

Study on the Evaluation and Selection of B2C Logistics Model of Cross-Border E-Commerce Enterprises

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Abstract: In recent years, China's e-commerce industry is booming, providing a series of new ideas and new development direction for the development of a series of industries, cross-border e-commerce industry bear the brunt. However, the exploration in new fields has brought many problems, especially in the aspect of logistics, which restricts the development of B2C cross-border e-commerce export enterprises. This paper analyzes and evaluates several major modes of B2C logistics of cross-border e-commerce enterprises in China, and provides references for the development of B2C logistics modes of cross-border e-commerce enterprises by combining with the current industrial reality.

Keywords: B2C; Cross-border e-commerce enterprise; Logistics model

1. Introduction

In recent years, China's e-commerce industry has been developing rapidly at home and expanding overseas, which has become a part of the core competitiveness of Chinese enterprises. Cross-border e-commerce refers to the organic combination of traditional cross-border business activities and the Internet. Domestic enterprises made full use of the Internet to give play to their industrial advantages and rapidly promoted the development of the whole cross-border e-commerce industry. The rise of cross-border e-commerce industry has played a great role in promoting the development of small and medium-sized enterprises, promoting the employment in China and contributing the new growth points. However, as an emerging industry, cross-border e-commerce has some problems, especially is facing many obstacles in the B2C logistics for cross-border e-commerce enterprises, so how to choose the right logistics model is crucial. If the B2C logistics model of cross-border e-commerce enterprises is not analyzed and studied, it may lead to the stagnation of the development of the whole industry [1].

2. Overview of Logistics Model for Cross-border E-commerce Enterprises

At present, cross-border e-commerce logistics mode has the characteristics of high frequency, fast turnover and small batch. At the same time, the logistics system of multiple countries and regions is closely related to international trade, and the completion process is very complex, so it also faces great risks. The whole transportation process of logistics is accompanied by various shortcomings such as long time, high

frequency, cumbersome settlement, small orders, customs seizure and so on, which hinder the long-term development of cross-border e-commerce industry. In practice, some e-commerce enterprises also adopt direct logistics by air to avoid risks, but the high price of such logistics will lead to high costs in the whole transaction process. In addition, the unmatched logistics infrastructure and inefficient logistics system restrict the logistics transportation, and restrict the development of B2C cross-border e-commerce. At present, there are the following B2C logistics models of cross-border e-commerce recognized by the academic community.

2.1. Logistics mode of international dedicated line and mode of international express delivery

Dedicated line mode of International logistics refers to point-to-point dedicated line logistics service for a certain country or region. The logistics starting point, terminal point, route and transportation time are all fixed in this mode, which has a higher timeliness compared with other B2C logistics modes of cross-border e-commerce. In addition, the international dedicated line logistics model can ensure the customs clearance, and the logistics costs are relatively low. However, this mode is greatly influenced by regional factors, which makes the choice of destination limited when domestic cross-border e-commerce enterprises entrust logistics transportation. International express delivery mode has the advantages of fast speed, good service and low defect rate. In developed regions such as Europe and America, international express enterprises have decades of development history and high professional level of business. TNT, UPS, FedEx and DHL are the main international express delivery

enterprises in foreign countries. International express logistics is a relatively mature B2C cross-border logistics model, which can provide good logistics service experience and quality, so the logistics cost is high and the logistics expense is expensive. In recent years, China's international express delivery orders continue to increase. For an international express delivery enterprise, if it wants to achieve long-term development, it must be based on the local market. The management of enterprises should first reflect the characteristics of localization, and take localization as the target of enterprise culture and talent training, thus to reduce the daily operation cost of enterprises, and then more easily integrate into the international market environment. In addition, the international express delivery market has raised the requirements for the obligations and responsibilities in the operation and development of international express delivery enterprises under the circumstance of more competitive competition. In different market environments, it is necessary to adjust measures according to local conditions, unify the differences among logistics, after-sales service and pricing methods, and take targeted measures, but it will also increase the business cost of international express delivery [2].

2.2. International logistics service of domestic express

With the continuous development of the international express delivery business, many companies engaged in domestic express business in China is also aware of the international express business opportunities, STO Express and SF Express are typical representatives of this phenomenon, the above two companies has different levels of achievement, their cross-border logistics cooperation with domestic B2C cross-border e-commerce makes its international express business developed rapidly and their advantages are obvious compared with other international express delivery. Objectively speaking, however, in the process of the development of domestic express enterprises, the input energy for cross-border logistics business remains limited, and it restricted by the short operational time and costs at the same time, making the business scope of overseas markets of internationalization of domestic express logistics service is still small, which remains to be further broadened.

According to the State Post Bureau, China Post's cross-border e-commerce business volume accounted for 31 percent of the industry's total in 2019. Its advantage is that it can access the global network of international postal services, which has greatly expanded its business coverage. However, the distribution quantity in some regions is small, which makes it difficult to guarantee the logistics efficiency in this region, and it is generally faced with the problems of long delivery time, cumbersome return and replacement of goods and high logistics cost. From the perspective of B2C logistics of cross-

border e-commerce, these shortcomings affect the efficiency of express delivery services. Some goods are transported for more than two months, which will undoubtedly reduce consumers' willingness to purchase and is not conducive to the continued development of this model. In recent years, with the continuous expansion of B2C cross-border e-commerce business scale, the carrying capacity of cross-border logistics transportation of the postal system is close to saturation, which further reduces its timeliness. Currently, fewer and fewer B2C cross-border e-commerce enterprises choose China Post, and their market share is also shrinking.

2.3. Overseas warehouse mode

The overseas warehouse mode is to set up storage warehouses in overseas regions. Cross-border e-commerce enterprises first ship many products to the warehouses in overseas destinations, and then carry out sorting and distribution from the overseas warehouses after the orders are sold. There are three links of overseas warehouse: first floor transportation, local distribution and warehouse management. However, compared with other B2C logistics models of cross-border e-commerce, overseas warehouses have great advantages. Overseas warehouses are built in overseas destinations, with fewer delivery and circulation links and shorter delivery time, which effectively reduces the defect rate of parcels in cross-border logistics and improves customers' purchasing experience. At present, with its unique advantages, overseas warehouses have become a focus of the development of B2C cross-border e-commerce logistics in China.

3. Discussion on Common Problems of B2C Cross-border E-commerce Export Logistics

For cross-border logistics, it must pass the domestic logistics, domestic customs clearance, international logistics, customs clearance in destination country and destination country several links, each link can affect the express logistics service quality, assuming that there was a problem in any link, the risk will increase greatly in the whole logistics process and can prolong the delivery time of logistics. Current B2C cross-border e-commerce logistics has the following disadvantages:

3.1. Imperfect reverse logistics function

There are many factors involved in the process of cross-border e-commerce B2C logistics, and many links need to relate to each other, covered a wide scope. Problems such as long time and high defect rate often exist in the operation process of cross-border e-commerce logistics. If the customer chooses to return or replace the goods, it will inevitably lead to the extension of the logistics cycle, increase the risk of loss and damage of goods, as well as the risks of commodity inspection and customs, which will affect the transportation of B2C cross-border e-

commerce goods. However, the reverse logistics channel of cross-border e-commerce logistics is not smooth, and the lack of this function leads to the increase of the cost of returned goods, and the excessive return freight is sometimes higher than the value of the product itself, which disrupts the normal operation rhythm of B2C cross-border e-commerce enterprises [3].

3.2. Obstacles exist in the customs clearance

In recent years, with the deepening of institutional reform, customs inspection and quarantine work has achieved reform and innovation, and the commodity inspection process in the process of customs clearance has been optimized. However, with the rapid development of B2C cross-border e-commerce, there are still many obstacles in the process of customs clearance. Cumbersome customs clearance procedures and tax issues will affect the order efficiency of B2C cross-border logistics of cross-border e-commerce. Not only that, the obstruction of customs clearance will also make it difficult for small and medium-sized cross-border e-commerce enterprises to obtain purchase invoices from formal channels, resulting in the inability to provide the customs declaration list required for customs clearance, and ultimately unable to enjoy tax rebate, causing problems in the capital flow of small and medium-sized cross-border e-commerce enterprises.

3.3. The whole logistics process is time-consuming and the logistics information is not perfect

Customers' dissatisfaction with B2C cross-border e-commerce is focused on logistics. Most orders of cross-border e-commerce are unable to meet customers' requirements for logistics and transportation due to the long logistics cycle, which increases the delivery time of orders. Due to the nature of the B2C cross-border e-commerce itself, it decided its characteristics of many link and long cycle, especially in cross-border logistics transportation, once a logistics link appears problem, it will cause the delivery time increase for months, and make some cross-border e-commerce order cannot be finished the logistics distribution services within the prescribed time, greatly affect consumer's purchase intention and shopping experience.

The problem of imperfect logistics information is mainly reflected in the following two aspects: first, it is impossible to track the package in transit in real time, the package information is not updated in a timely manner after leaving the country, and it is unable to provide customers with comprehensive information display of logistics and transportation process. Secondly, each link of logistics information is individual by itself, so it cannot be connected effectively, resulting in the decline of logistics and transportation efficiency.

4. Optimization Plan of B2C Cross-border E-commerce Export Logistics

4.1. Optimize the reverse logistics function

The function of B2C cross-border export logistics to return and replace goods should be realized. The key links in the whole process are customs clearance, freight and time limitation. In terms of the links of return and replace goods, it is no doubt that the establishment of overseas warehouses for cross-border logistics services has shown significant advantages. If it is not possible to return or replace goods in the form of overseas warehouse, we can start from the following two aspects: first, we can build an exchange market for returned or replaced goods locally; second, we can set up an enterprise specialized in B2C cross-border export e-commerce return or replace agent business [4].

4.2. Optimize the customs clearance process

To optimize the customs clearance process, we can start from the following aspects: first, guide the cross-border e-commerce logistics industry to join AEO international mutual recognition organization. Secondly, improve the customs clearance service capabilities of third-party logistics companies. In addition, country can also set up a special department for the export declaration of B2C cross-border e-commerce in the customs, to effectively improve the level of customs clearance services.

4.3. Establish a self-run platform to share overseas warehouses

The self-run platform mode refers to that cross-border e-commerce enterprises purchase cross-border export products from domestic manufacturers and then sell them overseas through self-run platforms built by themselves. Its advantage is that it can gather goods for mass transportation, so that cross-border e-commerce enterprises have the initiative in overseas logistics information system. Enterprises can also optimize the logistics routes according to the actual situation, save logistics costs and effectively reduce the time for customers to receive goods, improve customer satisfaction and speed up the rate of capital return.

Compared with other logistics modes, overseas warehouse undoubtedly has great advantages. Many overseas consumers will check whether the cross-border e-commerce enterprise has an overseas warehouse in its region before purchasing commodities. However, the construction and operation costs of overseas warehouses are relatively high, which makes it prohibitive for small and medium-sized cross-border e-commerce enterprises. Overseas warehouse is an emerging development direction of the current cross-border logistics model. Small and medium-sized cross-border e-commerce enterprises

can jointly build and share overseas warehouse, share risks and benefit from it.

5. Conclusion

The choice of logistics mode is related to the operation cost of B2C cross-border e-commerce enterprises, and has a very direct impact on customer satisfaction, purchase intention and product evaluation, and thus relates to the success or failure of B2C cross-border e-commerce. B2C cross-border e-commerce industry, therefore, when choosing logistics transport mode should focus on the following factors: first of all, the logistics service quality, choice of logistics mode should not only consider the efficiency of the logistics company, also should consider the distribution time of logistics, whether the logistics tracking information updated in real time or return logistics channel is obstructed. Secondly, consideration should be given to the nature and characteristics of the products to be operated, as well as the size of its own economic strength and risk bearing capacity, including storage, transportation and management costs. Finally, customers' preference for cross-border logistics companies. Only through comprehensive consideration and scientific selection of the cross-border B2C logistics model based on the characteristics of its own commodities and enter-

prises, can the operation cost be controlled to achieve the quality assurance and rapid development of enterprises.

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