

Business Success Strategies of Chinese Cross-Border E-Commerce: Macro and Micro Environments, Challenges, and SWOT

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ABSTRACT

With the rapid development of global e-commerce, Chinese cross-border e-commerce enterprises are gradually emerging in the international market. The purpose of this article is to discuss the strategies for the success of Chinese cross-border e-commerce enterprises, covering the macro and micro environments, challenges faced and SWOT analysis. First, the article analyzes the macro-environment affecting the success of Chinese cross-border e-commerce companies, including policies and regulations, economic conditions, market demand and globalization trends. Second, it discusses the key factors in the micro environment, such as internal resources, technological capabilities, supply chain management, and marketing strategies. Next, the article summarizes the main challenges faced by Chinese cross-border e-commerce firms, including international market competition, logistics and transportation risks, and data security and privacy protection risks. Finally, the strengths, weaknesses, opportunities, and threats of Chinese cross-border e-commerce are assessed through a SWOT analysis, which provides a comprehensive framework for companies to develop successful strategies. This paper provides practical advice for companies engaged in cross-border e-commerce and offers new perspectives for future research.

KEYWORDS

Cross-border e-commerce; Business strategy; SWOT analysis; Micro and macro environments

1. INTRODUCTION

In an era of increasing global economic integration, cross-border e-commerce is gradually reshaping the traditional landscape of international trade with its unique business model and efficient transaction methods. As the world's second-largest economy, China's rapid development and rise in cross-border e-commerce enterprises have propelled sustained domestic economic growth and injected new vitality into the global economy. Cross-border e-commerce, or international e-commerce, refers to international trade activity where trading entities from different customs jurisdictions conduct transactions, payment settlements, and deliver goods through e-commerce platforms (Tian Hui, 2024). The characteristics of cross-border e-commerce include global reach, intangibility, anonymity, and immediacy (Wang Xin, 2024).

Functioning as a bridge connecting global markets, cross-border e-commerce offers unprecedented development opportunities for enterprises. Through cross-border e-commerce platforms, businesses can overcome geographical constraints and expand their products and services to broader markets. Simultaneously, cross-border e-commerce brings more business opportunities and partners to enterprises, facilitating the deep integration of the global economy.

Against the backdrop of the COVID-19 pandemic, cross-border e-commerce, leveraging its contactless nature, has propelled the growth of e-commerce penetration (Guo Shanshan, Zhao Bo, 2022). Gradually, cross-border e-commerce has become a crucial driver of foreign trade growth, with the market size continuously expanding and transaction models innovating. Moreover, the proportion of cross-border e-commerce exports far exceeds imports, reflecting China's significant role in global trade (Hong Yong, Li Yi, 2022).

Despite the rapid development of cross-border e-commerce in recent years, it still faces many challenges, such as talent shortages, payment risks, and logistics distribution (Huang Rui, 2024). The differences in culture, law, economy, and other aspects among different countries and regions create complex market environments and operational risks for enterprises engaged in cross-border operations. Furthermore, the export supply chain of cross-border e-commerce involves multiple links such as procurement, warehousing, logistics, customs clearance, sales, and receipt of funds, resulting in many business processes. Compared to traditional trading enterprises, they face unique operational and financial management risks while enjoying rapid access to sales channels and scaling up (Wang Yujie, 2024).

This study aims to reveal significant factors that influence business success for Chinese cross-border e-commerce enterprises by analyzing their internal and external environments and studying their challenges. It also seeks to provide valuable guidance and recommendations for their future development. This research fosters a better understanding and awareness of the Chinese cross-border e-commerce industry, and valuable strategic insights and practical guidance can also be provided to relevant enterprises.

2. REVIEW OF RELATED LITERATURE

The Chinese government has introduced several policies to promote the development of cross-border e-commerce in China. According to Shi Ke (2022), China has successively introduced several policies to encourage the development and innovation of cross-border e-commerce, including the "14th Five-Year Plan for Modernizing the Circulation System," the "14th Five-Year Plan for High-Quality Development of Foreign Trade," and the "State-owned Enterprise E-commerce Innovation and Development Action Plan." These industry policies provide clear and broad market prospects for developing the cross-border e-commerce industry and create a favorable production and business environment for enterprises.

To mitigate the impact of the pandemic on their economies, countries worldwide have been continuously tightening trade policies to protect domestic enterprises within limited markets. Li Xun, Chen Hao, and Zhong Yi (2024) noted that the international political and economic environment is unstable. For instance, 12 countries, including Kazakhstan and Serbia, have restricted grain exports to ensure domestic supply; the US, Germany, and other countries have imposed export restrictions on medical supplies and tightened control over imports and exports; India has even banned the export of 26 kinds of active pharmaceutical ingredients to demand financial support from developed countries. Trade protectionism is expected to persist considerably and become the mainstream trade policy among major economies.

The current international security situation is highly complex, with the world entering a period of new turbulence and change, particularly with escalating confrontations among major powers and geopolitical maneuvering. The external political and economic environment is unstable, posing significant uncertainties for China's cross-border e-commerce trade. Zhang Xiyin, Jin Lanlan, and Liu Mengwei (2023) pointed out that since the outbreak of the Russia-Ukraine conflict, Western countries have continuously imposed sanctions on Russia, directly affecting global commodity markets, causing drastic fluctuations in commodity prices, and exacerbating the global supply chain crisis, highlighting the fragmented nature of the international financial system. Moreover, global

inflation continues to rise, leading to a decline in consumer purchasing power, particularly in Europe and the US, major global consumer markets, where demand continues to shrink amid overall economic pessimism.

Accurate market positioning, flexible marketing strategies, and efficient supply chain management are crucial factors for cross-border e-commerce sellers' success in international markets. Li Tao and Mao Yu (2023) conducted an in-depth analysis of AliExpress's marketing strategies in the Russian market, revealing the key reasons that distinguished AliExpress in the Russian market. This study provides valuable experience and insights for Chinese cross-border e-commerce enterprises when expanding into international markets, emphasizing the importance of thoroughly researching target markets and devising marketing strategies tailored to local characteristics.

Chinese cross-border e-commerce enterprises lack brand building, product, and service quality. Hu Caishuang (2023), using Alibaba International as an example, pointed out that issues such as disorderly information application, homogenized competition, and over-reliance on search engines constrain the healthy development of the cross-border e-commerce industry. To address this, Hu proposed strategies to strengthen brand building, improve product quality and service levels, and optimize search engine applications to promote the sustained and healthy development of the cross-border e-commerce industry.

In the context of new development trends, cross-border e-commerce enterprises can pursue innovative development paths, such as optimizing service and enhancing marketing systems. Zheng Yingyu (2022) analyzed the development opportunities and challenges of China-ASEAN cross-border e-commerce under the RCEP framework. She noted that although the implementation of RCEP has brought many conveniences to cross-border e-commerce, enterprises still face compliance risks and talent shortages. Therefore, she proposed innovative development paths like optimizing service and enhancing marketing systems, providing strategic adjustment references for enterprises in the new trade environment. Zhou Pei (2023) also emphasized that strengthening brand awareness, focusing on product quality, innovating marketing methods, and addressing cross-border payment challenges are crucial for cross-border e-commerce enterprises to enhance core competitiveness and market share.

3. MACRO-ENVIRONMENTAL ANALYSIS

3.1. Policies and Regulations

3.1.1. Cross-border e-commerce policies of the Chinese government

The Chinese government has introduced a series of supportive policies in the field of cross-border e-commerce to facilitate the rapid development of the industry. In recent years, a number of policy documents, such as the Notice on Issuing the 2024 Declaration Guidelines for Projects Supporting the Development of Cross-border E-commerce, have provided financial support and policy incentives for cross-border e-commerce platforms, warehousing and logistics, experience store construction and import and export business. These policies aim to improve the cross-border e-commerce service support system, promote the innovation and application of new cross-border e-commerce business models and promote the sustainable development of China's cross-border e-commerce industry.

Supporting the development of information systems and the construction of supporting hardware and software facilities for cross-border e-commerce platforms by providing financial support of no more than 50%. Supporting enterprises to carry out the construction of cross-border e-commerce warehousing service facilities, such as overseas warehouses and bonded warehouses, and similarly granting financial subsidies of no more than 50%. Encourage enterprises to build and operate cross-border e-commerce experience stores in China, and provide financial subsidies for store decoration and equipment purchase. Rewards are given to enterprises carrying out cross-border e-commerce

B2C and B2B business to encourage them to expand their business scale. In addition, China has set up a number of comprehensive cross-border e-commerce pilot zones to provide cross-border e-commerce enterprises with a more convenient business environment by means of tax incentives, simplified customs clearance processes and other measures.

3.1.2. Policy environment of major export markets

The policy environment of major export markets varies from country to country and region to region, but in general, the support for cross-border e-commerce has been strengthened globally. Many countries and regions have provided strong support for the development of cross-border e-commerce by formulating relevant laws and regulations, optimizing tax policies, improving logistics infrastructure and other measures. However, there are differences in cross-border e-commerce regulation, intellectual property protection, tariff policies and other aspects in different countries and regions, which require enterprises to comply with the specific conditions.

3.2. Economic Conditions

3.2.1. Impact of global economic trends on cross-border e-commerce

Global economic trends have an important impact on the development of cross-border e-commerce. With the acceleration of globalization and digitalization, cross-border e-commerce has become an important force driving the growth of international trade. However, uncertainties in the global economy are also on the rise, such as geopolitical conflicts and rising trade protectionism, which may pose challenges to the development of cross-border e-commerce. Overall, however, global economic trends remain favorable for the continued development of cross-border e-commerce, especially with the rise of emerging markets and changes in consumer shopping habits.

3.2.2. China's economic growth drives cross-border e-commerce

China's sustained economic growth provides strong support for the development of cross-border e-commerce. As the world's second largest economy, China has a huge consumer market and a perfect industrial chain system. With the acceleration of consumption upgrading and digital transformation, Chinese consumers' demand for high-quality and personalized goods is increasing, providing a broad space for cross-border e-commerce to develop. At the same time, the Chinese government, in the process of promoting high-quality economic development, also attaches great importance to the development of cross-border e-commerce and other emerging industries, and through the introduction of a series of policies and measures to provide a more favorable development environment for cross-border e-commerce enterprises.

3.3. Market Demand

3.3.1. Changes in Global Consumer Behavior

Changes in global consumer behavior have had a profound impact on the development of cross-border e-commerce. With the arrival of the digital era, consumers' shopping habits have changed significantly. They are more inclined to shop through online channels and put forward higher requirements on the quality, price and service of goods. At the same time, consumer demand for personalized and customized goods is also increasing. These changes provide development opportunities for cross-border e-commerce and drive the continuous growth of the cross-border e-commerce market.

3.3.2. Cross-border e-commerce market size and potential

The cross-border e-commerce market scale continues to expand with great potential. According to research organizations, the global cross-border e-commerce market size is expected to reach 2.1 trillion U.S. dollars by 2024, with a compound annual growth rate of 15%. Among them, the cross-border e-commerce market in Asia will occupy the largest share, followed by the North American

and European markets. China, as a key player and driver of cross-border e-commerce, has a particularly prominent market size and growth potential. With the continuous advancement of technology and changing consumer demands, the cross-border e-commerce market will continue to maintain a high growth trend.

3.4. Trend of Globalization

3.4.1. Global Supply Chain and Logistics Network

The trend of globalization promotes the continuous improvement and optimization of the global supply chain and logistics network. As one of the important forms of international trade, cross-border e-commerce, the construction of its supply chain and logistics network is of great significance in ensuring the smooth flow of goods. With the deep development of globalization and digitalization, the supply chain and logistics network of cross-border e-commerce will become more and more perfect, providing consumers with a more convenient and efficient shopping experience.

3.4.2. The rise of transnational e-commerce platforms

The rise of transnational e-commerce platforms is one of the important manifestations of the trend of globalization. Through the integration of global resources, optimization of supply chain and logistics network, these platforms provide consumers with richer and more diversified choices of goods and more convenient shopping methods. At the same time, multinational e-commerce platforms also continue to improve user experience and service quality through technological innovation and model innovation, promoting the sustainable development of the cross-border e-commerce industry.

4. MICRO-ENVIRONMENTAL ANALYSIS

4.1. Internal Resources of Enterprises

Internal enterprise resources are the cornerstone of the success of Chinese cross-border e-commerce enterprises. With the development of cross-border e-commerce, the allocation of internal enterprise resources becomes crucial. Adequate financial support and human resource investment are the keys for enterprises to maintain competitiveness. With strong financial strength and talent reserves, industry giants such as Alibaba and Jingdong have continued their global market expansion and technology research and development, significantly enhancing their voice in the international market.

4.2. Technological Capability

Technological capability is a sharp weapon for Chinese cross-border e-commerce enterprises to compete in the global market. In recent years, innovations in cross-border e-commerce technology are mainly in the fields of big data, artificial intelligence and blockchain. For example, Alibaba has improved the accuracy of product recommendations and user experience through big data and artificial intelligence technology, thus realizing continuous sales growth. The improvement of technological capabilities not only improves operational efficiency, but also enhances the company's ability to adapt in the complex international environment.

4.3. Supply Chain Management

Supply chain management is an important guarantee for Chinese cross-border e-commerce enterprises to succeed in the global market. The core challenge of cross-border e-commerce lies in the efficient management of logistics and supply chain. Alibaba has built a global logistics network through the Cainiao network, which has dramatically shortened the time it takes for goods to be shipped from China to consumers around the world, which has enabled it to capture a larger market share in the cross-border e-commerce market.

4.4. Marketing Strategy

Marketing strategy determines the competitiveness of Chinese cross-border e-commerce enterprises in the international market. Marketing strategy should not only consider the diversity of the global market, but also adapt to the consumption habits and cultural differences of different countries. SHEIN has rapidly emerged in the European and American markets through accurate social media marketing and online celebrities, and a successful marketing strategy is crucial for the company's rapid growth in the international market.

5. MAJOR CHALLENGES FACED BY ENTERPRISES

Chinese cross-border e-commerce enterprises encounter significant challenges that impede their operations and growth. This section elucidates these enterprises' primary challenges, encompassing market competition pressure, logistics and transportation risks, and data security and privacy protection risks.

5.1. Market Competition Pressure

In today's fiercely competitive market environment, enterprises must consistently enhance product quality and service standards to safeguard their market share. The intensified competition often gives rise to price wars, in which businesses strive to attract customers through price reductions. This practice compresses profit margins and hinders profitability. Moreover, in their pursuit of competitiveness, some enterprises resort to excessively imitating competitors' products and services, thereby fostering market homogenization. Consequently, this diminishes consumer brand loyalty, increasing customer attrition risk.

In intense market competition, the challenge of establishing and enhancing brand value and market recognition has become more pronounced. In response, businesses must allocate greater resources and efforts toward brand building and market promotion. This is to attract a broader customer base and to maintain competitive advantages over the long term.

5.2. Logistics and Transportation Risks

In cross-border e-commerce, the challenges and risks associated with logistics and transportation can profoundly impact a company's operations and reputation.

Transport delays in cross-border logistics frequently originate from many factors, including adverse weather conditions, traffic congestion, and intricate customs clearance procedures. Such delays can result in postponing order deliveries, reduced customer satisfaction, and, in extreme cases, order cancellations and customer attrition. To mitigate these risks, enterprises must adopt effective strategies. These include optimizing supply chain management, partnering with reliable logistics providers, and accurately forecasting and preparing for goods shipments.

Theft and other forms of loss of goods occur at various stages of the transportation process, including loading, transit, and unloading. These losses, frequently attributable to inadequate packaging, transportation accidents, or theft, have direct economic implications and can severely damage a company's reputation and erode customer trust. Consequently, enterprises must reinforce their packaging and protection measures, select secure and reliable transportation service providers, and establish robust risk management and claims processes.

Market factors influence the logistics and transportation of cross-border e-commerce enterprises and are subject to the intricate web of international trade policies. The disparate trade policies, customs regulations, and tax provisions across countries and regions can profoundly impact logistics and transportation operations. Consequently, enterprises must maintain a high vigilance and monitor

changes in international trade policies. They must also promptly adjust their logistics and transportation strategies, ensure compliance with local regulations, and mitigate operational risks from policy shifts.

5.3. Data Security and Privacy Protection Risks

Protecting customer information is of the utmost importance, as security breaches, including data leaks and cyberattacks, can significantly erode customer trust and result in unfavorable outcomes.

The unauthorized access and misuse of sensitive information, such as personal details and transaction histories resulting from user data leakage, violates user privacy rights and erodes trust. Data breaches can result in significant economic losses for enterprises, including litigation costs, compensatory payments, regulatory fines, and business losses due to reputation damage and market share decline. Such incidents can tarnish a company's brand reputation, undermine public trust, influence consumer purchasing decisions, and ultimately impact long-term development and market positioning.

Following pertinent legislation and regulations, enterprises may be subject to legal liabilities resulting from data breaches. These liabilities may encompass a range of consequences, including administrative penalties, civil compensation, and even criminal liability. In extreme cases, they may even result in bankruptcy and legal proceedings. Furthermore, data breaches can precipitate a crisis of trust among users and partners, which may result in the dissolution of partnerships, the withdrawal of investment, customer attrition, and, ultimately, the impairment of an enterprise's development and survival.

The risks posed by data security extend beyond mere economic losses, encompassing long-term impacts on an enterprise's image, reputation, and market position. Consequently, enterprises must prioritize and implement robust measures to preempt and address these risks. By diligently addressing these challenges, Chinese cross-border e-commerce enterprises can strengthen their operations and navigate the competitive landscape with resilience and effectiveness.

5.4. Talent Management Challenges

Chinese cross-border e-commerce enterprises are confronted with a multitude of challenges in talent management, with the following areas representing the primary concerns:

The recruitment and retention of talent represent significant challenges for cross-border e-commerce enterprises. The exponential growth of the cross-border e-commerce industry necessitates recruiting a diverse range of professional talents, encompassing technical experts, marketing professionals, and international trade specialists. Nevertheless, the supply of highly qualified individuals with multinational backgrounds and language proficiency often lags behind demand. Enterprises must devise innovative strategies to attract and retain such talent in the fiercely competitive recruitment market. These may include offering competitive compensation packages, career advancement opportunities, and fostering conducive work environments.

Cross-Cultural Team Management Cross-border e-commerce enterprises typically comprise employees from diverse countries and regions, each with a unique cultural background, language, and work ethic. Consequently, enterprises must implement robust cross-cultural team management mechanisms to foster effective communication and collaboration, ensuring efficient operations and a positive work culture.

Talent cultivation and development are essential for the growth and success of any enterprise. The rapid evolution of the cross-border e-commerce industry necessitates continuously upgrading employees' knowledge and skills to enable them to adapt to industry changes and challenges. Consequently, enterprises must implement robust training and development systems, providing

employees with ample opportunities for continuous learning and growth. This not only encourages employees but also helps to retain talent.

Leadership and Management Capabilities The management cadre of cross-border e-commerce enterprises must possess impeccable cross-cultural communication skills, a global perspective, and substantial international management experience. In addition, they must be able to lead and manage multinational teams effectively, coordinate business development across different regions, and address complex management challenges adeptly.

6. SWOT ANALYSIS

(1) Strengths:

The field of Supply Chain Management (SCM) offers several advantages. Chinese cross-border e-commerce enterprises typically demonstrate a comprehensive understanding of supply chain management, enabling them to identify and select reliable suppliers and logistics partners. This, in turn, ensures the consistency of product quality and the stability of delivery services.

Cost Advantage: As a global manufacturing hub, China has many high-quality suppliers and boasts relatively low manufacturing costs. This enables Chinese cross-border e-commerce enterprises to offer competitive pricing, representing a significant advantage in the international market.

Technological Innovation Capability: Due to the ongoing development of technologies such as the Internet of Things, big data analytics, and artificial intelligence, Chinese cross-border e-commerce enterprises are adept at leveraging these advancements to optimize their supply chains, enhance logistics efficiency, and ultimately improve customer experiences.

The capacity to build and localize brands is also a significant advantage for Chinese cross-border e-commerce enterprises. Several prominent Chinese cross-border e-commerce enterprises have established themselves as influential brands and implemented localized operations in overseas markets. This approach enables them to cater to local consumers' specific needs and preferences, further strengthening their market position.

(2) Weaknesses:

The issue of data security and privacy protection has become a significant concern for cross-border e-commerce enterprises due to the rapid expansion of their businesses. This has led to a need for increased investment and management efforts to ensure the protection of data and the privacy of individuals.

Lack of International Market Experience: Some Chinese cross-border e-commerce enterprises may lack experience when entering international markets, necessitating a more comprehensive understanding of the local markets, cultures, and laws.

Inadequate logistics network coverage represents a significant challenge for Chinese cross-border e-commerce enterprises. Compared to some of the leading international e-commerce enterprises, the logistics network coverage of Chinese cross-border e-commerce enterprises may still be inadequate, necessitating further expansion of logistics networks to enhance efficiency.

It is necessary to enhance the risk management capability. Cross-border e-commerce enterprises are exposed to various risks during operations, including intellectual property, payment, and logistics risks. The establishment of sound risk management mechanisms is, therefore, essential.

(3) Opportunities:

The phenomenon of globalization is a trend that is becoming increasingly prevalent in the contemporary world. As globalization accelerates, the cross-border e-commerce market expands, creating vast development opportunities for Chinese cross-border e-commerce enterprises.

Technological Innovation Driving: The continuous innovation and application of technologies such as the Internet of Things, big data analytics, and artificial intelligence provide opportunities for cross-border e-commerce enterprises to optimize operations, improve efficiency, and enhance customer experiences.

Policy Support: The Chinese government has implemented a series of policies to foster the growth of cross-border e-commerce. These include tax incentives and establishing comprehensive pilot zones for cross-border e-commerce, creating a favorable business environment.

Consumption Upgrading: As global consumer spending levels and attitudes evolve, the cross-border e-commerce market will witness increased consumption demands and opportunities.

(4) Threats:

The international trade environment is subject to constant change, with adjustments to tariffs and the introduction of trade barriers potentially affecting the import and export operations of cross-border e-commerce enterprises.

Intensified Market Competition: As the cross-border e-commerce market expands, domestic and foreign enterprises are entering the field in increasing numbers, intensifying market competition. This requires enterprises to enhance their competitiveness continuously.

In addition to the aforementioned factors, changes in laws and regulations also warrant consideration. Indeed, various countries are continuously improving and changing laws and regulations regarding cross-border e-commerce. This requires enterprises to monitor policy dynamics and adjust business strategies promptly and closely.

Technological security risks are a significant concern in the current business environment. As technology continues to evolve, so do the cybersecurity risks accompanying it. In order to ensure the security and privacy protection of user data, enterprises must strengthen their cybersecurity management.

Table 1. SWOT Analysis

<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Robust Supply Chain 2. Cost Advantage 3. Technological Innovation 4. Branding and Localization Operations 	<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Globalization Trends 2. Technological Innovation Driving 3. Policy Support 4. Consumption Upgrading
<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Data Security and Privacy Protection 2. Lack of International Market Experience 3. Inadequate Logistics Network Coverage 4. Risk Management Capability 	<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> 1. Changes in International Trade Environment 2. Intensified Market Competition 3. Changes in Laws and Regulations 4. Technological Security Risks

7. CONCLUSION

In light of the preceding SWOT analysis, Chinese cross-border e-commerce enterprises may consider implementing the following corresponding strategies:

A. Strategies to Strengthen Strengths

One strategy to strengthen strengths is to engage in continuous innovation in supply chain management. It is recommended that more resources be allocated to the innovation of supply chain management, with the introduction of advanced technologies such as the Internet of Things (IoT) and automated warehouse systems. This will enhance efficiency and reduce costs.

A brand internationalization and localization strategy allows a brand to be adapted to suit a target market's cultural and consumer habits. While maintaining the brand's core values, it is necessary to adjust the branding to suit local cultures and consumer habits in target markets to attract local consumers better.

A technology-driven strategy is proposed. It is recommended that investment in technology research and development be increased, focusing on leveraging advanced technologies such as big data analytics and artificial intelligence. This approach can potentially enhance the customer experience, optimize inventory management, and strengthen personalized marketing.

B. Strategies to Overcome Weaknesses

It is imperative to reinforce data protection and privacy security measures. It is recommended that strict data security policies and procedures be implemented, including data encryption, regular security audits, and employee training, to enhance user trust in data protection.

It is recommended that efforts be made to enhance international market awareness. Through market research and in-depth communication with local partners, it is possible to gain a deeper understanding of the needs and trends of international markets, which in turn allows for the improvement of market sensitivity.

It is recommended that the logistics network be improved. It is recommended that an extensive logistics network be established or collaboration be sought to establish such a network. This would include the establishment of overseas warehouses and the formation of strategic partnerships with local logistics companies. The objective would be to provide faster and more reliable delivery services.

The objective is to construct a risk management framework. To mitigate the impact of potential risks, a comprehensive risk management framework must be established, comprising risk identification, assessment, monitoring, and response mechanisms.

C. Strategies to Seize Opportunities

Global Expansion: It is recommended that the company actively expand into international markets, with a particular focus on emerging markets and developing countries. This expansion should be achieved through cross-border e-commerce platforms, facilitating the company's business scale expansion.

Technology Innovation Leadership: Utilize new technologies to drive product and service innovation, meeting the increasingly personalized demands of consumers.

Utilize Policy Dividends: Take full advantage of government-provided policy support and incentives, such as tax incentives and cross-border e-commerce comprehensive pilot zones, to reduce operating costs and enhance competitiveness.

Cater to Consumption Upgrading Trends: Provide higher-quality, more diversified products and services in response to consumption upgrading trends, enhancing customer satisfaction and loyalty.

D. Strategies to Address Threats

Flexible Response to International Trade Environment: Closely monitor changes in international trade policies and timely adjust export strategies to mitigate the impact of trade barriers and policy changes on business.

Enhance Market Competitiveness: Enhance market competitiveness through continuous innovation, optimized services, and strengthened brand building to cope with increasingly fierce market competition.

Compliance Operation: Ensure business activities comply with domestic and international laws and regulations to avoid legal risks.

Enhance Network Security Protection: Allocate more resources to network security protection, including strengthening the research and application of network security technologies and raising employees' awareness of network security to address network security threats.

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