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Original Paper

Research on Supply Chain Operation Model and Performance Evaluation of Cross-border E-commerce Enterprises

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Abstract

In the context of the continuous expansion and deepening of the global business environment, the e-commerce field has entered a highly competitive situation, and enterprises are facing tremendous market pressure. Against this backdrop, optimizing supply chain management capabilities has become the key for e-commerce enterprises to gain a leading position in the competition. The current supply chain management model is unable to effectively cope with the rapid changes, diversification, and individualization demands of the e-commerce market. Enterprises urgently need to introduce innovative supply chain management methods and tools to enhance the efficiency and flexibility of global operations. Currently, the e-commerce industry is undergoing a transformational impact brought about by digitalization, intelligence, and transparency. The integration and application of advanced technologies such as big data, cloud computing, the Internet of Things, and artificial intelligence provide new opportunities for supply chain management, driving it into a new stage full of innovative potential. These emerging technologies not only significantly enhance the operational efficiency of the supply chain but also significantly improve its adaptability and transparency. With the rapid growth of the industry, the collaboration relationships among different entities such as cross-platform e-commerce, supply chain manufacturers, and logistics companies are developing towards a more precise direction. The resulting synergy is effectively promoting the formation of a more stable and reliable supply chain ecosystem. In this ecosystem, information transmission is more seamless, resource allocation is more precise and efficient, and stakeholders can more effectively achieve value creation and risk sharing, gradually building a sustainable and virtuous development model.

Keywords

Cross-border e-commerce, Supply chain, Operating model, Performance evaluation

1. Introduction

The core of the cross-border e-commerce supply chain is the cross-border e-commerce platform. Its construction process involves systematically integrating key participants such as suppliers, logistics service providers, payment institutions, and customs across the globe to form a collaborative network system covering the entire process of goods from production to consumption. This system significantly differs from traditional trade models and exhibits three basic characteristics: firstly, it needs to address special issues such as differences in customs supervision among multiple countries, the complexity of international payment settlement, and the inefficiency of cross-border logistics distribution; secondly, it highly relies on digital technologies such as big data and cloud computing to achieve visual monitoring and precise management throughout the process. From the perspective of constituent elements, the contemporary cross-border e-commerce supply chain has formed a three-dimensional structure of "four flows integrated": a commercial flow network led by overseas brand manufacturers and factories, a logistics network involving international trunk transportation and end delivery, a capital flow network integrating electronic payment and cross-border clearing, and an information flow platform based on order processing and customs declaration, which collaborate together to build an integrated global trade ecosystem. This new supply chain system, with its advanced digital collaborative mechanism, significantly shortens the delivery cycle of traditional international trade from 45 days to a convenient level of 7-15 days. At the same time, it reduces the cross-border operation costs of small and medium-sized enterprises by more than 60%, demonstrating the potential for efficient and innovative practice.

In the process of global economic integration, cross-border e-commerce supply chain management has become a core element of an enterprise's strategic layout. Compared with traditional e-commerce models, the cross-border e-commerce supply chain system exhibits remarkable structural complexity. The challenges it presents not only stem from the diverse demands in the procurement and supply section, but are more concentrated in key processes such as long-term cross-border logistics, the complexity of customs declaration, and the instability of cross-border payment. Due to the involvement of multiple countries' regulatory systems in cross-border transactions, logistics operations must strictly follow differentiated and high-standard compliance requirements of each country. This undoubtedly sets a strict benchmark for the comprehensive capabilities of the enterprise's supply chain system. At the same time, the dynamic nature of inventory management, the precision of quality control, and the completeness of information construction are all key constraints affecting the development efficiency of cross-border e-commerce supply chains. A comprehensive analysis of the diversity of cross-border e-commerce supply chain operation models and the construction of corresponding performance evaluation systems are of profound significance for enterprises. Such research not only provides practical references for enterprises in supply chain management and information construction, but also helps to establish a scientific and reasonable performance evaluation mechanism, effectively solve the

problems of inventory turnover and quality control, and thereby promote the overall development of the industry towards a more efficient and standardized direction, optimize the industrial structure, and significantly enhance the global competitiveness of enterprises. By optimizing the cross-border logistics network, cross-border e-commerce enterprises can significantly improve their operational efficiency, thereby enhancing customer satisfaction and achieving more effective management of cross-border trade risks. This research outcome can provide scientific basis for the precise decision-making of senior leaders. The continuous optimization of the supply chain not only helps enterprises smoothly enter overseas markets, advance the process of brand globalization, but also helps to build a global ecosystem integrating research and development, production, logistics, and sales, thereby significantly enhancing the core competitiveness of the enterprise and promoting the coordinated development of industry partners. In the wave of globalization, this research has laid a solid foundation for the sustainable development of cross-border e-commerce enterprises. Its wide practical application value is prominent, and it can help enterprises effectively respond to the complex international market environment, and ensure long-term stable development.

2. The Relevant Concepts

2.1 The Concept of Supply Chain Management

The core concept of Supply Chain Management (SCM), which was systematically proposed by the internationally renowned American scholar Michael Porter in the 1980s, represents a significant contribution to the field. In his theoretical exposition, Michael Porter emphasized that all operational activities of an enterprise must be meticulously planned around the core mission of creating outstanding customer value. This innovative perspective laid a solid theoretical foundation for the further development and widespread dissemination of the subsequent theories of supply chain management. As a systematic management methodology, the fundamental goal of supply chain management is to maximize customer satisfaction and enterprise economic benefits by efficiently integrating the entire process from raw material procurement, product production, warehousing and transportation to market sales. The essence of this management concept lies in the requirement that managers not only optimize each individual link within the supply chain but also pay attention to the coordinated operation and seamless connection of the entire chain, thereby significantly enhancing overall operational efficiency and market responsiveness. The core functions of the system include optimizing the procurement process, scheduling production and monitoring execution, inventory allocation, and logistics operations, as well as integrating sales performance tracking and customer interaction support. The theory of supply chain management has continuously evolved and innovated throughout the course of history and has become an indispensable key component in the contemporary enterprise operation system. This system has transformed from traditional internal enterprise

management to a cross-organizational and cross-national supply chain collaboration, providing organizations with more efficient management models and implementation strategies.

2.2 The Concept of Supply chain Performance Evaluation

In the complex field of supply chain management, supply chain performance evaluation plays a crucial role. It is a systematic approach used to deeply analyze and quantify the operational efficiency of each component of the supply chain and its overall performance. The core purpose of this evaluation is to identify the weak links in supply chain operations and potential areas for improvement, and scientifically test the actual effectiveness of supply chain management strategies, thereby promoting close collaboration and high integration among different participants in the supply chain, and optimizing customer experience and satisfaction levels from multiple perspectives. Enterprises usually design a rigorous performance evaluation system based on multiple indicators such as cost-effectiveness, product quality, delivery speed, and resource flexibility, and select the most suitable evaluation method according to their specific needs and management goals to continuously promote the optimization and progress of supply chain management efficiency. Supply chain performance evaluation is a core component of the supply chain management system, and it plays an important role in identifying weak links in operations and responding to potential threats. By precisely measuring the effectiveness and economic value of management strategies, it can significantly enhance the collaboration efficiency and team spirit among supply chain members, and thereby promote the overall operational efficiency and overall customer service quality to a greater extent. Enterprises must attach great importance to this work, develop a systematic and scientifically reasonable evaluation system based on actual operational characteristics, and thereby promote the continuous improvement and efficient development of the supply chain.

3. The Overview of Cross-border E-commerce Enterprises

The rapid development of global digital trade has given rise to a unique operation model for cross-border e-commerce supply chains. This supply chain system transcends national borders, integrating suppliers, manufacturers, logistics service providers, cross-border payment platforms, and end consumers, forming a dynamic value network. Its notable characteristics are manifested in the heterogeneity of cross-border multilingual operations, the strict demands for timeliness in long-distance transportation, strict customs compliance supervision, and the diversity of consumer demand preferences. The typical components of this supply chain include the overseas procurement system, international logistics network, cross-border payment settlement system, bonded storage facilities, and digital information platforms. These core elements are seamlessly connected through efficient data flow, real-time logistics distribution, and secure fund settlement, jointly building a vibrant cross-border e-commerce ecosystem.

The international business operation system of cross-border e-commerce companies is highly complex. Its overall process consists of three main stages: the domestic stage, the cross-border transition stage, and the overseas stage. In the domestic stage, the process is highly intertwined and requires the integration of multiple participants such as manufacturers with professional manufacturing capabilities, domestic retailers providing comprehensive services, authoritative cross-border e-commerce service systems, B2B and B2C cross-border e-commerce platforms. The cross-border stage is the key turning point of the process, at which time the goods need to complete strict export procedures before entering the international market. In the overseas stage, the process also presents diverse characteristics, including independent B2C cross-border e-commerce stations, highly renowned third-party B2C e-commerce platforms, seller self-created B2C cross-border e-commerce platforms, efficient overseas warehouses, standardized overseas exhibition centers, and a wide range of overseas client groups.

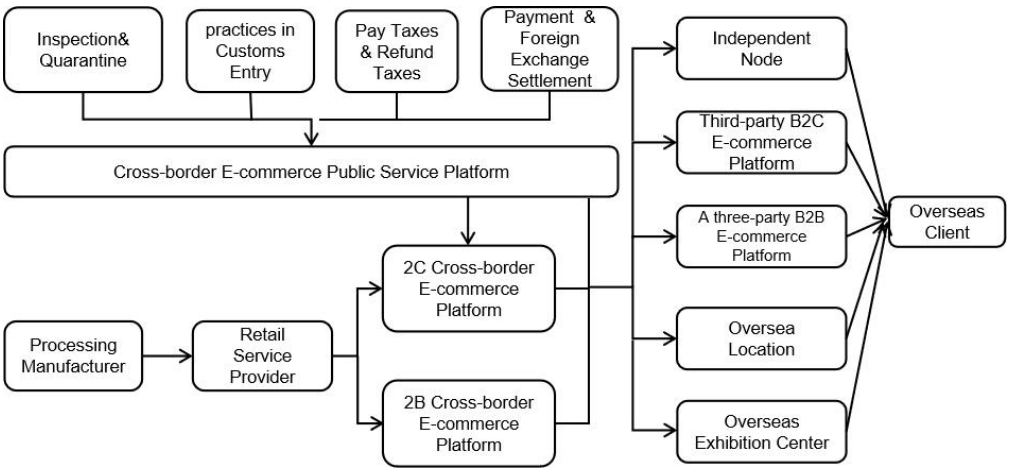

Figure 1. Structure Diagram of Cross-border E-commerce Business Process

The cross-border e-commerce industry exhibits two dominant business models in cross-border transactions: B2B (Business to Business) and B2C (Business to Consumer). These two models have significant differences in transaction mechanisms, service dimensions, and market penetration. The B2B model is mainly based on bulk purchasing and batch distribution, with a high degree of order aggregation, stable transaction links, and considerable scale. Platforms can be classified into two major categories based on their functions: information service platforms focus on the supply and demand matching of commercial information, assisting enterprises in efficiently discovering partner resources; while transaction service platforms are equipped with full-process digital transaction tools, providing flexible settlement support for B2B cooperation. In comparison, the B2C model involves enterprises directly selling to end consumers through their own initiatives, presenting the characteristics of scattered orders and frequent transactions, and being able to cover a wide range of consumer groups. Such business orders are not concentrated, but possess a high degree of user demand matching ability,

thus having a natural advantage in market adaptability. In the cross-border e-commerce field, there are two basic models: platform service type and self-operated service type. The former mainly refers to platforms provided with transaction support by third-party institutions, such as Amazon and Tmall International, which build a global transaction network to provide efficient online shopping experiences for overseas consumers; the latter involves enterprises building their own sales platforms, allowing them to directly showcase and sell goods to end consumers, thereby shaping brand differentiation competitive advantages. Regarding the export process, cross-border enterprises' business processes can be classified into three types: ordinary trade export, direct mail export, and special area export. Among them, ordinary trade export is centered around B2B cross-border e-commerce platforms, where domestic enterprises connect with overseas buyers through these platforms and utilize industry regulatory agencies such as customs, inspection and quarantine, foreign exchange, and taxation to achieve batch customs clearance operations, significantly improving the customs clearance efficiency. After the goods are delivered by the international logistics system, the buyer will complete the final sales through the local distribution system, forming a complete supply chain loop. The innovative practice of this operation model is of great significance for the optimization of the international trade system. This model is highly applicable to large-scale export trade and is highly dependent on the support and convenience of government public service institutions. Direct mail export is an emerging cross-border e-commerce paradigm, giving domestic enterprises the ability to directly sell products to global individual consumers through B2C cross-border e-commerce platforms or self-built B2C platforms. Such goods are delivered to overseas individual consumers through the international logistics system, although each order is of limited volume, the transaction frequency is significant, and the core target group is overseas retail consumers. Special area export involves enterprises conducting cross-border transactions through special regulatory areas set up by customs, such as bonded zones and export processing zones. Enterprises need to complete the filing procedures for regional entry, and when the goods exit the zone, they must submit export declaration lists. This model fully utilizes the institutional benefits of specific regulatory areas, significantly optimizes the customs clearance process, and thus significantly improves the operational efficiency of logistics.

4. The Construction of the Performance Evaluation System for the Supply Chain of Cross-border E-commerce Enterprises

4.1 The Principles of Supply Chain Performance Evaluation

The construction of a scientific enterprise supply chain performance evaluation system should follow strict principles to ensure its effectiveness, comprehensiveness and fairness.

In supply chain performance evaluation, the primary task is to establish a clear, precise and goal-oriented indicator system. This system should clearly reflect the expectations of the enterprise in the supply chain management level and have quantitative standards to support subsequent dynamic

analysis and real-time management. At the same time, these evaluation indicators must be highly consistent with the enterprise's macro strategic development and closely integrated with the operational reality of the supply chain, so as to ensure their sufficient operability, while also fully considering the existing resource conditions of the enterprise and the broad market opportunities. Moreover, setting clear time nodes is of core significance, which helps to periodically review the results and implement necessary adjustments, continuously promoting optimization and innovation, and ultimately achieving a significant enhancement in overall efficiency. Additionally, during the establishment of the goals, feedback from all stakeholders must be included to ensure the comprehensiveness and scientific nature of the evaluation goals.

The core of this assessment system lies in emphasizing the collaborative operations among the members of the supply chain, thereby enhancing the systematic operation efficiency and adaptability. During the evaluation process, both immediate operational effects and cost benefits are taken into account, and comprehensive considerations are given to long-term elements such as strategic planning, customer interaction and resource supply. The indicator design covers a diversified range, such as the degree of digitalization of each process, the agility in responding to market fluctuations, customer satisfaction index, partner management and collaborative effectiveness, while integrating key dimensions such as financial performance and operational efficiency. To ensure the comprehensiveness and accuracy of the evaluation, indicators must be highly consistent, preventing potential conflicts or weight imbalances, and thereby promoting the continuous improvement and value maximization of the supply chain system through systematic evaluation.

4.2 The Supply Chain Performance Evaluation Index System

The cross-border e-commerce supply chain constitutes a cross-regional and multi-level system network, covering the entire process from the initial procurement of raw materials to the final delivery of products to end-users. This complex system integrates multiple participants, including raw material suppliers, production entities, distributors, online retail platforms, logistics service providers, customs agencies responsible for import and export control, and end consumers. To accurately assess the performance of the cross-border e-commerce supply chain, the designed evaluation system must be highly consistent with the overall management strategic direction. The assessment framework, when analyzing the operational status of cross-border e-commerce retailers, must fully consider the collaborative efficiency of internal and external partners. The selection of indicators should take into account internal financial stability, the level of business process improvement, and future expansion space, while also paying attention to the quality of customer relationship maintenance and the collaboration level of other enterprises within the supply chain. Particularly crucial is that the digital maturity of the supply chain should be given key attention as a core assessment dimension, as it directly relates to overall operational efficiency and competitiveness. The Balanced Scorecard conducts a comprehensive evaluation of supply chain performance through four dimensions: financial, customer,

internal operations, and learning and growth. Based on this, this study additionally incorporates digitalization level and supply chain cooperation ecosystem as new dimensions for consideration: the former focuses on the quantification of technical integration and data application capabilities, while the latter focuses on the comprehensive judgment of collaboration efficiency and the environment. These dimensions interpenetrate and integrate, ultimately forming a more comprehensive supply chain Balanced Scorecard model, thereby achieving precise measurement of the overall value of enterprises in a dynamic competitive environment.

Table 1. The Balanced Scorecard Model of Performance Indicators

Indicator dimension	key performance indicators
Financial dimension	Sales revenue growth rate, profit margin, return on investment, and asset turnover ratio.
Operational dimension	Order accuracy rate, delivery on-time rate, inventory turnover days, return rate, and procurement cycle.
Customer relationship	complaint rate, repeat purchase rate, product development cycle, and demand forecasting accuracy.
Company growth	sustainable development, business innovation, and market competitiveness.
Digitalization level	Data analysis depth, visualization degree, breadth of digital application, and data collection ability, information collaboration degree.
Cooperation satisfaction	timeliness of information sharing, business collaboration level, flexibility of collaboration network, and stability of relationship.

5. The Implementation Guarantee for Supply Chain Construction and Performance Evaluation of Cross-border E-commerce Enterprises

5.1 The Establishing end-to-end Integration Capabilities

E2E supply chain integration, as a key practice of end-to-end supply chain integration, requires the systematic integration to achieve close connections among all links of the supply chain, ensuring the continuity and efficiency of information, capital, and material flow. For cross-border e-commerce enterprises, this strategy covers multiple complex stages such as raw material acquisition, manufacturing process, warehousing operations, customs declaration, global transportation, and

overseas distribution, and requires in-depth collaboration. To optimize the effect of E2E supply chain integration, cross-border e-commerce enterprises need to focus on implementing three core strategies: building a digital collaboration system, improving capital operation efficiency, and enhancing global logistics network planning.

To build an efficient and real-time information sharing system, it is necessary to carefully select an appropriate information system platform, including ERP, WMS, and TMS, to achieve seamless data connection between multiple systems and convenient connection with partners. This is aimed at ensuring the immediate and efficient flow of key data such as demand instructions, inventory information, and order progress, and using big data analysis technology to optimize real-time monitoring and risk warning functions.

It shoud strengthen strategic collaboration between suppliers and logistics providers, including strictly selecting core partners to establish long-term stable cooperative relationships; holding joint seminars regularly to deeply analyze changes in supply and demand trends, innovating advanced linkage models such as VMI and CPFR, and achieving smooth interaction of demand information; establishing dynamic backup strategies to enhance adaptability to unexpected situations; and adopting scientific evaluation methods to continuously improve the effectiveness of collaborative operations.

By improving management mechanisms, it can systematically study the core factors that limit the efficiency of cross-border supply chains (such as complex customs clearance processes and tortuous transportation modes), develop targeted management solutions (such as increasing customs clearance routes, improving transportation directions), and periodically assess bottleneck problems, and promptly revise response measures.

By implementing these strategies, cross-border e-commerce companies can establish a global end-to-end supply chain integration framework, significantly enhance operational efficiency and adaptability, quickly identify and meet changes in customer demands, and thereby firmly and continuously strengthen their market leadership position.

5.2 The Enhancing of the Capability of Automated Planning

When automated tools handle daily planning tasks, they demonstrate their adaptability and efficiency advantages to market dynamic changes, while liberating planners from repetitive work, allowing them to focus on in-depth strategic research. This mechanism helps cross-border e-commerce enterprises achieve significant breakthroughs in planning accuracy and supply chain agility. Its application effects are reflected in: significant improvement in operational efficiency, enhancement of supply chain resilience and risk resistance, optimization of resource allocation rationality, improvement of customer service quality, and effective control of operational expenses. To ensure the achievement of the goals, cross-border e-commerce enterprises must build a complete implementation framework from four core dimensions and promote systematic deployment.

It shoud establish a highly collaborative digital supply chain architecture, systematically integrating information resources of procurement, manufacturing, warehousing, and logistics. By applying cutting-edge artificial intelligence and machine learning technologies, enterprises can achieve real-time visual monitoring and intelligent improvement of the entire supply chain chain, thereby building a solid support system for automated decision-making.

Enterprises should deeply study and adopt advanced automation technologies and software, prioritizing the introduction of high-precision planning algorithms and optimization engines to achieve seamless integration with core systems such as Enterprise Resource Planning (ERP) and Warehouse Management System (WMS). By strengthening the integration of such automated tools with key business systems, the accuracy of demand forecasting can be significantly improved, inventory management efficiency can be optimized, and production planning accuracy can be enhanced, thereby significantly improving overall operational efficiency and quality.

Cultivating the digital literacy of planners is an urgent task. This requires teams not only to master planning software and various practical tools, but also to strengthen data analysis, precise modeling, and efficient programming capabilities. Through systematic training mechanisms and valuable development paths, it can help planners maximize the effectiveness of automated systems and promote the continuous optimization and intelligent development of the planning process.

Enterprises should build a sound data governance framework: excellent data quality and high reliability are the core elements for achieving planning automation. It is necessary to formulate a unified and standardized data standard system to ensure the rigor, accuracy, and continuity of the data governance mechanism, thereby laying a solid foundation and providing a strong guarantee for automated decision-making of the enterprise.

5.3 The Enhancing of Supply Chain Visualization Capability

To create an integrated end-to-end supply chain transparency framework for cross-border e-commerce enterprises, the aim is to achieve real-time dynamic monitoring of the entire process from upstream suppliers to end consumers, covering core information such as inventory quantity, production load status, order execution progress, and logistics transportation trajectory. This measure significantly improves the response speed of the supply chain, enabling enterprises to quickly capture and flexibly adapt to fluctuations in market demand. The core task lies in building an end-to-end supply chain transparency system, which needs to integrate real-time data streams at each stage, establish a full-chain monitoring panel, and visually present key indicators such as inventory distribution, delivery routes, and delivery timeliness, ensuring the real-time transparency of the supply chain operation status. At the same time, this transparency framework gives cross-border e-commerce enterprises stronger dynamic supervision and immediate response capabilities. Through comprehensive strategies such as dynamic scheduling plans, collaborative partner mechanisms, and intelligent data analysis, it helps to

create a flexible, efficient, and highly adaptable supply chain ecosystem, enabling it to calmly cope with the complex and ever-changing competitive market landscape.

The core strategy for building a full-chain supply chain transparency system in cross-border e-commerce involves multi-party collaborative optimization, including establishing an efficient information sharing mechanism with suppliers and logistics service providers and building an integrated data interconnection network; at the same time, it is necessary to fully utilize advanced digital means such as the Internet of Things and big data to collect performance data of each operation link, forming a visual control platform. In addition, integrating the information systems of key business units within the enterprise, eliminating data silos, strengthening departmental collaboration and operational transparency is extremely crucial; finally, it cna establish an agile early warning response mechanism, based on visual data monitoring of abnormal fluctuations, quickly formulating and implementing optimization plans.

6. The Conclusion

In the context of the booming digital economy, the global cross-border e-commerce supply chain is entering a period of deep transformation, accelerating the realization of intelligent, sustainable and customized upgrades. The integrated application of innovative technologies such as the Internet of Things, blockchain and artificial intelligence is fundamentally transforming the entire value chain system from manufacturing to distribution. With the powerful ability to process massive data, intelligent prediction models can precisely understand changes in market demand, thereby optimizing resource allocation and achieving precise matching of supply and demand. Nevertheless, the intelligent management of cross-border e-commerce supply chains still faces many challenges and requires further exploration of solutions. The next stage of research should focus on the integration methods of new-generation information technologies, systematically studying how advanced technologies such as artificial intelligence, blockchain and the Internet of Things can work together to provide continuous technical support for the improvement of the overall efficiency of the supply chain. On this basis, the research work must deeply examine the cutting-edge developments in supply chain visualization and intelligence, with the aim of significantly enhancing its dynamic monitoring and precise prediction capabilities. By applying such advanced technologies, it is expected to achieve demand prediction accuracy and inventory management optimization results far beyond expectations, thereby comprehensively driving innovative breakthroughs in the comprehensive operational efficiency and flexible response mechanism of the supply chain.

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