusion that market demand has a relatively small impact on enterprise competitiveness.

Keywords: cross-border e-commerce, enterprise competitiveness, influencing factors

1. Introduction

In recent years, the development situation of traditional international economy and trade industry is grim. Restricted by information asymmetry and other problems, the overall development of international trade industry is depressed. However, the emergence of cross-border e-commerce has broken the traditional mode of international trade, which broke through the problems of narrow sales channels, insufficient publicity and promotion capacity, uneven information and high trade costs, and injected new vitality into international trade. China is also paying more and more attention to the development of cross-border e-commerce industry, providing a more relaxed environment for cross-border e-commerce enterprises in terms of policies. By issuing relevant encouragement policies for cross-border e-commerce, and by constantly optimizing hardware facilities, improving financial services and other supporting policies, the cross-border e-commerce industry can achieve steady development. According to data released by the China E-commerce Research Center, the scale of China's cross-border e-commerce market has reached 12.5 trillion yuan in 2020, accounting for 38.86% of foreign trade volume, and cross-border e-commerce has become an important pillar of China's foreign trade. However, while the cross-border e-commerce industry is booming, the policy dividend is gradually disappearing, and the market environment competition of cross-border e-commerce enterprises is intensified. On the one hand, the global economy is sluggish, overseas purchasing power is declining, raw material procurement costs and marketing costs are rising, sales volume is falling, inventory is increasing, and capital flow has serious problems. On the other hand, in addition to the continuous influx of trade sellers, there are many sellers of domestic e-commerce transforming into cross-border e-commerce, as well as traditional manufacturing and foreign trade enterprises expanding cross-border e-commerce business. The expansion rate of sellers and platforms exceeds the growth rate of the total volume of cross-border e-commerce industry, resulting in the dilution of market share. What factors affect the competitiveness of cross-border e-commerce enterprises? How to deal with the competition in the industry? This paper attempts to analyze the factors that influence the competitiveness of cross-border e-commerce enterprises and give relevant operation suggestions, in order to provide reference for cross-border

e-commerce enterprises.

2. Literature Review

2.1 Literature Review About Enterprise Competitiveness

2.1.1 Basic Concept

Enterprise competitiveness refers to the comprehensive quality that an enterprise has in a competitive market, which can continuously provide products or services to the market more effectively than other enterprises, and obtain profits and self-development (Jin, B., 2001). The theoretical research on enterprise competitiveness can be divided into two schools: resource school and ability school. The resource school represented by Wernerfelt and Penrose is the mainstream school that dominates the tone of enterprise competitiveness theory. Under the assumption that resources can generate income, the school believes that there are differences among enterprises in tangible resources, intangible resources and accumulated knowledge. Resource advantage will produce enterprise competitive advantage. The valuable, scarce and non replicable resources obtained by enterprises at a price lower than the value are the key for enterprises to obtain sustainable competitive advantage and success. Enterprise competitiveness is those special resources. The ability school is a theoretical basis that emphasizes the unique ability in the production, operation and process of enterprises as the starting point to formulate and implement enterprise competitive strategy. This school believes that ability is the productivity to determine the combination of resources. Competence includes organizational competence, core competence and process competence. The difference of ability among enterprises is the source of lasting competitive advantage (Yang, M.-Y., & Huang, Y., 2007).

2.1.2 Factors Influencing Enterprise Competiveness

The influencing factors of enterprise competitiveness can be divided into influencing factors and decisive factors, which come from four aspects: environment, resources, management and core competence. Among them, environment is the influencing factor and resources, management and core competence are the decisive factors. With the role of environment, resources and management factors, enterprises may implement differentiation strategy at the product level, while with the role of resources and management plus core competence factors, enterprises may implement differentiation strategy at the knowledge system level (Liu, P., 2007). Under the theory of "Porter Hypothesis", there are many influencing factors on enterprise environmental cost compensation and competitiveness improvement. The effect of a certain period is the result of the interaction of the above influencing factors. The compensation of environmental cost and the promotion of competitiveness of enterprises mainly depend on the established external environment and internal conditions, as well as the response of enterprises to government environmental regulation measures. The formulation of enterprise environmental management strategy should, on the premise of meeting the requirements of government environmental regulation, reduce the negative effects of various influencing factors as much as possible, avoid the investment risk of environmental cost, and enable enterprises to achieve environmental performance and maximize economic performance through innovation compensation and first mover advantage (Wang, A.-L., 2008). Under the Internet environment, in order to meet the diverse consumer needs of customers, a series of activities in the value chain of retail enterprises cannot be completed by a single enterprise alone, but by many enterprises or organizations. Each enterprise is responsible for completing its own links with competitive advantages, jointly creating value-added for the enterprise, improving the overall competitiveness of the enterprise and bringing profits to the enterprise (Huang, Y.-F., & Sun, Y.-B., 2014). Facing the change of competitive environment, it is possible to optimize the business process and improve the competitiveness of enterprises in terms of operation cost, operation efficiency, customer service, marketing, process optimization, business outsourcing and website design (Sun, Y.-B., Wang, Z.-S., & Yang, J., 2015).

2.2 Literature Review About Cross-Border E-commerce

2.2.1 Basic Concept

Cross border e-commerce refers to an international trade activity in which the transaction subjects in different customs areas reach transactions, make payment and settlement through the e-commerce platform, and deliver goods and complete transactions through cross-border logistics. Cross border e-commerce is a new way of trade. It relies on the Internet and international logistics to directly connect terminals and meet customer needs. It has the advantages of low threshold, few links, low cost and short cycle (Lai, Y.-W., & Wang, K.-Q., 2014). Three types of cross-border e-commerce can be proposed according to the transaction subject attribute, the category of commodities operated by the platform and the direction of commodity flow. The first is B2B cross-border e-commerce, B2C cross-border e-commerce and C2C cross-border e-commerce. The second category is vertical

cross-border e-commerce and comprehensive cross-border e-commerce. The third category is cross-border import e-commerce and cross-border export e-commerce. According to the quantity of commodities operated, vertical cross-border e-commerce and comprehensive cross-border e-commerce can be subdivided into four categories: comprehensive platform type, comprehensive self-supporting type, vertical platform type and vertical self-supporting type (Zhang, X.-H., 2017).

2.2.2 Literature About Cross-Border E-commerce Enterprise Competitiveness

Xue pengpeng (2018) believe that the factors affecting the competitiveness of small and medium-sized cross-border e-commerce enterprises are related to policies and regulations, brand awareness, overseas warehouse operation, professional compound talents, etc. we should improve the logistics and after-sales links, form brand awareness and pay attention to intellectual property protection, establish online database system and introduce high-quality talents to improve the competitiveness (Xue, P.-P., & Li, Z.-C., 2018). Meng Wenwen (2018) proposed effective measures for foreign trade enterprises to improve their competitiveness by virtue of cross-border e-commerce, including selecting appropriate cross-border e-commerce platforms, cultivating needed cross-border e-commerce talents, improving supporting services and formulating brand strategic layout (Meng, W.-W., & Qi, C.-X., 2018). Based on the perspective of comprehensive advantages, Li Bin (2019) proposed effective measures for foreign trade enterprises to improve their competitiveness by virtue of cross-border e-commerce, including cross-border e-commerce talent training, application and promotion of cross-border e-commerce new technologies, improvement of transaction efficiency, joint establishment of cross-border e-commerce Industrial Park and construction of cross-border e-commerce ecosystem (Li, B., & Hai, Y., 2019). Chen Ziling (2019) believed that the competitiveness of enterprises should be improved from the aspects of increasing marketing investment, paying attention to brand construction, upgrading logistics industry chain and establishing talent training system (Chen, Z.-L., & Bei, S.-H., 2019). Zang Ziyan (2019) pointed out that the measures to improve the competitiveness of cross-border e-commerce include improving government support, improving the customs clearance efficiency of cross-border e-commerce, building a logistics cloud service supply chain and improving the credit system (Zang, Z.-Y., & Wang, Y., 2019). Hu Zhifang (2020) proposed that the factors affecting the competitiveness of cross-border e-commerce enterprises include innovation ability, product selection ability, channel development ability, brand building ability, network marketing ability, logistics service ability and logistics cooperation ability from the perspective of global value chain (Hu, Z.-F., & Wang, S.-Y., 2020).

To sum up, for enterprises with traditional business model, the influencing factors of enterprise competitiveness mainly include six aspects: core technology, marketing means, management ability, innovation ability, social reputation and corporate culture. For cross-border e-commerce enterprises, the influencing factors of enterprise competitiveness are also reflected in two aspects: transaction efficiency and transaction cost.

For cross-border e-commerce enterprises, it is different from the traditional small batch and large batch trading mode of international trade enterprises, most cross-border e-commerce enterprises adopt small batch and multi batch trading mode, which can not only effectively reduce the risks of both parties, but also obtain more trade resources and trade opportunities. In this context, the transaction efficiency also greatly affects the competitiveness of cross-border e-commerce enterprises, because in the context of the great application of the Internet, cross-border e-commerce can effectively break the restrictions of time and space and promote enterprises to reach trade agreements, which also makes the trade process more and more convenient and faster. Transaction efficiency means the growth of enterprise transaction volume. Therefore, transaction efficiency is one of the factors affecting the competitiveness of cross-border e-commerce enterprises

The traditional international trade industry has been affected by the problems of unequal information and insufficient technical level, and its production and trade costs have always been at a high level. However, with the emergence of cross-border e-commerce, the traditional international trade pattern has been greatly changed. Through the use of information technology, the cross-border e-commerce industry has greatly reduced costs in all links compared with the traditional international trade industry. If cross-border e-commerce enterprises can effectively reduce transaction costs, they will also greatly improve their competitiveness. Therefore, transaction cost is also an important factor affecting the competitiveness of cross-border e-commerce enterprises. Transaction costs cover many links. One is the upper supply chain of the enterprise, that is to say, it can strive for lower raw material prices, so as to effectively reduce the production cost of products. The second is to take effective communication methods, more use of the Internet and customers to communicate and exchange, better use of network resources to carry out product transactions, so that can effectively reduce the enterprise's marketing and operating costs; Third, relying on the network to build their own publicity and sales platform for the marketing and promotion of enterprise products. Through the publicity platform set up by themselves to

publish the information and dynamics of products, can effectively reduce the cost of publicity, achieve wide coverage and attract customers.

3. Research Design for Influencing Factors of Cross-Border E-commerce Enterprise Competitiveness

3.1 Research Dimension

3.1.1 Dimensions of Cross-Border E-commerce

The research dimension of cross-border e-commerce includes the following five aspects.

(1) Laws and regulations

Feng Ding (2017) proposed that different laws and regulations between countries limit the ability of cross-border business (Ding, F., Huo, J.-Z., & Juliana, K. C.). Laws and regulations related to cross-border e-commerce play a great role in ensuring and restricting the transaction process of cross-border e-commerce. On the one hand, they can provide good support for enterprises in cross-border marketing, cross-border transactions and cross-border logistics, on the other hand, they can also provide support in consumer protection, tax relief and intellectual property protection. However, at present, due to the short development time of cross-border e-commerce, there are still problems of imperfect system in terms of laws and regulations.

(2) Technical support

Pound (2013) pointed out that the rapid and wide spread of science and technology provides services, and advanced e-commerce technology can reduce marketing costs and management expenses (Pounder, P., 2013). Relying on the development of Internet technology, cross-border e-commerce needs great support from Internet technology, electronic exchange technology and database technology. Especially today, with the rapid development of science and technology, technical support plays an important role for cross-border e-commerce enterprises

(3) Internal management structure

The flat organizational structure is more suitable for the management of cross-border e-commerce enterprises. In traditional enterprises, middle-level managers are often in the majority. If this phenomenon exists in cross-border e-commerce enterprises, it will hinder the transmission of information and is not conducive to the improvement of the competitiveness of cross-border e-commerce enterprises

(4) Human resource management

Xiaojun Lu and Simeng Zhang pointed out in their article on talent strategy that human resource management is of great significance to any enterprise (Lu, X.-J., & Zhang, S.-M., 2017). For cross-border e-commerce enterprises, human resource management is not only reflected in the traditional talent recruitment and training, but also in the acceleration of information transmission and the introduction of professionals. The effective application of human resource management can enhance the competitiveness of enterprises and stimulate the development of enterprises.

(5) Fund management

Most cross-border e-commerce enterprises have short board in capital, which increases the operation risk of cross-border e-commerce enterprises. Therefore, if cross-border e-commerce enterprises can have strong capital management ability, improve the use efficiency of funds in enterprise operation and effectively reduce financial risks, it will also greatly enhance the competitiveness of enterprises.

3.1.2 Dimensions of Enterprise Competitiveness

The research dimension of enterprise competitiveness includes the following aspects.

(1) Market demand

With the advancement of economic globalization, more and more enterprises have joined the ranks of cross-border e-commerce, which makes the market competition of cross-border e-commerce increasingly fierce. Every day, some cross-border e-commerce enterprises are eliminated by the market, which is largely affected by market demand. Only according to the needs of the market to carry out product research and development and innovation, can better adapt to the development of social economy, so as to enhance the competitiveness of enterprises.

(2) Operating costs

Compared with traditional international trade enterprises, cross-border e-commerce enterprises' low operating costs are one of the most important competitive advantages. Therefore, if they can effectively reduce the

operating costs of all links on the basis of ensuring product quality and service quality, they will better enhance the competitiveness of enterprises.

(3) Service level

For cross-border e-commerce enterprises, service level plays an important role in maintaining customers. In cross-border e-commerce enterprise transactions, qualified product quality and appropriate product packaging are the guarantee for the smooth completion of their transactions. Giving customers timely consultation and feedback, effectively improving work efficiency and reducing waiting time are the premise of efficient communication. For cross-border e-commerce, after-sales service is one of the most important links and the key means to maintain old customers. Therefore, service level is also an important factor affecting the competitiveness of cross-border e-commerce enterprises.

(4) Customer satisfaction

Customer satisfaction is closely related to the long-term development of enterprises, and in the operation process of enterprises, whether it is work efficiency, staff quality, internal management or external communication, all affect the overall customer satisfaction. Customers are the foundation for the survival and development of enterprises, so customer satisfaction is also one of the factors affecting the competitiveness of enterprises.

3.2 Questionnaire Design Process

Before designing the questionnaire, the author first consulted a large number of relevant documents and materials, and summarized the relevant influencing factors from the dimensions of cross-border e-commerce and enterprise competitiveness by combing the relevant research results at home and abroad. Then, according to the research data and research situation needed in this paper, a questionnaire is designed. The questionnaire mainly includes two parts. The first part is the basic situation of the enterprise, which covers the dimensions of cross-border e-commerce, including the name, scale, internal organizational structure, financial management and human resource management of the enterprise. Its purpose is to obtain the basic situation of the enterprise and collect relevant data; The second part is the dimension survey of enterprise competitiveness, including enterprise product market demand, operation cost, service level and customer satisfaction.

3.3 Data Collection Method and Sample Measurement

The questionnaire is mainly distributed to the managers of cross-border e-commerce enterprises from October 2021 to November 2021. The questionnaire is completed by entrusting relevant industry associations to invite senior managers, middle managers and employees of cross-border e-commerce enterprises. 100 questionnaires were distributed and 87 were actually recovered, including 80 valuable questionnaires.

4. Data Analysis on Influencing Factors of Cross-Border E-commerce Enterprise Competitiveness

4.1 Basic Information of Sample Enterprises

It can be seen from Table 1 that among cross-border e-commerce enterprises, small and medium-sized enterprises with 50 people or less account for a large proportion, reaching 86.25%. Among them, the number of enterprises with the scale of 11 to 30 people is the largest, reaching 36, accounting for 45%. It can be seen that the scale of China's cross-border e-commerce enterprises is generally small, and their ability to resist risks is low in the operation process.

Table 1. List of sample enterprises scale

Enterprise scale	Quantity	Percentage
10 persons and below	15	18.75
11-30 persons	36	45
31-50 persons	18	22.5
51 people and above	11	13.75

4.2 Cross Border E-commerce Dimensions of Sample Enterprises

As can be seen from Table 2, according to the minor impact, most cross-border e-commerce practitioners believe that in the dimension of cross-border e-commerce, laws and regulations have the least impact on the competitiveness of enterprises, because laws and regulations belong to the policy environment, and all relevant

enterprises will be affected by the change of the policy environment, so it is not easy to affect the competitiveness of some enterprises alone. The organizational structure of enterprises accounts for the lowest proportion, which is considered to have little impact on the competitiveness of enterprises. However, it is also pointed out that in cross-border e-commerce enterprises, a flat organizational structure will be more conducive to the management of enterprises and further improve the operation efficiency of enterprises. Capital management and human resources are considered to have the greatest impact on the competitiveness of enterprises. On the one hand, the operation of cross-border e-commerce enterprises needs to be supported by capital. In particular, the scale of cross-border e-commerce enterprises is generally small, so capital management becomes more important. Problems in any link of capital may bring huge risks to enterprises. As the precious wealth of enterprises, human resources have been paid more and more attention by enterprises. Due to the particularity of cross-border e-commerce enterprises, they have higher requirements for talents, which require professional knowledge in international trade, customs declaration, e-commerce and law, etc., and put forward higher requirements for talents' comprehensive business ability. Respondents were divided on the technical support factor. Some people believe that most cross-border e-commerce enterprises adopt similar technologies in terms of technology application, so their competitiveness cannot be well reflected. However, some people believe that if an enterprise can master key technologies, it will have a great competitive advantage compared with other enterprises.

Table 2. The impact of cross-border e-commerce dimension of sample enterprises on enterprise competitiveness

Dimension	Minor impact (%)	Significant impact (%)	Great impact (%)
Laws and regulations	65	10	5
Technical support	34	24	22
Organization structure	57	10	13
Fund management	20	17	43
Human resources	12	25	43

4.3 Competitiveness Dimensions of Sample Enterprises

Table 3. Influencing factors of the competitiveness dimension of sample enterprises

Dimension	Minor impact (%)	Significant impact (%)	Great impact (%)
The market demand	35	24	21
Cost management	26	48	6
Capital efficiency	28	35	17
The service level	15	24	41
Customer satisfaction	24	29	27

As can be seen from Table 3, in the dimensions of enterprise competitiveness, in general, all dimensions have a certain impact on enterprise competitiveness, but the service level accounts for the highest proportion, which is considered by most people to have the greatest impact on enterprise competitiveness. The reason is that cross-border e-commerce enterprises are still service-oriented, because more and more enterprises have joined the of cross-border e-commerce. In the case of serious product homogenization, service is an important factor to improve the competitiveness of enterprises. Secondly, it is believed that customer satisfaction also greatly affects the competitiveness of enterprises, and it is also because of customer satisfaction that it will bring the second, third and multiple trade cooperation. More than one-third of the people think that the market demand has a relatively small impact on the competitiveness of enterprises, because only looking at the market demand is too one-sided. In many cases, the products with less market demand have few manufacturers, so in fact, the cross-border e-commerce enterprises of corresponding products often have good benefits. Because the number of enterprises is relatively small, the competitiveness of enterprises is relatively high. When the market demand is large, more enterprises join in the production and sales of products, which makes a large number of enterprises

produce homogeneous products, but reduces the competitiveness of enterprises. In terms of cost management and capital efficiency, most respondents feel that it has a great impact on the competitiveness of enterprises, because the effective operation of funds is conducive to resist all kinds of risks, and good cost management can also help enterprises obtain more profits. Compared with other similar enterprises, doing a good job in cost management and improving the efficiency of capital operation will be more conducive to improving the competitiveness of cross-border e-commerce enterprises.

5. Suggestions on the Operation of Cross-Border E-commerce Enterprises

5.1 Expand the Scale of the Enterprise and Enhance the Capacity of Pit Risk

It can be seen from the above survey that most cross-border e-commerce practitioners set up small scale enterprises or even form family enterprises, which is particularly common in cross-border e-commerce enterprises. Due to the small scale of such cross-border e-commerce enterprises, there will be many unpredictable risks in the operation process, which will reduce the enterprise's ability to resist risks. Therefore, we should expand the scale of e-commerce enterprises while developing the cross-border e-commerce industry. The specific measures to expand the scale of e-commerce enterprises can be as follows: on the one hand, employees can be recruited to increase the number of internal personnel in the company at the present stage, and various internal management problems such as expanding the company's business scope, improving the company's business ability and investment direction can be solved. On the other hand, we can control the general direction of capital, personnel and the development direction of e-commerce, so as to expand the scale of our own e-commerce enterprises. In this way, we can gradually expand the scale of e-commerce, create a good and orderly e-commerce enterprise atmosphere to the greatest extent, and enhance the anti-risk ability of e-commerce enterprises.

5.2 Reduce Dependence on Cross-Border E-commerce Platforms

E-commerce enterprises cannot deny the large number of customers and resources brought by cross-border e-commerce platforms, but they cannot blindly rely on the dividends brought by customers and resources brought by cross-border e-commerce platforms. In order to further improve cross-border e-commerce enterprises' further development of their own capabilities and future sales. First of all, cross-border e-commerce enterprises should have a strict and accurate understanding of their own strength. On this basis, in order to further reduce the dependence on cross-border e-commerce platforms, reasonably use their own profits for self-production and self-marketing, and expand other aspects of the market to prepare, which is a phenomenon of enterprises to improve their own strength. The huge information communication brought by the Internet era and the information network can greatly make up for the defects of small scale, low capital and insufficient number of employees of cross-border e-commerce enterprises. Therefore, cross-border e-commerce enterprises should use this advantage to further reduce their dependence on cross-border e-commerce platforms and cultivate their independence while fighting against traditional economies. And take this opportunity to strengthen their liquidity and stability above the strength. This process will inevitably bring many unstable factors and impact risks, but it is really a good opportunity for cross-border enterprises to transform their e-commerce. To reduce dependence on cross-border e-commerce platforms, enterprises can establish independent websites and traffic pools to find traffic sources, improve service types and generate traffic fission. Stable passenger flow, accurate service in limited resources.

5.3 Enhance the Core Competitiveness and Corporate Culture Construction of E-commerce Enterprises

Cross border e-commerce enterprises should constantly improve their core competitiveness in order to deal with the fierce market competition. In the improvement of core competitiveness, it is necessary to clarify the factors affecting core competitiveness, and strive to improve the service level and customer satisfaction. According to the above analysis, customer satisfaction is closely related to the core competitiveness of enterprises. Therefore, cross-border e-commerce enterprises must pay attention to customer relationship management in the operation process, strive to provide customers with diversified and personalized services on the basis of ensuring product quality, and do a good job in customer relationship management and maintenance. On the basis of ensuring product quality, we strive to provide customers with diversified and personalized services, and do a good job in customer relationship management and maintenance. The specific approach can be to establish a customer relationship management system, build a customer archive and customer reputation system, and achieve mutual benefit and shorten the distance with customers. Enterprises should also do a good job in the construction and dissemination of corporate culture. For enterprises, corporate culture is not only the soul of the enterprise, but also an important starting point to improve the sense of belonging and cohesion of enterprise employees. Many cross-border e-commerce enterprises suffer from serious brain drain, especially high-level talents who are more

likely to be poached. The deep reason of brain drain is the problem of enterprise culture construction, which leads to the employees' weak recognition of the enterprise. In this regard, the enterprise should combine with the development strategic objectives, formulate the enterprise culture that is consistent with the long-term and sustainable development of the enterprise based on this, and promote and publicize it well in the enterprise, so as to enhance the employees' sense of identity and mission for the enterprise. The specific methods of corporate culture construction can be as follows: first, corporate culture diagnosis, combing and analyzing the problems of corporate culture; Second, standardize enterprise system culture, culture and system complement each other; Third, enhance the awareness of enterprise innovation. Innovation can inject vitality into enterprise culture and improve the construction level of enterprise culture; Fourth, build a team corporate culture. By cultivating team spirit, the enterprise can continue to create new achievements and remain invincible in the fierce market competition.

5.4 Build a Flat Organizational Structure

For the organizational structure of enterprises, cross-border e-commerce enterprises have their own particularity. They should not completely adopt the organizational structure mode of traditional enterprises, but further optimize the structure. Specific measures can be: reduce middle management personnel, strengthen the interaction between the decision-making layer and the operation layer, avoid undertaking middle risks, and achieve a flat organizational structure. The flat organizational structure has two main advantages. On the one hand, it can shorten the distance between managers and ordinary employees, so that managers can directly grasp the dynamics of work and make decisions in time. On the other hand, it can improve the identity and cohesion of ordinary employees to the enterprise. In this way, in a good working atmosphere, the management efficiency of the enterprise will also be significantly improved.

5.5 Attach Importance to Human Resource Management

For the human resource management of enterprises, cross-border e-commerce enterprises should also attract high attention. The cross-border e-commerce industry has high requirements for the comprehensive ability of talents. It should be noted that cross-border e-commerce originally involves many aspects and industries. If you want to do a good job in cross-border e-commerce, you need to constantly optimize the knowledge reserve of talents. If an enterprise wants to improve its competitiveness, improving the competitiveness of its employees is an important means. The specific approach is: in the cultivation of talents, pay attention to the training of on-the-job employees. Only continuous learning can better achieve the accumulation of professional experience. Then, we should pay attention to the cultivation of employees' innovative consciousness. Establish a comprehensive selection platform for all kinds of talents as far as possible. Customers in the cross-border e-commerce industry come from other countries in the world and are very different from their own culture, social environment and economic model. In order to better carry out business activities, enterprise employees need to have a sense of innovation and better serve the process of cross-border e-commerce by integrating all kinds of knowledge. At the same time, people-oriented, treatment and retention; Retain and encourage high-quality talents with the annual salary system. Finally, we should strengthen the introduction of high-level talents. Only through the introduction of professional talents, we can better promote the development of enterprises.

6. Conclusions

By discussing the concept and content of cross-border e-commerce and enterprise competitiveness, the influencing factors of enterprise competitiveness of cross-border e-commerce enterprises are analyzed. Relevant data were obtained through questionnaires and interviews, and the factors influencing the competitiveness of cross-border e-commerce enterprises were discussed with the dimension of cross-border e-commerce and enterprise competitiveness as the analysis method.

By analyzing the factors affecting the competitiveness of cross-border e-commerce enterprises, conclusions can be drawn about the factors. First, most cross-border e-commerce enterprises are small in scale. The total number of enterprises is usually small and medium-sized enterprises with 50 employees or less, which makes it difficult for cross-border e-commerce enterprises to withstand unexpected problems and risks in the process of operation to a certain extent. Second, most cross-border e-commerce practitioners believe that capital management and human resource management are the two dimensions that have the greatest impact on the competitiveness of enterprises, because capital is an important factor to support the daily operation of cross-border e-commerce enterprises. If there is a problem in capital management, the enterprise will stagnate or even stop production in the daily operation process, which may eventually lead to the bankruptcy of the enterprise. At the same time, human resource management is also one of the core of contemporary enterprises, especially for cross-border e-commerce enterprises, which involve the economic environment of different countries, which requires the

talents of enterprises to have a series of comprehensive professional knowledge of international relations, international trade, international law and so on. In addition, technical support and organizational structure are also factors that cross-border e-commerce practitioners believe will affect the competitiveness of enterprises. As for laws and regulations, because they are aimed at the overall policy environment, they will not affect the competitiveness of a certain enterprise alone, but will affect the development of the whole industry.

The following conclusions can be drawn from the analysis of enterprise competitiveness: First, most practitioners of cross-border e-commerce believe that in the case of product homogeneity, service level is an important factor affecting enterprise competitiveness. At the same time, customer satisfaction also has a great impact on the competitiveness of enterprises, because many enterprises can produce the same type of low value-added products. In order to win customers, we can only improve customer satisfaction and service quality. Second, cost management and capital efficiency have a great impact on the competitiveness of enterprises. Doing a good job of cost management can help enterprises obtain more profits, and improving the operation efficiency of funds can also help enterprises resist risks more effectively. Third, nearly one third of cross-border e-commerce practitioners believe that market demand has little impact on the competitiveness of cross-border e-commerce enterprises. In theory, the greater the market demand, the easier the market operation of enterprises will be. In fact, due to the large market demand, more enterprises will join the market competition, which will divide the market share of each enterprise to a great extent. Similarly, for enterprises with small market demand, although the demand is small, the corresponding number of similar enterprises will be small, and the competitive pressure will also be lower. Therefore, the impact of market demand on enterprise competitiveness is not obvious.

Acknowledgements

I would first like to give thanks to the experts for proofreading this manuscript. Then, I must express profound gratitude to my family for providing me with unfailing support and continuous encouragement.

References

- Chen, Z.-L., & Bei, S.-H. (2019). Research on improving the competitiveness of cross-border e-commerce business of small and medium-sized foreign trade enterprises in China. *Logistics engineering and management*, 41(5), 86, 109-110.
- Ding, F., Huo, J.-Z., & Juliana, K. C. The development of cross-border e-commerce. *International Conference on Transformations and innovations in management (ICTIM-17), Advances in Economics, Business and Management Research*, 37, 370-374.
- Hu, Z.-F., & Wang, S.-Y. (2020). Research on the competitiveness promotion strategy of cross-border e-commerce enterprises from the perspective of global value chain. *Mall Modernization*, (17), 59-61.
- Huang, Y.-F., & Sun, Y.-B. (2014). Factors affecting the competitiveness of retail enterprises in the Internet Environment -- Based on the value chain theory. *China's Circulation Economy*, 28(7), 83-89.
- Jin, B. (2001). On the nature of enterprise competitiveness. *China Industrial Economy*, (10), 5-10.
- Lai, Y.-W., & Wang, K.-Q. (2014). China's cross-border e-commerce development patterns, obstacles and the next step. *Reform*, (5), 68-74.
- Li, B., & Hai, Y. (2019). Discussion on the competitiveness promotion strategy of small and medium-sized cross-border e-commerce enterprises in Guangxi from the perspective of comprehensive advantage strategy. *Knowledge Economy*, (18), 63-64.
- Liu, P. (2007). Influencing factors and determinants of enterprise competitiveness. *Science of Science and Management of Science and Technology*, (5), 134-139.
- Lu, X.-J., & Zhang, S.-M. (2017). Analysis on the Strategy of Cross-border E-commerce Talents Based on the analysis of policy content. *4th International Conference on Management Science and Management Innovation (MSMI 2017), Advances in Economics, Business and Management Research*, 31, 54-57. <https://doi.org/10.2991/msmi-17.2017.13>
- Meng, W.-W., & Qi, C.-X. (2018). Analysis on the impact of cross-border e-commerce capability in improving the competitiveness of foreign trade enterprises. *Rural economy and technology*, 29(22), 136, 165.
- Pounder, P. (2013). A Review of Supply Chain Management and Its Main External Influential Factors in the global market economy Supply Chain. *Supply Chain Forum*, 14(3), 42-50. <https://doi.org/10.1080/16258312.2013.11517320>

- Sun, Y.-B., Wang, Z.-S., & Yang, J. (2015). Analysis on Influencing Factors of retail enterprise competitiveness -- Based on the watershed of the Internet era. *Business Economics Research*, (34), 95-97.
- Wang, A.-L. (2008). On government environmental regulation and the improvement of enterprise competitiveness -- Analysis of influencing factors based on the verification of Porter hypothesis. *Journal of Tianjin University (Social Science Edition)*, (5), 389-392.
- Xue, P.-P., & Li, Z.-C. (2018). Research on influencing factors and Improvement Countermeasures of competitiveness of small and medium-sized cross-border e-commerce enterprises. *Market Weekly*, (12), 57-58, 61.
- Yang, M.-Y., & Huang, Y. (2007). Review on the development of enterprise competitiveness theory and school at home and abroad. *China's Collective Economy* (Second half of the month), (1), 49-52.
- Zang, Z.-Y., & Wang, Y. (2019). Research on the competitiveness of cross-border e-commerce of small and medium-sized enterprises. *Modern Commerce and Industry*, 40(18), 29-30.
- Zhang, X.-H. (2017). Types and operation modes of cross-border e-commerce. *China's Circulation Economy*, 31(1), 76-83.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).