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## Research on the Development Status and Countermeasures of Supply Chain of Cross-Border E-Commerce Enterprises in China

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### **Abstract:**

*Starting from the current situation of the development of cross-border e-commerce supply chain, and based on the summary and analysis of the national support policies for cross-border e-commerce, the development of cross-border e-commerce industrial chain, the scale of cross-border e-commerce and cross-border e-commerce logistics transactions, and the risk of cross-border e-commerce under the epidemic, this paper finds that there are some problems in the supply chain of cross-border e-commerce enterprises, such as weak response ability of supply chain, low efficiency of cross-border logistics. The supply chain information sharing is low, the supply chain supporting facilities are imperfect, and the product quality cannot meet the standards.*

**Keywords:** Cross border e-commerce, supply chain, development status

### **1. Introduction**

Cross border e-commerce supply chain refers to a functional network chain service structure that provides services around commodity procurement, transportation, sales, consumption and other links, connects upstream brands and downstream consumers, and carries 'information flow, goods logistics and capital flow'. Compared with domestic e-commerce, cross-border e-commerce has longer supply chain, more links involved, long logistics process, slow capital turnover and complex information flow. For most cross-border e-commerce, supply chain management mainly includes four aspects, namely product procurement, product sales, product storage, logistics and other links. The cross-border e-commerce supply chain is basically composed of industrial chain, value chain, supply chain and transaction chain, which are the common points of the global supply chain.

### **2. Literature Review**

With the rapid development of economic globalization and networking, cross-border e-commerce has gradually attracted the attention of enterprises. Supply chain management is a key link in the development of cross-border e-commerce enterprises. Many scholars at home and abroad have carried out research on the supply chain of cross-border e-commerce enterprises. In China, Yuan Feng et al. (2021) found that the supplier risk in China's cross-border e-commerce supply chain has the largest interbank contagion effect, and there is also a certain interbank network contagion in logistics risk, laws and regulations and commercial risk. Gao Xiang et al. (2016) pointed out that cross-border e-commerce enterprises have network marketing risks, cross-border e-payment risks, E-customs clearance risks, cross-border logistics risks and credit risks, which can have an indirect impact on the supply chain of cross-border e-commerce enterprises through laws and regulations. Zhou Fanheng (2014) pointed out that China's e-commerce enterprises have some problems, such as backward concepts, opposition to suppliers, low efficiency of logistics system and insufficient application of supporting technology, and put forward measures such as establishing strategic alliance between e-commerce enterprises and suppliers, business process reorganization and optimizing logistics system to strengthen supply chain management. He Hui (2019) found that the cross-border e-commerce supply chain lacks brand advantages, the supply chain cooperation mechanism is not perfect, the supply chain information and data sharing and application are insufficient, and the supply chain technology R & D and innovation level need to be improved, and put forward suggestions on building a digital and intelligent cross-border e-commerce supply chain platform. Duan Yali (2014) found that although up to 75% of enterprises recognize the value of supply chain, e-commerce enterprises lack the mechanism of integrated supply chain management. Abroad, Vujacic et al. (2015) found that the complexity of procedures, the cost of money and time, and the lack of infrastructure and operation would hinder the effective cross-border flow of goods. Wang, RX (2018) pointed out that although the form of payment, currency, legal and tax conditions and product delivery are developing, they will still create obstacles to free cross-border flow. Wang y et al. (2019) evaluated the overall operation of the port supply chain by building a diagnostic model including reliability, agility and cost index system, found out the problems existing in the port supply chain and put forward effective countermeasures. Liu, j et al. (2021) based on the

current situation, problems and challenges of blockchain based offshore supply chain system, constructed a new offshore supply chain operation and management mode, and put forward reasonable suggestions for the future operation and development of offshore supply chain. Yunkai et al. (2017) based on the current supply chain model of cross-border e-commerce, put forward the existing problems in commodity quality, supply chain flexibility, cross-border logistics and payment risk, and gave countermeasures and suggestions. Although many scholars at home and abroad have made some analysis on the problems existing in the supply chain of cross-border e-commerce enterprises, the problem analysis is not comprehensive and needs to be studied.

### 3. Development Status of Cross-Border E-Commerce

#### 3.1. Overall Development Status of the Industry

##### 3.1.1. National Policy

As a new form of China's foreign trade development, cross-border e-commerce has become a new engine to promote China's economic development. The development of cross-border e-commerce is inseparable from the support of national policies. Since 2014, various departments in China have issued a number of policies to help the development of cross-border e-commerce. The policies cover all aspects of cross-border e-commerce such as cross-border e-commerce market supervision, customs clearance, tax management and pilot areas, providing a good policy environment for cross-border e-commerce. In addition, one belt, one road initiative and economic globalization have been actively promoted, and economic exchanges and cooperation with other countries have been strengthened, thus accelerating the development process of China's cross-border electricity supplier industry. The main cross-border e-commerce support policies issued by various departments in China in recent three years are shown in the table below.

Date	Policy Name	Concrete Content
August 2021	<Notice on further deepening the reform of cross-border trade facilitation and optimizing the business environment at ports>	Adjust, streamline and reform the customs clearance process, optimize the charging mode, reduce export costs, strengthen the application of information technology, improve the level of intelligence, improve the cross-border e-commerce market environment, and deepen exchanges and cooperation.
July 2021	<Opinions of the general office of the State Council on accelerating the development of new forms and models of foreign trade>	Promote the application of digital technology in cross-border e-commerce, improve relevant supporting policies such as value-added tax, consumption tax and intellectual property protection, build a characteristic cross-border e-commerce comprehensive pilot area, and improve the intelligence level of overseas warehouses.
April 2021	<Announcement on the supervision of cross-border e-commerce retail import and export commodities>	It clearly stipulates the enterprise management, customs clearance management, tax collection and management, place management, quarantine, inspection, logistics management and return management of cross-border e-commerce.
March 2021	<Notice on expanding the pilot of cross-border e-commerce retail import and strictly implementing the regulatory requirements>	Expand the pilot area of cross-border e-commerce retail import, strictly review the non-compliance behaviors, and promote the sustainable and healthy development of cross-border e-commerce industry.
November 2020	<Regional comprehensive economic partnership agreement>	Chapter 12 proposes to promote the use of e-commerce, encourage the change of trade mode, pay attention to the protection of consumers' personal information, and strengthen market supervision and cooperation.
June 2020	<Announcement on carrying out the pilot of cross-border e-commerce enterprise to enterprise export supervision>	The '9710' and '9810' customs supervision codes were added, the supervision pilot was carried out, and the integrated process of quarantine, inspection and customs clearance of B2B export goods was standardized.

Date	Policy Name	Concrete Content
May 2020	<Notice on supporting the development of new trade formats>	It stipulates the settlement and declaration of overseas expenses incurred by cross-border e-commerce enterprises, and stipulates that the period for domestic enterprises to advance expenses for customers shall not exceed 12 months, and the individual handling foreign exchange settlement does not occupy the facilitation limit.
March 2020	<Announcement of the General Administration of Customs on the supervision of the return of cross-border e-commerce retail imported goods>	It is stipulated that the time limit for the return enterprise to apply to the Customs for return is 30 days from the date of release of the declaration list, deliver the goods to the original supervision place within 45 days, and be responsible for the authenticity of the products.
January 2020	<Notice on expanding the pilot of cross-border e-commerce retail import>	According to the development needs, Hainan Island and 50 cities will be added as the pilot of cross-border e-commerce retail import.
March 2019	The second session of the 13th National People's Congress of the people's Republic of China and the second session of the 13th National Committee of the Chinese people's Political Consultative Conference	One belt, one road, one more way to build up the region and the greater autonomy of the free trade area, is proposed to improve the cross-border electricity supplier support policy and promote trade transformation and upgrading.

Table 1: Cross Border E-Commerce Support Policies

### 3.1.2. Cross Border E-Commerce Industry Chain

The cross-border e-commerce industry chain involves a large number of upstream and downstream enterprises, and has gradually formed a cross-border e-commerce industry chain operation system with the cross-border e-commerce platform as the core, including commodity manufacturers, cross-border e-commerce platforms, payment enterprises, logistics providers, customs, consumers, third-party comprehensive service platforms, overseas warehouses, governments and other parts. After years of development, imported cross-border e-commerce has gradually formed B2B categories represented by kelp, Xingyun group, stupid Tudou and KKS, and B2C categories represented by tmall global, JD international, Suning international and Miya. Export cross-border e-commerce has gradually formed B2B categories represented by Alibaba international station, dunhuang.com, global resources and made in China, as well as B2C categories represented by Amazon global store opening, eBay, global Tesco and Savi era. Logistics enterprises mainly include Flying Box cross-border, Teng group, EMS, Shun Feng and so on. Payment enterprises mainly include Yi Bao payment, Alipay, Paypal, Skye and so on. Technical support enterprises mainly include Yi Cang technology, shop Xiaomi, Xiaoman, leading star and so on. All links of the cross-border e-commerce industry chain are closely linked to jointly promote the upgrading and breakthrough of cross-border e-commerce.

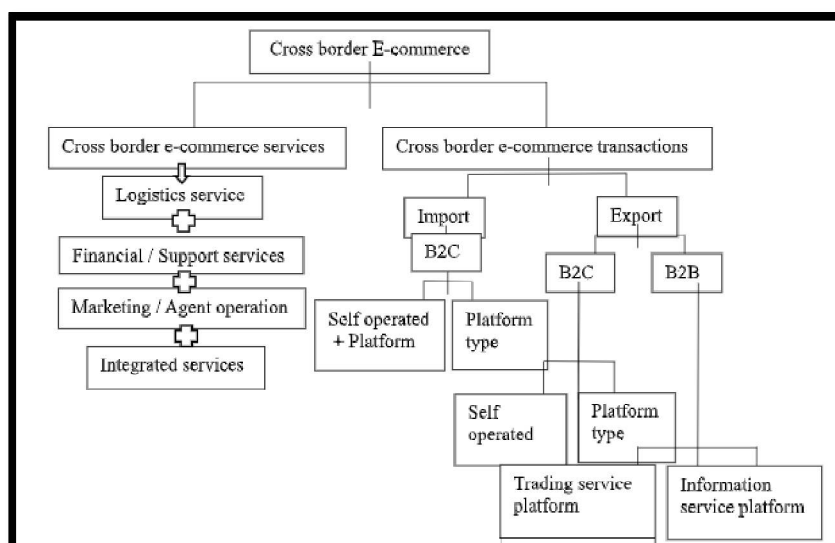


Figure 1 Cross Border E-Commerce Supply Chain

### 3.1.3. Scale of Cross-Border E-Commerce Transactions

According to the data of China Statistical Yearbook, the total import and export of China's goods in 2014 was 26.4 trillion yuan, and the total import and export of China's goods in 2019 was 31.6 trillion yuan, with a year-on-year increase

of 19.7%. There was negative growth in 2015 and 2016, and the scale of import and export of goods grew slowly. According to China's cross-border e-commerce market data report released by ecosoc.com, the scale of China's cross-border e-commerce transactions in 2014 was 4.2 trillion yuan, and the market transaction scale in 2020 was 12.5 trillion yuan, an increase of 197% over 2014; In 2020, the scale of cross-border e-commerce transactions accounted for 38.86% of total goods exports, an increase of 5.57% over 2019. Compared with the traditional foreign trade model, cross-border e-commerce shows great development potential and has become an important force to promote the development of foreign trade. According to the statistics of the General Administration of customs, in 2020, the total import and export volume of China's cross-border e-commerce was 1.69 trillion yuan, an increase of 31.1% compared with 2019. Among them, the total export volume was 1.12 trillion yuan, an increase of 40.1%, the total import volume was 0.57 trillion yuan, an increase of 16.5%, and the proportion of total export volume and total import volume was 77.6% and 22.4% respectively. Airy predicted accordingly, by 2025, China's total cross-border e-commerce exports will reach 15.1 trillion yuan, with an annual compound growth rate of 26.6% from 2020 to 2025. Compared with imports, cross-border e-commerce exports grew rapidly.

#### 3.1.4. Cross Border E-Commerce Enterprises

The total market value of cross-border e-commerce listed enterprises reached RMB 16.48 billion in 2020, compared with the total market value of cross-border e-commerce listed enterprises of RMB 16.48 billion in 2020. Stimulated by COVID-19, cross-border e-commerce online business has achieved positive growth. In the 8 cross-border electricity supplier listed companies, Anke innovation ranked first in total market value of 74.45%, and its market value was 66 billion 760-million-yuan, accounting for 74.45% of the total market value of cross-border electricity supplier listed companies. In terms of revenue, among cross-border e-commerce listed enterprises, cross-border communication ranked first with a revenue of 17.021 billion yuan, and contact interaction and Huading shares ranked second and third.

#### 3.1.5. Cross Border E-Commerce Logistics

Compared with traditional cross-border logistics, the main body of cross-border e-commerce logistics is mainly enterprises and consumers, that is, it is mainly the import and export of B2C mode. It has the characteristics of small batch and multi batch, has higher requirements for commodity transportation time, and pays more attention to timeliness. Due to the complex process and high transportation cost, the cost of cross-border logistics accounts for 20-30% of the transaction volume of cross-border e-commerce. Compared with 2019, the scale of cross-border e-commerce logistics market has increased greatly in 2020. Affected by economic globalization, the annual compound growth rate is expected to be 22.5% from 2021 to 2025. By 2025, the scale of China's cross-border e-commerce export logistics market will reach 3.6 trillion yuan, it has great development potential. But by the impact of COVID-19, compared with 2019, the average length of cross border e-commerce logistics distribution in 2020 was about 64.4%, and transportation costs increased, transportation speed slowed down, employment pressure and other problems hindered the expansion and development of cross-border e-commerce logistics. About 40% of cross-border its enterprises in China were down by more than half, and nearly half of them suffered losses of varying degrees.

#### 3.1.6. Cross Border E-Commerce Consumption Distribution

According to relevant data, from the perspective of age, at present, the age of cross-border e-commerce customers in China is mainly between 25 and 35. People in this age group have stable income, good economic conditions and high consumption demand. From the perspective of gender differences, the consumption needs of women and men are very different. Women have a large demand for clothing, cosmetics and mother and baby products, while men spend more on digital products and sports products. From the perspective of regional differences, the current consumption power is mainly concentrated with Beijing, Shanghai and Guangzhou, followed by Jiangsu and Zhejiang, which is constantly narrowing the gap between Beijing, Shanghai and Guangzhou in terms of consumption amount and frequency, which means that cross-border e-commerce enterprises have been deeply and rapidly developed in China. In addition to the first-tier cities such as Beijing, Shanghai and Guangzhou, these rapidly increasing young cross-border consumers come more from second tier cities such as Wuhan, Nanjing, Suzhou and Xi'an. The overall contribution of second and third tier cities to consumption capacity cannot be underestimated.

### *3.2. Cross Border E-Commerce Risks under the Epidemic*

#### 3.2.1. Increased Supply Pressure

At present, although the epidemic situation in China has been effectively controlled and the epidemic prevention and control has been normalized, the situation of epidemic prevention and control in foreign countries is not optimistic. The sudden epidemic situation in some areas will disrupt the normal production plan of local enterprises, affect the production capacity of enterprises and reduce the production efficiency. In the turbulent and changing market environment, suppliers have great uncertainty, which directly affects the supply capacity of cross-border e-commerce enterprises, and the supply pressure will further increase, resulting in the rise of commodity wholesale prices and even supply interruption. Due to the instability of manufacturers' supply capacity, cross-border e-commerce enterprises are unable to deliver goods as agreed, which reduces consumers' satisfaction, causes customer loss, and brings great potential risks to cross-border e-commerce enterprises.

### 3.2.2. Cross Border Logistics Risk

During the period of COVID-19, countries suspended some international transportation business to slow down the risk of foreign investment, thus impeding overseas transport and failing to deliver goods in time. During the epidemic period, consumers took more online shopping behavior, the online business of cross-border e-commerce surged, the number of orders increased greatly, and the transaction scale was further expanded. However, in order to prevent and control the epidemic, the state strengthened the detection of international transportation, tightened the quarantine and detoxification of import and export commodities, and increased the cost of cross-border logistics and transportation. The time of cross-border logistics transportation is prolonged, and the timeliness of logistics is difficult to guarantee. The surge of orders also increases the amount of cross-border logistics information. A large number of emerging information put pressure on the operation of the information sharing platform, making it difficult to feed back logistics information in time.

### 3.2.3. Changes in Market Demand

Under the COVID-19, China's GDP in 2020 was 15 trillion and 630 billion US dollars, an increase of 2.3% over the same period last year, the smallest increase in the past 14 years. The economy as a whole has been on a downward trend, and the economies of various countries have also shrunk to varying degrees. The epidemic forced enterprises to stop production, the capital chain of enterprises was broken, and employees had to be laid off in order to reduce expenses, resulting in a large number of unemployment, reduced consumer income, reduced purchasing power, reduced consumer demand for products and total consumer demand. The epidemic also changes the market demand of consumers and increases the demand for daily necessities. If cross-border e-commerce enterprises fail to adjust their product strategies in time and meet the potential needs of consumers, they will fall into passivity.

### 3.2.4. Trade Friction

As two major cross-border e-commerce markets, China and the United States account for two-thirds of the global scale, according to Shopify statistics. However, the trade war between the two countries has caused a huge impact on the cross-border e-commerce industry of the two countries, suppressed China's trade, increased tariffs on China's import and export goods, increased anti-dumping and other means, and caused great trade barriers to China's foreign trade. Secondly, many countries oppose free trade and boycott overseas goods to protect local enterprises. International trade rules are frequently broken, political frictions between countries continue, and the market environment is volatile, which is not conducive to cross-border e-commerce transactions and creates difficulties for cross-border e-commerce businesses.

## **4. Analysis of Supply Chain Problems of Cross-Border E-Commerce Enterprises**

### *4.1. Weak Supply Chain Response*

At present, the supply chain of cross-border e-commerce enterprises has the problem of uncoordinated supply and demand. The main reason is that it takes a long time for products from design, procurement, production to final consumers. The supply chain lacks flexibility and cannot respond quickly to market demand. Manufacturers often purchase raw materials and produce products according to the market demand forecast. This production method will face many risks. One risk is that the manufacturer may not anticipate the occurrence of a certain situation, resulting in reduced market demand, oversupply and overstock of inventory; Another risk is that there may be a situation that supply is less than demand in the market. At this time, retailers will choose to add orders, but it takes a certain time for manufacturers to purchase raw materials and product production. During this time, consumers' demand may change, which increases the difficulty of product production. In addition, economic globalization has brought new demands to Chinese consumers and promoted the development of China's cross-border e-commerce import business. However, due to time and space constraints, domestic product manufacturers are unable to accurately predict the needs of overseas consumers, resulting in the disadvantage of China's export cross-border e-commerce in the production of some products.

### *4.2. Inefficient Cross-Border Logistics*

Different from domestic logistics, cross-border logistics has a relatively long transportation time and high transportation costs and expenses. On the one hand, cross-border logistics involves many links such as international transportation, customs declaration and customs clearance, which need to be completed in different institutions such as customs broker and customs system. The degree of information sharing among institutions is low, and there is no complete information sharing mechanism, which makes it difficult for cross-border logistics enterprises to coordinate the whole logistics process. On the other hand, because cross-border logistics involves cross-border transportation, the transportation time is relatively long, and it is easy to be affected by natural disasters such as weather, inspection and quarantine or human factors, which affects the timeliness of logistics, delays logistics to varying degrees, and lost parts occur frequently. In addition, in order to improve consumer satisfaction, cross-border e-commerce enterprises usually provide seven-day unreasonable return and exchange services, which increases the cost of cross-border logistics. Cross border logistics expenses also include customs declaration fees, taxes and other expenses, making cross-border logistics expenses relatively high, affecting consumers' shopping experience and reducing satisfaction. As an important part of the supply chain of cross-border e-commerce enterprises, the disharmony of cross-border logistics hinders the development of cross-border e-commerce in China.

#### *4.3. Low Degree of Supply Chain Information Sharing*

In recent years, China's information technology has advanced by leaps and bounds, and its application in all walks of life has greatly promoted the prosperity of China's economy. The application of information technology in the field of cross-border e-commerce is conducive to improving the transparency of information, realizing information sharing among supply chain node enterprises, and preventing various risks caused by information asymmetry. At present, although some digital technologies have been introduced into the field of cross-border e-commerce in China, on the whole, the utilization rate of digital technology is still relatively low, and an information sharing platform integrating procurement, production, logistics and payment has not been built. The cross-border e-commerce supply chain is long, there are many and complicated work links, involving many enterprises, and enterprises cannot maintain good cooperative relations. It is easy to form an information island between supply chain node enterprises, the speed of data update is slow, and the awareness of information sharing is weak, which makes the information flow lag behind the logistics and capital flow. The node enterprises of cross-border e-commerce supply chain belong to different countries. There are great differences in culture and language among enterprises in different countries, which also hinders the realization of information sharing to a certain extent, affects the efficiency of cross-border e-commerce supply chain and increases the supply chain management cost of cross-border e-commerce enterprises. In addition, information asymmetry such as express delivery between cross-border e-commerce enterprises and consumers is also not conducive to the formation of a good shopping experience and the reduction of consumer satisfaction, which is not conducive to the sustainable development of cross-border e-commerce industry.

#### *4.4. Imperfect Supply Chain Supporting Facilities*

The coordination of cross-border e-commerce supply chain requires not only the exchange and cooperation between supply chain node enterprises, but also the support of logistics, payment, supervision and other services. Cross border e-commerce is a new business form formed under the background of Internet and economic globalization. While taking advantage of the trend of economic globalization, many supporting measures cannot keep up with the rapid development of cross-border e-commerce. First of all, in terms of cross-border logistics, cross-border logistics is not coordinated with cross-border e-commerce. Cross border e-commerce enterprises may have to cooperate with two or more companies to complete domestic and overseas transportation. Cross border logistics takes a long time, has high transportation costs and expenses, is vulnerable to various risks, and is difficult to ensure the safety and timeliness of goods, Reduce the efficiency of cross-border logistics. Secondly, because cross-border e-commerce deals with many countries or regions, but there are differences in the legal norms of countries or regions, there is no unified regulatory standard, and there are great risks in cross-border e-commerce transactions; There are great differences in the languages of various countries, which brings some difficulties to the communication and cooperation between the two sides of the transaction. Third, cross-border e-commerce involves cross-border payment business. The procedures are cumbersome and it is difficult to ensure the security of cross-border payment environment. Moreover, affected by factors such as exchange rate and culture, it is difficult to form a unified payment standard, which makes the development of cross-border e-commerce slow.

#### *4.5. The Product Quality Cannot Meet the Relevant Industry Standards*

Any commodity involved in import and export trade needs to meet certain relevant standards. However, due to the particularity of cross-border transactions of commodities and the differences of industrial standards of various countries, it brings certain difficulties to product manufacturers. Only by fully understanding the relevant industrial standards of various countries and producing products that meet the requirements can we ensure the smooth completion of cross-border transactions. However, at present, many cross-border product suppliers do not fully understand the industrial standards of various countries, the internal management of enterprises is imperfect and other factors, coupled with the technical barriers imposed by developed countries on some countries, and the products produced cannot meet the standards of product demand countries, resulting in difficulties in product sales, increasing the cost of product manufacturers, and easily leading to the rupture of capital chain, The enterprise cannot operate normally; In addition, due to problems in the supply of goods, the supply chain of cross-border e-commerce is unstable, which brings risks to cross-border e-commerce enterprises, reduces the market transaction rate and slows the development of cross-border e-commerce.

### **5. Construction**

This paper analyzes the current development status of cross-border e-commerce industry and the supply chain problems of cross-border e-commerce enterprises. At present, China has formed a cross-border e-commerce industrial chain operation system integrating manufacturers, cross-border e-commerce platforms, payment enterprises, logistics providers, customs, consumers, third-party comprehensive service platforms, overseas warehouses, governments and other parts. China's cross-border e-commerce is inseparable from the state's support for the cross-border e-commerce industry. China has repeatedly increased cross-border e-commerce comprehensive pilot zones and retail pilot projects to provide opportunities and support for the growth of new business forms of cross-border e-commerce. The scale of China's cross-border e-commerce market is also expanding. In 2020, the market transaction scale was 12.5 trillion yuan, an increase of 197% compared with six years ago, it shows great development potential. China's cross-border electricity supplier development speed is fast, but the quality is not high, the complexity of the environment reveals the vulnerability of cross-border e-commerce enterprises supply chain, affected by the impact of COVID-19 in 2020, which brings greater challenges to cross-border electricity suppliers. China's cross-border electricity supplier supply is unstable, prone to

supply disruptions, foreign transportation is blocked, and goods cannot be delivered in time. The increase of logistics transportation time and cost, the difficulty of information sharing, the continuous trade friction and the change of market demand have caused difficulties to the development of cross-border e-commerce. Based on these risks, it reflects that China's cross-border e-commerce enterprises have uncoordinated supply and demand, weak response ability, many cross-border logistics links, high transportation costs, low transportation efficiency, low utilization rate of digital technology, low degree of information sharing, product quality cannot meet relevant industrial standards, and logistics, payment, supervision and other supporting facilities are not perfect, It has caused difficulties in the coordination of China's cross-border e-commerce supply chain.

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