

Analysis of Current Situation and Development Prospects of Cross-border E-commerce Platforms in the Post-epidemic Era: Taking Tmall Global as an Example

Junli Zhou¹, Yingqi Ding², Gang Chen^{*3}

School of International business, Zhejiang Yuexiu University, Shaoxing, 312000, Zhejiang, China.

Corresponding author : Gang Chen

ABSTRACT: In recent months, the COVID-19 has been effectively controlled. The cross-border e-commerce platform that was impacted during the epidemic has also opened a new chapter, and social life has officially entered the post epidemic era. This article is based on the background of the post pandemic era, combined with previous analysis of cross-border e-commerce platforms, proposes new views and perspectives. This article first introduces the definition characteristics of cross-border platforms and their current operation and logistics situation. Then, it analyzes the advantages and disadvantages of four different logistics models. Finally, taking Tmall Global as an example, it analyzes Tmall Global's profit model and the problems it currently faces. It is believed that Tmall Global currently has problems such as distinguishing genuine products from fake products, high homogenization, high logistics risks, high transportation costs, provides corresponding countermeasures.

KEYWORDS: *Cross-border e-commerce; Tmall Global; post- pandemic era*

1. INTRODUCTION

Since the Internet was founded, it has gradually developed into an era when all things are interconnected. With the development of the Internet, online shopping also arises at the historic moment. From the birth of eBay, the world's first online shopping platform, to the birth of Taobao, China's largest online shopping platform, the convenience of online shopping continues to increase. At the same time, the online shopping penetration rate has gradually expanded from small part of urban residents to national residents. Since then, to meet the diversified and personalized shopping needs of the vast number of Internet consumers, the cross-border electronic commerce platform has emerged.

It has been three years since the outbreak of the epidemic. In the three years, many industries, especially the service industry, have been hit hard. However, at the same time, the epidemic has also brought opportunities to cross-border e-commerce platforms. According to the "2021 White Paper on Cross-border Hainao Industry in China" published by iResearch, the most frequently used channel for consumers in China has changed significantly in 2020. Now, cross-border e-commerce retail platforms have become the most popular channel, accounting for 58.3% of the market share. By contrast, the market share of personal purchasing agency has dropped to 3.4% from its original dominant position. The market share of shopping on foreign websites is only 19%, while the market share of shopping abroad is only 1.8%.

The history of cross-border e-commerce platform is not very long. The world's first cross-border e-commerce platform is Amazon, which was established in 1994. It has only been nearly 30 years since now, but scholars at home and abroad have done a lot of research on it. Scholars have made a comparison and research on the logistics model, profit-making methods and the opportunities and challenges faced by cross-border e-commerce platforms under the current epidemic situation of different cross-border e-commerce platforms. Now the epidemic situation has entered a new stage, and the epidemic situation has been effectively curbed all over the world. China's latest policy on the COVID-19 epidemic has proposed a change in the focus of the epidemic prevention and control work from "anti-infection" to "health protection and severe disease prevention". The aim is to protect people's lives and health to the greatest extent, while minimizing the impact of the epidemic on economic and social development. All countries are gradually changing from a closed control policy to an open policy. It can be seen from this that the international logistics problems of the past three years will also be gradually solved.

This is the post-epidemic era. The epidemic situation has been basically controlled. People already have the ability to fight against the virus and its variants. In this era, the epidemic situation fluctuates from time to time and will continue for a long time and will continue to affect people's lives. Therefore, on this basis, human life has changed, and a new life state has been formed. When looking at the views of scholars on the Internet, I noticed that scholars have done little research on the platform of Tmall International. So, I chose this platform as a supplement to the research on cross-border e-commerce platform. The background of the current era has also changed, and the same content will also change under the new background. Based on the research on cross-border e-commerce platforms and the new background of the current era, this paper takes Tmall International as the main research object and puts forward new views and perspectives on cross-border e-commerce platforms. It will also enable us to have a clearer understanding of the current situation and future development prospects of cross-border e-commerce, make good response measures, understand the problems existing in the current platform, and continue to improve in the future development process.

II. DEFINITION AND CHARACTERISTICS OF CROSS-BORDER E-COMMERCE PLATFORMS

Cross-border e-commerce refers to the abbreviation of cross-border e-commerce. e-commerce covers front-end goods selection, ordering, payment and settlement, warehousing and logistics, terminal consumption, and other commercial activities, while cross-border e-commerce refers to the transaction entities belonging to different countries and regions, which conduct transactions, payments and settlement through e-commerce platforms, and then deliver goods through cross-border logistics to complete cross-border transactions. The specific process is that the buyer and the seller communicate and negotiate through the network platform and sign an electronic contract to complete a series of cross-border transactions, including contact, contract formation, cross-border settlement, customs declaration and inspection, quarantine, international logistics operation, etc. The operation of cross-border e-commerce involves foreign trade enterprises, third-party e-commerce trading platforms and professional internet companies. Unlike traditional e-commerce, cross-border e-commerce mainly uses online payment. The cross-border e-commerce platform is the e-commerce trading platform for cross-border e-commerce. The mainstream cross-border e-commerce platforms in China include Tmall International, whose logistics model is bonded import+overseas direct mail, and NetEase Koala, whose logistics model is in-depth sourcing from origin, while Proview's logistics model is overseas commodity flash purchase+direct purchase bonded and global purchase in JD.COM. Among the world's famous cross-border e-commerce platforms are Amazon, eBay, Shopee, and AliExpress.

III. LOGISTICS AND OPERATIONS OF CROSS-BORDER E-COMMERCE PLATFORMS IN THE POST-EPIDEMIC ERA

In the past three years, due to the impact of the COVID-19 epidemic, China's traditional import and export enterprises have encountered difficulties in their foreign trade development, and many enterprises have been shut down for rectification or even forced to close down. However, at the same time, cross-border e-commerce is booming. An official from the Ministry of Commerce of our country said in introducing the development of online shopping market in 2022 that cross-border e-commerce.

E-commerce is developing rapidly. According to the customs data, the import and export volume of cross-border e-commerce in China in 2022 was RMB2.11 trillion, representing a year-on-year increase of 9.8%. Exports amounted to RMB1.55 trillion, representing a year-on-year increase of 11.7%, and imports amounted to RMB0.56 trillion. This represented an increase of 4.9% over the previous year. Moreover, according to the People's Daily, in 2020, the import and export volume of cross-border e-commerce in China reached RMB1.69 trillion, representing a year-on-year increase of 31.1%, of which exports amounted to RMB1.12 trillion, representing an increase of 40.1%, and imports amounted to RMB0.57 trillion, representing an increase of 16.5%. In 2021, the import and export volume of cross-border e-commerce in China increased by 18.6%, reaching RMB1.92 trillion, achieving two consecutive years of high growth. (See Figure 1 for details). It can be seen from this that cross-border e-commerce in China is still alive after three years of epidemic and has been growing every year. Some experts predict that the global cross-border e-commerce business will usher in a period of rapid growth within five to ten years after the epidemic, when the cross-border e-commerce import and export volume in China will have an opportunity to reach RMB1.44 billion.

At the same time, China is also vigorously supporting the development of cross-border e-commerce. This year, our country has issued a new foreign trade policy, which mainly involves the following aspects:

1. Adjust the import and export tariffs of some commodities and implement the provisional import tax rate lower than the most favored nation tax rate on 1020 commodities.
2. Support the development of cross-border e-commerce and launch a few practical measures, such as expanding the scope of the pilot, optimizing the regulatory approach, and simplifying the customs clearance process.
3. To meet the challenge of sluggish external demand, strengthen cross-cycle adjustment to improve foreign trade competitiveness and anti-risk capability.

4. Accelerate the development of new foreign trade formats and models, such as market procurement and trade, cross-border electronic commerce Comprehensive Test Zone, etc.

Several policies will be introduced in 2023 to support the development of cross-border e-commerce. These include the following support measures:

1. For goods that meet the requirements for cross-border e-commerce to export and return, import duties and value-added tax and consumption tax at the import stage will be exempted, and the collected export duties can also be refunded.
2. For enterprises that use independent websites to conduct cross-border e-commerce export business, they will be given one-time financial support, with the amount not exceeding RMB2 million; for cross-border electronics the commercial trading platform will also provide financial support of not more than 1 million yuan per year.
3. Set up a comprehensive pilot zone in cross-border electronic commerce in 33 cities and regions, including Langfang, to promote the integration of industry digitalization and trade digitalization.

With the continuous development of cross-border e-commerce, cross-border logistics is also developing. To promote the rapid development of China's cross-border e-commerce, China's cross-border logistics enterprises are actively promoting the overseas layout and construction to meet the growing market demand. At present, China's cross-border logistics system is mainly divided into five modes, including postal parcels, international express, domestic express, dedicated logistics and overseas warehouses. According to statistics, 70% of China's cross-border e-commerce exports are delivered through the postal system. This is because the postal logistics covers a wide range, basically covering the whole world, and the channels are also very wide. However, there are also limitations and defects in postal transportation. One of the disadvantages is that, compared with other express logistics, postal logistics takes a longer time to transport. The other is that the number of parcels is large, and parcels are easily lost. The four largest international express companies are DHL, FedEx, UPS and TNT, all of which are from the United States. Their goods information feedback and logistics information update are relatively timely, the speed of problem solving, and service level are at a high standard, and they are better served than other express companies, but at the same time, the price is more expensive. And domestic express delivery is mainly EMS (China Post), SF and "Four Way One Reach" (Namely, Shentong Express, YTO Express, ZTO Express, Baishi Huitong and Yunda Express are five private express companies).

In undertaking business, however, China's current logistics enterprises' overseas coverage is still very limited, so the areas they can reach are also very limited. Cross-border dedicated line logistics usually transports goods to foreign countries by air freight, and then the products are distributed by the cooperation companies. The advantage of dedicated logistics is that it can concentrate large quantities of goods to specific countries or regions and reduce costs as much as possible. However, because it has certain requirements on the scale of goods, it also imposes restrictions on users. "Overseas warehouse" refers to the storage facilities located overseas, which are used by cross-border e-commerce enterprises to export goods to overseas warehouses in bulk in accordance with the normal trade method. After the e-commerce platform completes sales, the goods are sent directly from overseas warehouses to local consumers. In cross-border trade e-commerce, domestic enterprises transport commodities to target market countries by bulk transportation and set up warehouses to store commodities. Then according to the local sales orders, respond immediately and sort, pack and deliver directly from the local warehouse in a timely manner. The construction of such "overseas warehouses" can enable exporting enterprises to send goods to foreign warehouses in batches, thus realizing local sales and distribution in the country. Since its inception, "overseas warehouse" has not only built warehouses overseas, but also optimized and integrated the existing cross-border logistics and transportation solutions. For large enterprises with abundant funds, it is undoubtedly good to choose overseas positions, but for ordinary small and medium-sized enterprises, it is more difficult to set up overseas positions.

3.1 China's Cross-border E-commerce Logistics Problems in General

The infrastructure construction of logistics is insufficient. China's logistics construction is still in continuous development, but it is far less than that of the developed country, the United States. Up to now, China has basically completed a logistics transportation infrastructure system consisting of railway, highway, water transportation, civil aviation, and pipeline transportation, laying a necessary foundation for the development of the logistics industry. In terms of warehousing and logistics, China's warehousing and logistics market is still in the development stage. China's total inventory of warehousing and logistics facilities is large, but the proportion of modern facilities is relatively low. In terms of total inventory, the total inventory of storage and logistics facilities in China is about 1 billion Ping, lower than that in the United States (1.25 billion Ping), but higher than that in Japan (500 million Ping), Germany (70 million Ping) and Australia (40 million Ping). From the perspective of per capita area, the average inventory of storage and logistics facilities in China at present is less than 1 square meter per person, which is only about 20% of that in the United States and Japan. From the perspective of industry structure, due to the short historical development, the inventory proportion of modern storage and logistics facilities in China is only 7%, which is lower than the level of the general developed countries, and there is much room for improvement in the future. As the core link of logistics supply chain, warehousing logistics plays an important role in accelerating the flow of materials, reducing costs, ensuring the

progress of production, and effectively controlling and managing resources. Due to the early application of logistics automation in the United States, under the long-term accumulation of technology, foreign enterprises have accumulated great advantages in storage logistics software and hardware technology, product quality, system stability, industry experience and brand awareness. China's logistics facilities still have a long way to go.

China's cross-border logistics professionals are scarce. China's earliest logistics major was established in 1993, compared with other countries, cross-border e-commerce providers have shorter time and fewer courses in logistics.

Due to the lack of professional logistics personnel, cross-border e-commerce providers cannot timely adjust the logistics structure based on logistics information systems and digital fields in a short time. This has also led to the development of China's logistics is not as good as other countries. Compared with domestic convenient logistics, the logistics process of cross-border e-commerce is more complex and costly. Domestic logistics is a mode of transportation in which the goods are directly packed by the seller and then delivered to the logistics provider, and finally delivered to the buyer by the courier through various logistics stations. Cross-border logistics adds many steps and processes on this basis. Shipping goods from the seller to the buyer requires a series of processes, including domestic first-leg transportation, transit through Hong Kong, choosing a ship or shipping company for transportation, customs clearance, entry and exit, overseas last-leg delivery, etc. The increase in these processes has significantly increased the cost of cross-border logistics. In addition, there are some problems such as communication, taxation, and standards in overseas logistics. Therefore, the cost is greatly increased. For example, in terms of communication, there are language differences and time differences between China and foreign countries, and coordination needs to be carried out across multiple companies. For tax purposes, cross-border logistics requires additional customs duties and VAT reporting procedures as compared to domestic logistics. In terms of standardization, different countries have different customs policies, so different qualifications and certifications are required.

China's logistics information level is relatively low, which has brought great restrictions to the development of e-commerce as a business model. Modern information technology is crucial to the development of cross-border e-commerce logistics. However, due to the lack of professional talents in our country, the overall informatization level of human-oriented cross-border e-commerce logistics is not high, which directly limits the development of cross-border e-commerce and the improvement of service level in our country. At present, China's cross-border e-commerce logistics informatization still has many problems, such as inefficient docking between companies and platforms involved in the logistics process, difficulties in accurate identification of logistics information, difficulties in real-time updating of logistics locations, inefficient use of resources in each node, and unorganized processes occurring in the whole logistics transportation, etc.

There are some difficulties in implementing after-sales service for cross-border e-commerce. In domestic e-commerce platforms, the implementation of after-sales service measures such as 7-day return of goods without reason can significantly improve the volume of e-commerce products and consumers' trust. However, due to the difficulties of inconsistent regional policies, long time, and high logistics costs, such after-sales service is generally difficult to implement in cross-border e-commerce. As a result, the service level of the seller and the consumption enthusiasm of the buyer are limited, and the quality of the goods becomes difficult to guarantee.

In addition, due to the impact of the epidemic in recent years, new problems have also emerged. The global economic situation is sluggish. The infectious disease in COVID-19 in 2019 spread rapidly from several countries cities to the whole world, which greatly impacted the global economy. The weak global economic trend has led to a sharp decline in trade activity and a gloomy outlook for the future.

Logistics and transportation are inadequate, resulting in a sharp increase in costs. After the outbreak, various countries have taken a series of measures to prevent and control the epidemic and reduce the contact between people. For example, many international flights and sea transportation had to be stopped, which led to a sharp decrease in cross-border transportation capacity and caused a series of chain problems, such as a longer cross-border logistics cycle, a significant increase in logistics costs, a serious backlog of goods, high rental charges for warehouse ships and the rupture of many cross-border supply chains. In addition, problems such as the resumption of work time of different countries and companies, the severity of the epidemic and differences in anti-epidemic policies have also led to high logistics costs and labor costs for cross-border e-commerce.

Countries carry out strict prevention and control measures and their entry and exit customs clearance are restricted. As Covid-19 can spread through the goods, countries have raised the quarantine inspection standards for the goods. More stringent testing standards have resulted in longer clearance times for goods. With the increase of the price, the logistics efficiency will be greatly affected. Due to the continuous change in the severity of the epidemic in various regions, this decrease in efficiency becomes unpredictable, and it is difficult for cross-border e-commerce and logistics enterprises to prevent and deal with this risk. At present, global trade protectionism prevails and there is an anti-globalization trend, which greatly hinders the process of trade globalization and liberalization. Under such circumstances, the development of cross-border e-commerce and cross-border logistics is severely restricted, the policy risks of relevant enterprises have increased significantly, and the capital pressure has also increased significantly.

3.2 Cross-border E-commerce Operation Model and Analysis of Its Advantages and Disadvantages

The existing cross-border e-commerce operation modes include the following:

3.2.1 B2C Model

B2C is the abbreviation of Business to Customer. The two parties in the transaction are business-to-customer retail model, which directly sells products and services to consumers. Self-employed B2C model can be divided into comprehensive self-employed model and vertical self-employed model. The cross-border B2C platforms with comprehensive self-support include Amazon, JD.COM, Shunfeng and other enterprises that have transformed from various traditional express delivery industries to become cross-border enterprises. Commodities sold on the cross-border B2C platforms with comprehensive self-support will generally enter the country through bonded import or overseas direct mail. The advantages of the integrated self-supporting cross-border B2C model are its strong cross-border supply chain management capability and comprehensive cross-border logistics solutions. The disadvantage is that the business development will be affected by changes in industry policies. In addition, the pressure of self-operated B2C model is relatively high, and most commodities need to be prepared by the platform itself, which will bring huge capital pressure. For example, JD.COM has been losing money before it went public. The vertical self-management cross-border B2C model mainly refers to that the platform will focus on a specific category when selecting self-management categories, such as food, cosmetics, clothing, etc. The vertically self-operated cross-border B2C model has relatively strong supplier management capability but requires a large amount of financial support in the early stage. In a word, B2C model has very high requirements on capital, team, supply of goods and logistics, and needs huge cash flow. At the same time, it also needs to solve the problems of logistics storage and supply of goods.

3.2.2 M2C Model

M2C is an abbreviation for Manufacturers to Consumer, where both parties to the transaction are manufacturers to customers. M2C refers to a business model in which a manufacturer directly provides its own products or services to consumers. The feature of the model is that the circulation link is reduced to one-to-one, thus reducing the cost of sales and ensuring the quality of products and after-sales service. In the M2C model, merchants directly enter the platform, and the transactions are completed by the merchants and consumers themselves, while the platform is mainly used to solve payment and information communication problems. The representative platform of the M2C model is Tmall International. The advantages of the M2C model are that the merchants have overseas retail qualification and overseas authorization, as well as overseas direct mail of goods, thus being able to provide local return and exchange services. The pain points of the M2C model are mainly the high price, weak brand control and the difficulty in ensuring the quality of goods.

3.2.3 Special Sale Mode

The representative platforms of the special fair model are Proview Fair and Koala Haitao. The nature of the sale itself is very in line with the characteristics of Haitao. The sourcing of goods from Haitao is usually uncertain. The advantage is that if a very low discount can be obtained, then this operation mode will have sufficient profit margin. Because there are often different low-price discounts on new products, it can improve the customer's return rate. Low price and good goods also make the customer's bonding degree higher. At the same time, the sale mode can maximize the use of cash flow. The disadvantage of the sale is that the entry threshold is low and the competition is fierce. Logistics costs are high. It is difficult to obtain very low discounts and to work with suitable suppliers.

3.2.4 C2C Buyer Model

C2C is the abbreviation of "Customer to Customer". The parties to the transaction are individual sellers and individual buyers, which are transactions between individuals. For example, users release their mobile phones, computers, etc. through the Internet to find people who buy second-hand products to trade. This type is C2C e-commerce. At present, the representative platforms of this model in the domestic and foreign markets include global purchase, foreign wharf goods sweeping app, street honey, etc. As the name implies, this model mainly relies on buyers to introduce their customers into the platform, and then relies on the trust and cohesion of customers to help the platform market. In the later stage, the buyer's cohesion is large enough to be converted into a merchant. However, the shortcomings of such platforms are also obvious. The cash flow required by such platforms is relatively large and the management cost is relatively high. Due to the management review rules of the platforms, it is difficult to identify the true and false commodities. At the same time, the competition of the same commodities is too intense, and it is very difficult to make a quick profit.

IV. CURRENT PROFIT MODEL OF TMALL INTERNATIONAL

Tmall International, an import and retail platform under Alibaba, named Tmall Global in English, was established in 2014 with the goal of "importing the whole world with original equipment" as its target, and directly supplies the domestic consumers with the original imported goods from overseas. Its model is M2C, which mainly faces domestic consumers. At the same time, it also helps overseas brands to directly contact

China consumers, build brand awareness and consumer insight. Its logistics model is bonded import+overseas direct mail. That is, goods are imported and shipped to customers through warehouse storage mode and directly sent to customers from overseas through international express delivery, without any transit through any third party.

In terms of profit model, Tmall International's main profit model is commission profit model and value-added service profit model, profits from sales of its own products and revenue from transaction commissions between platform merchants and consumers and advertising costs on platforms. As a platform-based comprehensive cross-border e-commerce platform, Tmall International does not own most of the commodities. In essence, it focuses more on "quantity" and has the advantages of rich commodity categories, large number of merchants and large scale. Tmall International has two main profit models. One is the profit from the sales of its own products, and the second is the profit from the transaction commission between the platform merchants and consumers and the advertising cost on the platform. In addition, Tmall International pays attention to the development of its own payment instruments and logistics system. In terms of payment, Tmall International focuses on the promotion of its own developed payment instrument, Alipay. In terms of logistics system, Tmall International's Cainiao Logistics is an integrated logistics enterprise, focusing on efficient distribution. The shopping process of Tmall International is basically the same as that of Taobao, and the consumer experience is similar. Based on having Taobao shopping, the operation of Tmall International enables consumers to be more comfortable, and Taobao has also accumulated many customers for Tmall International, making Tmall International a major shopping platform for domestic consumers once online. Tmall International provides customer service consulting services in a unified way and establishes a whole-process traceable logistics network. It also follows up on the after-sales service in real time. The merchants require to be able to return and exchange goods in a timely manner. They are relatively strict in product quality control and establish corresponding evaluation mechanisms to better protect the rights and interests of consumers. The commercial market is second only to Amazon. In addition, according to the financial data of Alibaba Group, in 2022, Tmall International's GMV (total turnover) reached RMB1.5 trillion, representing a year-on-year increase of 55%, reaching a record high. In addition, according to the "Research Report on China's Import Consumption Market 2020" jointly released by Tmall International and Deloitte, the global consumption market pattern has changed due to the epidemic, and China's import consumption tends to accelerate online development. The restrictions on outbound travel promoted the return of consumption abroad, and China effectively controlled the epidemic, which further promoted the rapid entry of overseas brands into the China market.

V. CURRENT PROBLEMS OF TMALL INTERNATIONAL

It is difficult to tell the true from the false of the goods sold. As a cross-border e-commerce platform, Tmall International only acts as an intermediary to facilitate transactions. In addition to cooperating brands, suppliers may also be intermediaries or distributors. Therefore, it is difficult to trace and supervise overseas goods throughout the process. Therefore, it is also difficult to ensure that the products sold on this platform must be authentic. Therefore, the goods received by the ultimate consumers may also have defects.

The product lines are duplicated, and homogenization is serious. Since Tmall International began its operation in 2014, it has mainly focused on products such as mother and baby, beauty makeup, etc., and gradually expanded to several areas such as digital home appliances, apparel and shoe bags, and home department stores. Although Tmall has a wide range of products in its international publicity, in fact, its main trade products are maternal and infant care and daily necessities, which are the same as those sold by most domestic cross-border e-commerce platforms, making it difficult to form its own features and core selling points.

Facing higher logistics risks. Like other cross-border e-commerce platforms, Tmall International is facing logistics problems such as long logistics time span and damage of goods in transit. During the transportation of imported goods, there are many transit links, which are restricted by various factors such as transportation conditions and the nature of the goods. There are also great differences in the ways of logistics transportation and delivery in different regions. At the same time, as the entry of commodities must be strictly supervised by our customs and other institutions, and the epidemic situation has increased the stringency of supervision, forming a barrier.

High transportation costs. The transportation cost of cross-border logistics is higher than that of domestic logistics because it involves the movement of goods between different customs territories, including domestic and foreign logistics and even third-country transit logistics. As a result, the transportation cost accounts for more than half of the total logistics cost, and sometimes the freight even exceeds the value of the goods themselves. In addition, if the goods are detained or detained at the customs, charges such as warehouse rentals will be incurred, further increasing the cost of cross-border logistics.

VI. Tmall International in the development process to take countermeasures to the problem

Introducing advanced management concepts: To effectively operate in the cross-border e-commerce field, it is necessary to introduce advanced management concepts. As the regulation of the whole industry is rather complicated, it must be completed through the cooperation of multiple industries and departments. Therefore, it needs to be considered. In addition, Tmall International also needs to improve consumers' shopping experience according to market demand, establish its own core competitiveness, find new entry points and improve the market competitiveness of cross-border e-commerce products.

Pay attention to the training of e-commerce talents: Considering the demand for relevant professionals in the cross-border e-commerce industry in the next few years, Tmall International has taken various measures to train talents. Within the company, the staff with corresponding quality are sent to a company with reference significance for study and professional training. At the same time, actively cooperate with the school, strive to attract more outstanding students of relevant majors, and let them participate in more internships during the school period, so as to be convenient to master a series of processes such as international logistics, inspection and quarantine, documentary, platform operation, export, payment, etc., lay the foundation for their smooth employment, avoid the training process after entering the enterprise, and thus better adapt to and integrate into the work environment.

Perfecting the relevant management mechanism of the platform: on the premise of strictly abiding by the responsibilities and obligations of the e-commerce operators specified and regulated in the E-commerce Law, perfecting the relevant provisions of the platform, punishing various illegal acts of merchants and consumers, and to protect the legitimate interests of consumers and merchants, perfecting the relevant feedback mechanism and handling relevant issues in a timely manner. At the same time, we will strengthen supervision, strictly control the qualifications of merchants entering the market, conduct multiple standard examinations on the merchants entering the market, supervise the commodities of the merchants, and regularly extract the commodities to verify the authenticity, thus contributing to the platform's efforts to reduce the occurrence rate of fake and inferior commodities.

Actively expand products: to gradually solve the serious problem of homogenization, actively understand the needs of consumers, actively introduce brands to products that meet the preferences of consumers under the condition of quality control. For some brands with local characteristics or small audiences, we can help the brands to promote vigorously on our own platform to attract more consumers.

The establishment of freight insurance: in view of the phenomenon that it is difficult to distinguish the true and false goods sold, Tmall International can cooperate with domestic and foreign insurance companies to design specific insurance products for cross-border commodity transportation. Therefore, the legitimate rights of customers can be protected, and the logistics risks can be effectively dispersed to the insurance companies.

VII. CONCLUSIONS

In the post-epidemic era, cross-border e-commerce platforms are facing many problems and challenges. Whether the problems existed before the epidemic or the related problems arising from the epidemic will be solved one by one in the future development. To cope with these problems and challenges, the government needs to introduce a series of policies and measures to ease the financial pressure of cross-border e-commerce, promote the improvement of related supporting services, create a good business environment, and help enterprises enhance the competitiveness of industrial chain and supply chain. The government should increase financial support to help enterprises ease the pressure of cash flow by providing low-interest loans and tax relief. Create a good business environment and provide more convenient services for enterprises. Cross-border e-commerce enterprises need to further improve supporting services and improve service quality. This includes improving the efficiency of logistics services, optimizing customs clearance procedures, reducing customs clearance costs, and strengthening the docking with overseas markets to help enterprises better meet the needs of overseas consumers. Cross-border e-commerce enterprises themselves should also enhance the competitiveness of industrial chain and supply chain.

Through the combination of government policy support and enterprises' own efforts, cross-border e-commerce can better cope with the challenges in the post-epidemic era and achieve sustainable development.

REFERENCES

- [1]. China Cross-border Haitao White Paper 2021 [C] Shanghai Iris Consulting Co., Ltd. Research Report of Iris Consulting Series (No.6, 2021), 2021:568-608.
- [2]. Yan Fuxiong, Zhang Wen. "Tmall International" Cross-border E-commerce Problems and Countermeasures [J]. Science and Technology Wind, 2017 (18): 300-301. DOI: 10.19392/J.Cnki.1671-7341.201718254.
- [3]. Tang Chengyu. Post-epidemic era of cross-border e-commerce logistics industry difficulties and countermeasures [J]. Logistics Technology, 2022,41(07):11-13+19.

- [4]. Shen Jiajun. Comparative Analysis of China's cross-border electronic commerce Platform Development-Taking Tmall International, Koala Haigou and JD.COM International as Examples [J]. Time-honored Brand Marketing, 2021(10):67-68.
- [5]. Gao Ge, Zhou Yefang. The development status and prospects of cross-border e-commerce platform-taking Tmall International as an example [J]. Office Automation, 2021,26(02):29-32.
- [6]. Shu Chaopu. China Import Consumption Market Research Report: Cross-border E-commerce Driven Consumption Upgrade [J]. Service Outsourcing, 2019(11):74-75.
- [7]. Liu Bing. Comparative analysis of the profit model of the cross-border electronic commerce platform-taking Tmall International, JD.COM International and Amazon as examples [J]. Economist, 2022(03):138-139+141. Yan Lihong. On the Development of Cross-border Electricity Merchants in China and Its Countermeasures [J]. Current Economic Information, 2020(01):159+162.
- [8]. Li Yuanyuan. Cross-border e-commerce: export rebates "zero tax burden" [J]. Ningbo Economy (financial perspective), 2023(03):36-37.
- [9]. Chen Fang. Cross-border e-commerce frequently receives policy support to accelerate the release of development potential of new foreign trade formats [N]. shanghai securities news, 2023-02-07 (001). DOI: 10.28719/N.Cnki.nshzj.2023.000423.
- [10]. Luo Gusong. Analysis of the commercial value of cross-border electronic commerce's overseas export warehouses [J]. China Business Theory, 2017 (27): 1-4. DOI: 10.19699/J.Cnki.ISSN 2096-0298.2017.27.001.
- [14]. Tan Ying, Tang Hongtao, Xie Ting. Research on the Impact Mechanism and Effect of Overseas Warehouse Construction in Destination Countries on China's Cross-border E-commerce Exports-Based on the Macro-data Analysis of Countries Along the Belt and Road [J]. Business Studies, 2022. 9(05):109-121.
- [11]. LiuAijun, Osewe Maurice, Cross-Border E-Commerce Development and Challenges in China: A Systematic Literature Review[J]. Journal of Theoretical and Applied Electronic Commerce Research,2021,17(1).
- [12]. Chen Tinggui, Qiu Yiwen,Wang Bing, Yang Jianjun. Analysis of Effects on the Dual Circulation Promotion Policy for Cross-Border E-Commerce B2B Export Trade Based on System Dynamics during COVID-19[J]. Systems,2022, 10(1).