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A Study on the Impact of Cross-border Logistics and Online Reviews on the Performance of Cross-border Export E-commerce Firms

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Abstract:

China's cross-border e-commerce trade is a key driver of the country's economic growth and plays a significant role in promoting the transformation and development of foreign trade. Currently, many cross-border e-commerce companies in China face several challenges, including unstable logistics, high costs of establishing overseas warehouses, language barriers and fraudulent online reviews. This paper examines the relationship between cross-border logistics, online reviews, and enterprise performance by summarizing the research of domestic and international scholars which can be deduced that: (1) The impact of online reviews on cross-border e-commerce businesses is significant; (2) Cross-border e-commerce business performance can be driven to a certain extent by excellent cross-border logistics; (3) Online reviews and cross-border logistics have a mutually influential relationship in their development and operation. The article further analyses that under the status quo of rapid development of cross-border e-commerce, enterprise management's perfect operation mechanism and favorable national policies will also have a positive impact on the performance improvement of Chinese cross-border e-commerce enterprises. Finally, the author presents conclusions and countermeasure suggestions for the main problems in the development of Chinese cross-border e-commerce enterprises by combining existing literature and research results from both domestic and international sources.

Keywords:

cross-border logistics, online reviews, cross-border export e-commerce, firm performance

1. Introduction

The continuous development and expansion of the Internet and its gradual penetration into every aspect of society has led to the emergence of a new model which combines digital technology with traditional business practices of commercial development known as e-commerce. The direct application of the Internet economy in the field of international trade effectively promotes the development of cross-border e-commerce. Cross-border e-commerce is a new type of business that takes the e-commerce platform as the core and realizes cross-border trade through the international logistics system. Cross-border e-commerce is currently experiencing rapid growth and gaining momentum. In 2022-2023, the global economy is expected to experience a prolonged period of slow growth and high inflation. Due to the ongoing impact of the COVID-19 pandemic, e-commerce has become a preferred channel for overseas consumers. The global e-commerce market is continuous growing, and cross-border export e-commerce is showing a resilient growth. According to China Customs, China's cross-border e-commerce import and export scale was RMB 2.38 trillion in 2023, with a

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year-on-year growth of 15.6%. Furthermore, China has consistently ranked first in the world in cross-border e-commerce import and export volume surpassing many developed countries. However, due to the gradual downturn of the world economy and increasing international competition in recent years, China has increased its support for cross-border e-commerce and implemented various favorable policies to promote its development. Chinese cross-border e-commerce firms commonly face issues with unstable cross-border logistics, high logistics costs, cumbersome customs clearance procedures, imperfect after-sale logistics and fraudulent online reviews. As international trade becomes increasingly competitive, the impact of cross-border logistics and online reviews on the performance of Chinese cross-border e-commerce firms is becoming more significant.

What is the impact of cross-border logistics and online reviews on the performance of Chinese cross-border e-commerce enterprises and what roles they play in the relationship among the three? The purpose of this paper is to explore the impact of cross-border logistics and online reviews on the performance of cross-border e-commerce enterprises and to explore the relevant countermeasures to promote the performance of enterprises, to facilitate Chinese cross-border e-commerce enterprises to comply with the trend of the times and do a good job in the improvement of cross-border logistics and online reviews to achieve the effective enhancement of their performance.

2. Theory Review and Prospect

The popularity of the Internet has created a new retail market where online and offline channels coexist , e-tailing and brick-and-mortar retailing are becoming increasingly synergistic and integrated. Scholars at home and abroad have conducted extensive research on the impact of cross-border e-commerce on enterprise performance from various perspectives. However, their research levels and directions differ significantly. This paper examines the impact of cross-border e-commerce on enterprise performance which builds upon existing research findings.

2.1 A study on the impact of online reviews on the performance of cross-border e-commerce firms

There is some doubt that whether online reviews have a significant impact on the improvement of cross-border e-commerce firm performance and what role positive and negative reviews play in firm performance, and existing scholars have not yet to reach a unified and convincing consensus.

According to Jingyu Xu (2023), online reviews written by consumers are becoming increasingly important in conveying reputation about products and have a role in increasing sales profits. Yang Benxiao et al. (2022) suggest that online reviews can significantly impact sales. Positive reviews can attract more consumers to buy products, while negative reviews can hurt sales. Gong Xiaoman et al. (2021) point out that online reviews provide information about product quality and attributes, and that their characteristics significantly affect consumers' perception of usefulness. KUNG Chih-chun (2020) argues that retailers can determine the degree of consumer-product match through consumer reviews. It has been observed that when the accuracy of online reviews increases, cross-border e-commerce firms' profits increasing due to favorable reviews and vice versa. TIAN Ye et al. (2021) point out through their study that online reviews have a greater impact on high-quality sellers than on low-quality sellers. Jun Wang and Xianxue Cheng (2021) argue that online reviews and sales volume information have a joint influence on consumers' purchasing decisions and supply chain pricing

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strategies. With the depth of research, Ismagilova and Slade (2020) and Sun Jin (2020) highlight that online reviews are a crucial factor in consumer purchasing decisions and the performance of cross-border e-commerce companies. Yannan Zhang and Yao Tang et al. (2023) point out that, unlike traditional shopping where consumers have physical access to products. Consumers mainly obtain information from sellers, third-party platforms and websites, etc., as well as other consumers' reviews to judge product quality when shopping online. Chen Chunfeng, and Zhang Depeng et al. (2021) argue that consumers are more likely to adopt shopping reviews shared by other consumers than sellers and third parties. Not only that, foreign scholars point out that online reviews also have a lot of characteristic variables, mainly star ratings, text content, quantity, and so on (Prasarnphanich P, 2015). In addition, some scholars point out that online reviews will determine the size of the potential market, and retailers will adjust the selling price of their products according to online reviews to be more profitable (Cai Xueyuan et al., 2022). Positive online reviews can have a significant impact on the performance of cross-border e-commerce enterprises, while negative reviews can have a detrimental effect. Therefore, these enterprises must prioritize quality control measures to ensure positive reviews and promote their performance improvement.

2.2 Research on the impact of cross-border logistics on the performance of cross-border e-commerce enterprises.

Cross-border e-commerce platforms are becoming an increasingly important part of China's economy and trade due to their prominence, scale, and impact. According to data analysis by Huang Lirong and Tian Jun (2023), the continuous development of e-commerce has accelerated the integration and flow of product and trade circulation elements, resulting in the growth of cross-border e-commerce logistics. According to Pan Wang and Chen Ying (2023), the e-commerce industry's continuous innovation and upgrading have prompted cross-border logistics to not only require basic transport capabilities but also play a key role in connecting suppliers and consumers. This is necessary to achieve the improvement and restructuring of logistics and transport operations. Li Shize and Ou Shuangxiang (2022) argue that the cross-border e-commerce industry demands a faster logistics transaction time and lower logistics costs. Some scholars have found that cross-border logistics and transport involve market players from multiple countries, and most logistics enterprises operate in a principal-agent relationship. This leads to some problems such as information asymmetry, non-uniform legal standards and interests, and lack of transparency in control (Huang Lirong and Tian Jun 2023). Zhang Xiaoyan (2023) suggests that enterprises can enhance the efficiency of exporting goods by implementing technological innovations and establishing their own logistics system which can lead to improved performance and reduced costs. Therefore, cross-border e-commerce enterprises should focus on the developing cross-border logistics operations to adapt to the constantly changing international trade market, enhance their risk resilience, reduce costs, and establish better connections with customers.

2.3 Research on the relationship between cross-border logistics and online reviews

This paper will summarize the generalization and investigate the relationships based on existing research findings. Chen Danyan (2022) defines cross-border logistics as the transportation of goods between regions after customs inspection which main modes of transport are air transportation, sea transportation and railway transportation. Huang Lirong and Tian Jun (2023) suggest that cross-border logistics is influenced by national policies, transportation, company cooperation, customer reputation, and customs clearance.

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Zhang Yanhua (2023) argues that cross-border logistics currently face bottlenecks, such as a lack of talent and asymmetric cross-border information. Meanwhile, Chang-chit et al. (2020) suggest that consumers will only recognize the importance of online reviews for their purchasing decisions if they perceive the online review system to be useful. Online reviews are a crucial factor for consumers when selecting cross-border logistics services. Therefore, cross-border e-commerce enterprises should actively consider online reviews when choosing logistics partners. They should also strive to enhance the quality of logistics services and users' experience to meet consumers' needs and build a good reputation which will ultimately improve the performance of cross-border e-commerce enterprises.

2.4 Review of the study

The research indicates that scholars typically concentrate on one or two factors that influence the performance of cross-border e-commerce enterprises during the initial stages of their research. This approach is more in-depth, but it can be expanded by focusing on a specific point. Therefore, this paper aims to expand on the existing research by studying the influencing factors of cross-border e-commerce enterprise performance, as well as the relationship between online reviews, cross-border logistics, and cross-border e-commerce enterprise performance from a multi-angle perspective.

Positive reviews can increase consumers' trust of the company and their desire to buy, while negative reviews can have the opposite effect. Cross-border e-commerce enterprises should focus on maintaining product quality and increasing positive feedback from online reviews to improve their performance. Cross-border e-commerce enterprises should strictly control product quality to reduce business risks. This will increase the consumers' happiness, promote the growth of consumer repurchase rate and trust, and effectively enhance the establishment of a good corporate image. This will form a good closed-loop for cross-border e-commerce enterprises to improve performance in the long term, inevitably enhancing the enterprise's reputation and core competitiveness.

3. Current Situation and Typical Problems of Chinese Cross-border E-commerce Enterprises

Currently, China's cross-border e-commerce enterprises are developing rapidly in terms of scale, transaction value, and daily turnover which becomes the world's largest B2C cross-border e-commerce transaction market, with over 26% of the world's relevant transactions taking place in China. China's cross-border e-commerce enterprises are also gradually securing their leading position and continuing to steadily improve their core competitiveness.

3.1 Development status of cross-border e-commerce enterprises in China

First, the import and export volume of cross-border e-commerce enterprises has continued rising ranking steadily at the top in the world. According to the data from the Ministry of Commerce (Figure 1), since 2019, the import and export volume of China's cross-border.

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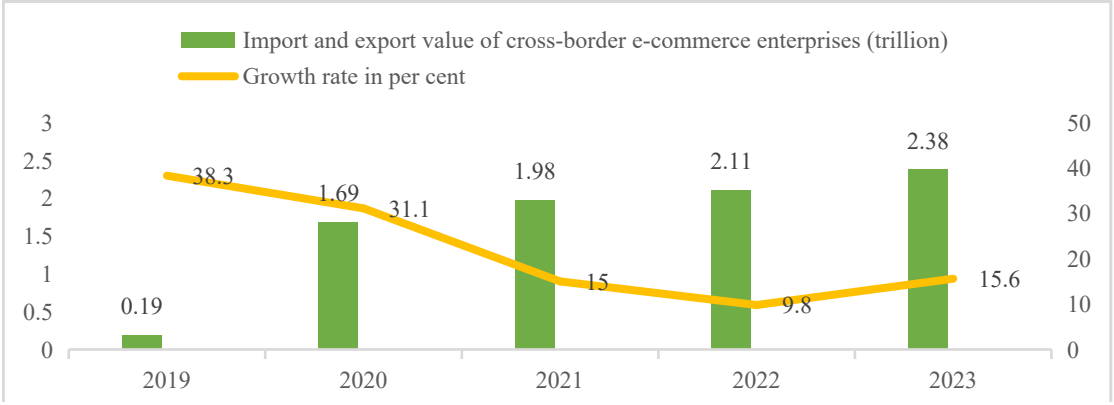


Figure 1 Import and export value and growth rate of Chinese cross-border e-commerce companies, 2019-2023

E-commerce enterprises have continued growing and the annual growth rate has generally been greater than 15 percent. Although the growth rate has gradually slowed down in recent years, it has remained one of the most important drivers of China's economic development. In the current era of rapid development of the Internet, the development of e-commerce is unstoppable, coinciding with a few years of epidemic period, the scale of e-commerce like a blowout explosive growth. The cross-border e-commerce market size soared from 1.9 trillion yuan in 2018 to 15.7 trillion yuan in 2022, with a year-on-year growth of 10.56% in 2022 over 2021.

Second, the number of cross-border e-commerce enterprises has increased steadily. With the pandemic, online shopping has become the main purchasing method chosen by most people; in addition, the government has actively supported cross-border e-commerce enterprises in the same period, giving favorable policies to promote the effective development of cross-border e-commerce enterprises in China. As a result, the number of cross-border e-commerce companies in China has grown steadily in recent years (Figure 2).

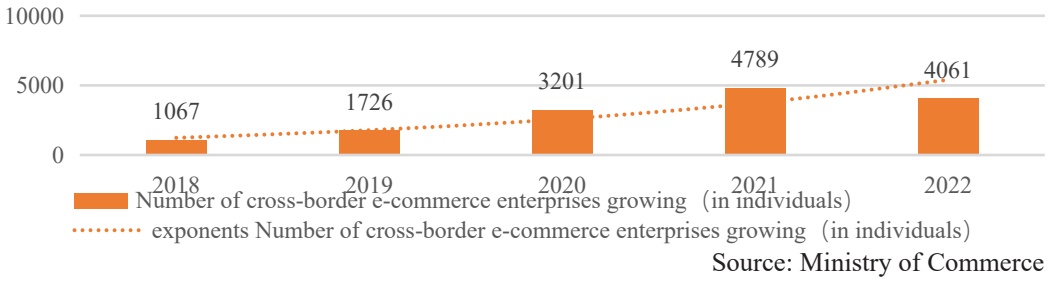


Figure 2 Growth in the number of cross-border e-commerce companies in China, 2018-2022

3.2 Problems faced by Chinese cross-border export e-commerce enterprises

First, cross-border export e-commerce enterprises face redundant problems in cross-border logistics. Cross-border logistics involves a series of links such as international transport, customs declaration, and customs clearance, resulting in higher logistics costs. Furthermore, transport policies and costs vary between countries and regions. Cross-border logistics often require longer transport time, particularly during the customs clearance process, which may cause delays and increase the uncertainty of logistics costs. This can lead

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to consumer concerns regarding the timeliness of cross-border logistics services and negatively impact their shopping experience. Cross-border e-commerce enterprises need to set up warehouses overseas to provide faster and more convenient logistics services. However, the costs in building, operating and managing overseas warehouses are high. As a result, many companies have limited resources and are unable to establish an adequate number of overseas warehouses, which hurts the operational efficiency and quality of logistics. Moreover, the return and exchange process in cross-border logistics is relatively complex, including the logistics and transport of returned goods, customs procedures, product quality testing, etc.; therefore, if there is a return and exchange situation, cross-border e-commerce enterprises need to bear additional operating costs and time, which affects the convenience of the return and exchange service and customer experience. The cross-border e-commerce industry is an emerging field. To establish a strong presence in the market, relevant national policies are necessary. China's support policy in this field is limited. In 2013, a notice was issued introducing an e-commerce retail policy. Controversy remains over many detailed issues, and the lack of support from the national government has led to the development of cross-border e-commerce logistics in China encountering many bottlenecks.

Second, online reviews by consumers. Currently, some cross-border e-commerce enterprises engage in the practice of brushing positive reviews. This involves improving the ratings of their products or shops by purchasing the products themselves or hiring a team to write fake positive reviews. Such behaviors can mislead consumers and reduce their trust in reviews. Online reviews may not accurately reflect the quality and performance of products, making it difficult for consumers to obtain genuine experiences and reviews which will result in consumers being unable to fully understand the quality of products.

Third, there is also the universal problem of language barriers for consumers in different countries. Cross-border e-commerce platforms attract global customers, but language barriers may complicate the sales process. If customers and sellers cannot communicate directly, this may lead to misunderstandings and an unsatisfactory shopping experience, which can affect sales and promotions. Moreover, language barriers also create challenges for customer service. Dealing with customer inquiries, complaints, and after-sales issues may require translation, which takes more time and resources and increases the uncertainty of communication. In addition, language barriers may lead to barriers of cultural differences, affecting order processing, logistics, and payment. At the same time, if a cross-border e-commerce platform fails to provide multi-language support and cultural adaptability, it can also make it difficult for customers from different geographical regions to integrate into the platform.

4. Factors Influencing the Performance of China's Cross-border E-commerce Enterprises and the Path to Realization

4.1 Influence factors

Chinese cross-border e-commerce enterprises are currently facing fierce market competition, and their corporate performance is affected by factors such as enterprise scale, asset operation capability, digitalization, R&D level, and market share. This paper focuses on the online review dimension and the cross-border logistics dimension.

4.1.1 External influences

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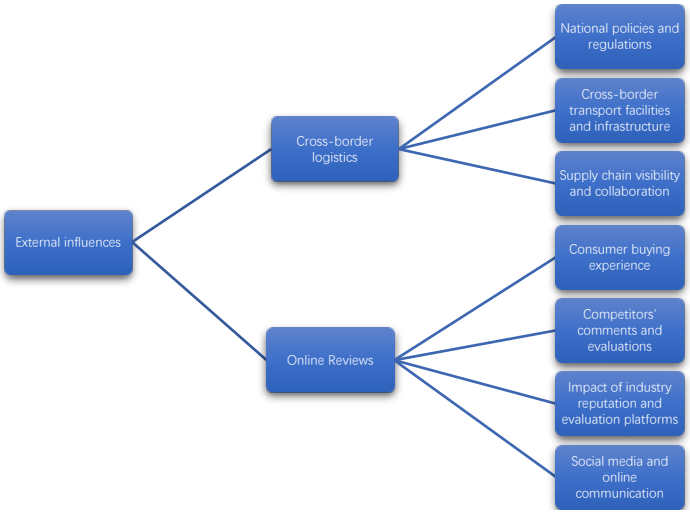


Figure 3 External influences on Chinese cross-border e-commerce companies

Currently, the main external influences on cross-border e-commerce enterprises at the logistics level (Figure 3) are: first, national policies and regulations. Cross-border e-commerce enterprises need to understand and comply with the relevant policies and regulations of each country to ensure smooth logistics operations. Second, cross-border transport facilities and infrastructure. Cross-border logistics relies on a variety of transportation facilities and infrastructure, and the reliability, capacity, and efficiency of logistics and transportation facilities will have a direct impact on a company's logistics operations. Third, supply chain visibility and synergy. Cross-border e-commerce logistics involves multiple links and partners and requires supply chain visibility and synergy, while enterprises can improve supply chain visibility and synergy by establishing information systems and strengthening partnerships.

Nowadays, cross-border e-commerce companies are mainly affected by external influences at the level of online reviews: firstly, the consumers' shopping experience. Problems and experiences encountered by consumers during the purchase process will be reflected in reviews, which will have an impact on other consumers. Secondly, the reviews and ratings of competitors. Competitors may mention the company's weaknesses or strengths in their reviews, thus influencing consumers' purchase decisions and evaluations. Third, the influence of industry reputation and review platforms. Ratings and reviews from industry reputation and review platforms can directly affect consumers' impressions of and trust in the company. Fourth, social media and network communication. Consumers' comments and shares on social media and networks can have a significant impact on a company's image, especially if the comments and shares are widely retweeted and shared. All of these external influences can have a direct or indirect impact on the online reputation of cross-border e-commerce companies, influencing consumers' perceptions of the companies and their purchasing decisions. Therefore, companies should take these influence factors seriously and actively respond to and manage online reviews to maintain a good corporate reputation.

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4.1.2 Internal influences

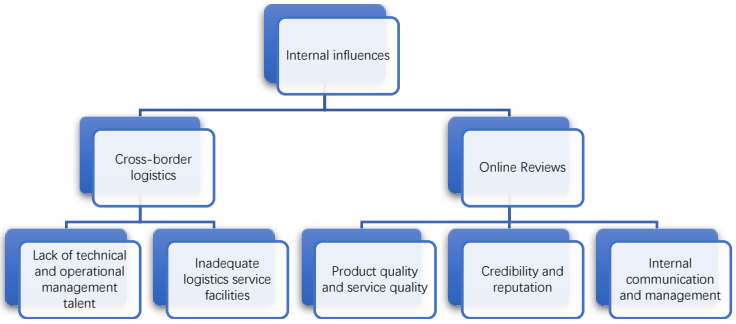


Figure. 4 Internal influences of Chinese cross-border e-commerce companies

The current cross-border e-commerce enterprises are mainly affected by internal influences at the logistics level (Figure 4): firstly, the shortage of technical talents and senior operations managers of enterprises. As time goes by, the use of modern technology in the process of logistics transportation and management has become a common phenomenon, and the popularity of modern technology requires more professional technical personnel. At present, many Chinese cross-border e-commerce enterprises have set up overseas warehouses, and the operation of overseas warehouses requires that the enterprise personnel must be familiar with the policies of the location of overseas warehouses, laws, taxes, and customs affairs, and possess strong warehouse information technology and automated management system operation capabilities, and be able to quickly deal with the unexpected situation in the importing country. Therefore, a high level of operational system and management is required. Second, the facilities of logistics services are not perfect. The continuous expansion of the scope of cross-border e-commerce trade and direct mail trade methods does not meet the current needs of the transaction and other issues. To effectively deal with these problems, new logistics modes such as self-built overseas warehouses, FBA overseas warehouses, and third-party overseas warehouses have emerged. Self-built overseas warehouses can provide sellers with convenient and reliable product storage services, but most enterprises cannot build their overseas warehouses, while FBA overseas warehouses can bring the relationship between consumers and sellers closer, enhance consumer satisfaction and trust, and at the same time, sellers can also use this logistics mode to increase the transaction volume of their products and ensure the quality of logistics services, but the flexibility is poor and the cost is generally higher. However, it is less flexible and generally more expensive. Third-party overseas warehouses provide efficient and safe warehousing services for e-commerce platforms and sellers on the condition of reducing the costs of product storage, but at present this logistics mode is mainly targeted at Europe and the United States, with limited coverage. And most of the current cross-border e-commerce enterprises lack of relative facilities of the logistics system in all aspects and still have some loopholes.

The current cross-border e-commerce companies are mainly affected by internal influences at the level of online reviews: firstly, product quality and service quality. Product quality and service quality have a great impact on consumer satisfaction and evaluation. If the product quality or service experience is poor, consumers are likely to mention these problems in online reviews, which will hurt the company's image and reputation. Second, credibility and reputation. A company's credibility and reputation have a major impact on online reviews. If a business has a good reputation and word-of-mouth in the marketplace, consumers will be more likely to be positive in their reviews. On the contrary, it will hurt the company. Third, internal communication and leadership. Good internal communication and management are important for solving problems and

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responding to consumer comments. If a company has poor internal communication or does not respond effectively to consumers' issues, these issues may be mentioned in reviews and affect the company's image.

4.2 Pathways to fulfillment

In recent years, the scale and quality of China's cross-border e-commerce enterprises have continued to improve which become an important force in promoting economic stability and quality, China's cross-border e-commerce enterprises should take a reasonable path of implementation by their situation.

4.2.1 Cost leadership

Enterprises should assess the current supply chain management situation and analyze existing problems and bottlenecks. First, enterprises should set supply chain management objectives, formulate supply chain management strategies, and establish a supply chain management system, while actively establishing cooperative relationships with suppliers who meet quality standards and price requirements. Second, they should select e-commerce platforms suitable for cross-border e-commerce, such as Amazon, eBay, etc., and provide multi-language and multi-currency support. Enterprises must carefully analyze the characteristics of the target market and consumer behavior to determine the channel construction strategy, including online sales channels and offline distribution channels; at the same time, enterprises should establish cooperative relationships with suitable overseas distributors, agents or third-party logistics service providers to expand sales channels. In addition, appropriate strategic warehouse locations should be selected in target markets to achieve a faster delivery time and a lower distribution costs.

4.2.2 Market Expansion

Businesses should have a thorough understanding of the target market, including factors such as consumer demand, competitors and market trends. Through market research and data analysis, determine the potential opportunities and market size of the target market. Then reposition and optimize existing products according to the characteristics and needs of the target market. Consider adjusting product specifications, features, packaging, and other factors to improve product adaptability and competitiveness. In addition, select a suitable cross-border e-commerce platform, register, and set up an e-commerce shop. Prepare product descriptions, pricing strategies, and marketing copy according to the platform's requirements to attract consumers in the target market. Conduct brand promotion and marketing activities to increase brand awareness and exposure through online advertising, social media marketing, search engine optimization, and content marketing.

4.2.3Product differentiation

Companies should identify the differentiated needs of the target market, determine the company's target consumer group, and position their products accordingly. The culture, consumption habits, and lifestyle of the target market can be analyzed to design and develop products in a targeted way. In the product design process, innovative elements are added to give the product with a unique look, function, or experience. Creative design and R&D can be carried out in collaboration with designers to add value to products. In addition, companies can consolidate product differentiation by building a strong brand image and reputation. Consumer awareness and favourability of products can be enhanced through online and offline marketing tools and social media operations.

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Chinese cross-border e-commerce companies should first establish and optimize their supply chain management, and expand the channel construction and overseas warehouse layout from multiple perspectives, to reduce expenses and thus improve business performance. Second, they should understand the market and optimize their products according to their positioning, establish an omni-channel distribution system, and attract customers in the target market through marketing to achieve market expansion. Finally, they should identify the differentiated needs of the market to determine the target consumer groups, create unique branded products to enhance the value of the products, and achieve product differentiation and value enhancement.

5. Conclusions and Recommendations

Through the above research, it is found that scholars generally focus on one or two influencing factors of cross-border e-commerce enterprise performance at the early stage of research, which is a more in-depth research mode, but it can be expanded by focusing on a certain point. Therefore, this paper focuses on the expandability of the above research based on the existing research of scholars and studies of the influencing factors of cross-border e-commerce enterprise performance and the relationship between online reviews, cross-border logistics, and cross-border e-commerce enterprise performance from a comprehensive multi-angle perspectives. In addition, this paper mainly focuses on online reviews and cross-border logistics as the background, and the research and discussion on the influencing factors of cross-border e-commerce enterprises' performance in China as the main content and analyses the current situation and bottlenecks of cross-border e-commerce enterprises in China, and also draws conclusions and suggests countermeasures for improving cross-border e-commerce enterprise performance in conjunction with the existing relevant literature and data.

5.1 Conclusions

This paper argues that in today's complex and changing global era, the influencing factors of China's cross-border e-commerce enterprise performance include internal and external factors, etc., and its desire to improve its performance must take a variety of factors into account, as well as the impact of the combination of many factors, which poses a multifaceted challenge to the enterprises, but provides a great opportunity for the rapid development of the enterprise at the same time.

First, online reviews have a significant impact on cross-border e-commerce businesses. Positive online reviews, to a certain extent, can promote the performance of the enterprise, while the opposite will reduce the trust value and purchase willingness of consumers to the enterprise. Cross-border e-commerce enterprises should strictly control the quality of products and services, increase the proportion of positive online reviews to promote the positive impact of the enterprise, and attract more customers to improve the performance of the enterprise to a certain extent.

Second, excellent cross-border logistics can, promote the performance growth of cross-border e-commerce enterprises to a certain extent. Some scholars have pointed out that cross-border logistics services that satisfy consumers are likely to increase the repurchase rate and customer confidence, which will enhance the credibility of the company and increase the degree of positive feedback, thus enterprise promotes performance growth from the side.

Third, the development and operation of online reviews and cross-border logistics play a guiding, influ-

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encing, and promoting role for each other. Enterprises should actively face the shortcomings pointed out by consumers to make compensations and corrections, strengthen logistics control to enhance consumer confidence, and then promote the development of positive online reviews to achieve the improvement of enterprise performance.

5.2 Recommendations

China's cross-border export e-commerce enterprises should start from their reality, summarize and reflect on their shortcomings to improve, improve enterprise operation management and development from multiple perspectives, and implement relevant measures to improve enterprise performance, expand market share, and enhance the core competitiveness of the market.

First, improve the enterprise management system, product quality control in all aspects to achieve positive online reviews. Of course, online reviews have a significant impact on the performance of enterprises, but without good quality control and excellent service, by brushing up positive reviews and controlling reviews to create a fake corporate image, without reflecting on their pain points and making improvements, they will only have short-term benefits and will affect the credibility of themselves and reduce consumers' confidence of them with the increasingly negative evaluation of consumers. Therefore, cross-border e-commerce enterprises should improve the management and operation system in each process of cross-border e-commerce by taking their pain points into account, to enhance consumers' trust in the enterprise and improve consumers' satisfaction.

Second, we should improve and upgrade logistics-related support facilities and actively improve the level of information technology in cross-border logistics. Good information technology can ensure the sustainable development of cross-border logistics. However, compared with developed countries, the information technology level of China's cross-border logistics enterprises is relatively low. Therefore, Chinese cross-border logistics enterprises should actively improve their information technology level. First, introduce foreign advanced technology and increase investment to improve the service quality of international logistics. Secondly, promote cloud computing and big data technology to facilitate the modernization process of logistics. Through big data technology, logistics enterprises can reduce costs, increase profits, and reintegrate operators. Meanwhile, consumers can use big data technology to inquire about logistics information. In addition, Chinese cross-border logistics enterprises should cooperate according to the characteristics of each country and region to build a universal cross-border e-commerce logistics information development platform. This will provide a higher level of service quality and support the modernization of the logistics industry.

Third, strengthen technical support and protection measures for cross-border e-commerce platforms, and improve merchant verification and credit assessment mechanisms. Chinese cross-border e-commerce enterprises should ensure the stability and data security of their cross-border e-commerce platforms, ensure that legally compliant merchants are stationed on the platforms, and enhance user confidence. At the same time, they should strengthen international cooperation and exchanges, establish cooperative relationships with external service providers to expand the resources and market of cross-border e-commerce. Further improve the convenience and user experience of the platform by providing one-stop services, including customs clearance, logistics, and distribution. It also focuses on training and support, providing training and marketing support to platform merchants to enhance their competitiveness and development potential.

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Fourth, improve the quality of cross-border logistics after-sales service to promote customer satisfaction and loyalty. Improving service quality plays an important role in the development of China's cross-border logistics. To reduce problems in the service chain, enterprises should actively promote the development of logistics services. To meet the short-term needs of foreign customers, multinational logistics enterprises should introduce various logistics services and establish a perfect after-sales service system. In addition, they ought to provide a satisfying shopping experience according to the needs of foreign consumers and strengthen communication with foreign customers, to enhance customer satisfaction and loyalty and promote the effective growth of business performance. Chinese cross-border e-commerce enterprises must keep up with the times get closer to their customers in the changing situation in the future, and strive to improve the quality of their products and services to enhance customer loyalty and brand credibility, to be invincible in the increasing fierce competition in cross-border e-commerce.

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