

Research on the Problems and Countermeasures of the Construction of Overseas Warehouses of Cross-Border e-Commerce Enterprises in China

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Abstract: Cross-border e-commerce logistics operations directly affect transaction realization and customer experience, and are an important guarantee for promoting cross-border e-commerce development. As a major innovation in cross-border e-commerce logistics, overseas warehouses can effectively solve the problems of high cross-border e-commerce logistics cost and long transportation cycle, eliminate the problem of direct mail model affecting the experience of overseas consumers, and enhance the trust of overseas consumers. Degree and purchasing power have enabled domestic cross-border e-commerce enterprises to have localization advantages, and thus become the mainstream mode for cross-border e-commerce logistics development. Analysis of the current development status of China's cross-border logistics overseas warehouses, found that while the rapid development of cross-border logistics, there are also problems such as unsalable inventory, lack of localized services, lack of composite talents, lack of legal system support and so on. In the future, we can promote the further development of cross-border logistics in China by building virtual overseas warehouses, accelerating the pace of localization, cultivating professional talents, and improving laws and regulations.

1. Introduction

With the all-round development of electronic information technology and economic globalization, China's cross-border e-commerce has shown explosive growth characteristics driven by the increase in e-commerce penetration rate and the acceleration of traditional foreign trade transformation. However, while cross-border e-commerce is developing rapidly, it also faces bottlenecks in development. That is, the traditional logistics model has lagged behind the pace of Internet electronic transactions. The operation of cross-border e-commerce logistics system will directly affect the transaction realization and customer experience, and is an important guarantee to promote the development of cross-border e-commerce [1]. Since cross-border e-commerce involves more links and faces different logistics providers and customs in different countries (regions), its timeliness, cost, lost parts and return and exchange problems have been difficult to be effectively solved, seriously affecting consumers' shopping experience and The development of cross-border e-commerce companies. The emergence of this new cross-border logistics model of overseas warehouses has solved the problems in cross-border direct mail and created the third profit source for cross-border e-commerce export enterprises. The so-called overseas warehouse refers to the storage of the logistics node overseas, that is, the seller sends the goods to the foreign warehouse in batches in advance, and after the customer completes the online order, the overseas warehouse directly realizes the local delivery and distribution. By using the overseas warehouse model, cross-border e-commerce export enterprises can better provide localized value-added services for overseas customers, which is not only conducive to the expansion of overseas markets, but also can shorten the order cycle and reduce logistics costs, so as to effectively improve customers' online shopping experience and improve their consumption viscosity [2].

2. Development status of overseas warehouses

Overseas warehouse is through the location within the territory goods importing countries (regions) to set storage locations and bulk export the goods in advance to the importing countries

(regions) in the warehouse, once consumer countries (regions) order, can from overseas warehouse shipment accordingly, so as to realize the localization of logistics, avoid complex cross-border logistics and customs clearance formalities, maximize cross-border logistics efficiency, solve a drop ratio is high, the return difficult problems, such as [3]. Overseas warehouse has the functions of collecting payment for goods, unpacking, assembling and bonded, which is suitable for goods with high price, long delivery cycle and fast inventory turnover. Meanwhile, it has a strong ability to bear logistics costs.

According to the analysis of the data of the Yicang survey, in 2020, China's 153 overseas warehouse enterprises have 353 warehouses in 33 countries including the United States, the European Union, Japan, Australia, Russia and emerging market countries, of which more than 40% of the warehouses are concentrated in developed countries. The economy, while overseas warehouses in the Middle East, South America and other regions are extremely rare. From the perspective of the area of overseas warehouses, the total warehouse area in the United States ranks first in the world, while the average size of single warehouses is Russia's leading. At present, the speed of overseas warehouse construction is still rising. For overseas warehouses that are still in the exploration stage, the prospects are optimistic and many difficulties coexist. At the policy level, overseas warehouses are a new logistics model that is susceptible to local policies and market conditions. Since there are no relevant agreements between China and other countries on bilateral trade terms, overseas warehouse products reach their domestic markets without a bonded warehouse. It is only possible to take the general trade processing process and pay additional fees such as value-added tax and customs duties, which will increase the financial burden on the seller. In addition, domestic convenient payment tools have not yet been recognized by other countries, and overseas warehouses need to completely solve the payment problem if they want to be truly rooted overseas. For overseas warehouses, goods, funds, information and logistics must be integrated into one, and they are indispensable.

3. Swot analysis of overseas warehouse construction

3.1 Advantage analysis

3.1.1 Low transportation costs

The traditional cross-border logistics model is to transport a single order of goods, and the transportation cost is high. The overseas warehouse model is to transport large quantities of goods to overseas warehouses in advance. It can not only reduce the transportation cost by using the scale effect, but also can replace the air transportation by sea, thus reducing the logistics cost.

3.1.2 Short delivery time

In traditional cross-border logistics, when the order is generated, the goods must be delivered to the consumer through domestic warehouse delivery, international transportation, and foreign warehouse distribution. In the overseas warehouse mode, bulk cargo transportation will simplify the customs clearance and customs clearance process, thus reducing transportation time. In the process of delivery, when the customer's order is generated, it is directly delivered by the overseas warehouse of the local country, and the goods can reach the customer within one week, which greatly shortens the delivery time and enhances the customer's shopping experience.

3.1.3 Customer shopping experience is good, after-sales service level and customer satisfaction are high

Consumers in the e-commerce platform shopping process, product quality, delivery time and return will affect the consumer's shopping experience. Traditional cross-border logistics is the direct transportation of goods from domestic to foreign consumers. It not only has long transportation time, but also easily leads to the destruction of goods in the process of international transportation. The overseas warehouses transport the goods to the designated warehouse in advance, not only can check the products in the overseas warehouses, strictly control the quality, improve the product

quality, but also be transported by the local warehouse, which will greatly shorten the shopping time and improve the customer shopping. Experience and satisfaction. In addition, when the consumer is not satisfied with the product, the return and exchange processing can be carried out, and the after-sales service level is improved.

3.2 Disadvantage analysis

3.2.1 Long payback period

The overseas warehouse cross-border logistics model requires cross-border merchants to apply the products to overseas warehouses in advance. Before the sales are realized, the funds are in stock. Due to the long transit time of overseas warehouses and the long payback period of products, the fund settlement period is longer than other cross-border logistics models, which may bring certain financial pressure to cross-border merchants.

3.2.2 Cross-border sellers easily lose control of goods

Renting a third-party overseas warehouse or Amazon FBA-style overseas warehouse model, the goods storage and distribution in the overseas warehouse are the responsibility of the third-party logistics company. In this case, the dynamic information of the goods can only be from the third-party logistics company or customer. Feedback, and the company can't grasp the goods in real time. Therefore, the overseas warehouse model may cause the seller to lose control of the goods.

3.2.3 Explosive or warehousing costs may be too high

Overseas warehouses can shorten the transportation time and reduce the distribution cost, but when the products are unsalable, the accumulation of goods will explode. When the goods are stored in overseas warehouses for too long, the storage costs will be very high, even higher than the commodity prices. Therefore, the high cost of exploding warehouses and storage is a problem that cross-border e-commerce companies need to consider and solve.

3.2.4 Lack of professional composite electric merchants

Cross-border e-commerce requirements for talents not only require cross-border e-commerce and international logistics and other related professional knowledge, but also require a high level of foreign language, familiar with the economic development and market of the local country, and understand the quality of local laws and regulations. Its comprehensive ability requirements are very high, and there is currently no such talent in the talent market. Therefore, a comprehensive electric trader is the shortcoming of overseas warehouses.

3.3 Opportunity analysis

3.3.1 National policy support

In 2015, the Ministry of Commerce issued the "Internet + Circulation Action Plan", calling on e-commerce platforms and export enterprises to deploy overseas warehouses through the construction of overseas warehouses; in 2016, Premier Li Keqiang proposed in the "Government Work Report" to expand cross-border electronics Business pilot, support enterprises to build overseas warehouses for export products. At the beginning of 2017, the "13th Five-Year Plan for Foreign Trade Development" issued by the Ministry of Commerce clearly stated that it promotes the healthy and rapid development of cross-border e-commerce. Promote the construction of a cross-border e-commerce comprehensive experimental zone. Encourage the construction of overseas warehousing and promote the innovative development of B2B business. Under the advocacy and protection of national policies, the development potential of overseas warehouses will be enormous.

3.3.2 Cross-border e-commerce has great development potential

With the development of information technology and globalization, cross-border e-commerce has been greatly developed. According to Aegison, in 2020, cross-border e-commerce transactions

will total \$100 billion. The booming cross-border e-commerce market will increase the demand for overseas warehouses and create a huge market space for overseas warehouses.

3.3.3 Promotion of the establishment of a free trade zone

In order to deepen reform and development and accelerate economic system innovation, China has established 11 free trade zones including Shanghai, Guangdong and Tianjin. The establishment of a free trade zone will promote China's foreign trade and accelerate international trade. It will fully release the cross-border e-commerce market with great potential and expand the demand for overseas warehouses.

3.4 Threat analysis

3.4.1 Threats of local legal, political, economic, and regional cultural factors

Different countries have different politics, economy and culture. If you can't understand the local market and consumer demand in the process of overseas warehouses, it will lead to slow sales of products, which will lead to overseas warehouses. Failure to operate and manage in accordance with the laws of the local country will result in a series of legal disputes. Therefore, in the development process of overseas warehouses, there will be hidden dangers of not understanding the local market, laws and culture.

3.4.2 Restrictions on local trade protection policies

After Trump took office, in order to protect domestic enterprises, the United States introduced a local trade protection policy against globalization. If local countries adopt local trade protection strategies, they will impact the cross-border e-commerce industry, resulting in shrinking markets and difficulties in product sales, resulting in higher costs for overseas warehouse products, increased inventories, and even a burst of positions.

4. Problems in overseas warehouse construction

4.1 Difficult to handle unsalable inventory

China's cross-border e-commerce enterprises' development of "overseas warehouse" is faced with the risk of unmarketable inventory, which brings many hidden dangers to enterprises [4]. The operation process of the overseas warehouse is to establish a warehouse in the target market location, and store the goods in the warehouse in a low-cost manner in advance. When the overseas consumers have demand, they will directly ship the goods from the local warehouse after the website platform is placed, with a shorter Time to send the goods to the hands of consumers, to improve consumer satisfaction. The profit of most overseas warehouses comes from the high-speed circulation of goods. On the contrary, if some large-scale goods with slow sales or goods in the off-season greatly increase the inventory pressure, it will cause a short position. These products occupy a large area of overseas warehouses for a long time, so that overseas warehouses can no longer store the hot items in the current season, and can not make full use of the space of overseas warehouses to maximize the benefits. At this time, if the large-scale goods with slow sales speed or the goods in the off-season are shipped back to China, the transportation costs are also very high, sometimes exceeding the value of the goods themselves, which makes the cross-border e-commerce enterprises fall into a dilemma. Dilemma: Continue to store goods will consume overseas warehouse space, and the cost of shipping back is unaffordable. The pressure on overseas warehouse stocks is also a major problem that continues to be solved.

4.2 Lack of corresponding localization services

Localization service is an important factor that affects the competitiveness of overseas warehouse enterprises. Localization service of overseas warehouse is not only to realize localization distribution, but also to realize localization operation, so as to quickly overcome the differences in economy, culture and system of the destination country and solve the problems of language, custom

and legal disputes in the transaction. In the process of promoting overseas warehouse, it can be found that the seller's local demand for overseas warehouse is as high as 79%. First, it comes from the influence of traditional operation strategy. Many logistics enterprises use traditional operation strategy to develop overseas warehouse. Influenced by different countries, customs, cultures and consumers, the application of traditional operation strategies is bound to lead to the problem of "acclimation". Second, it comes from the influence of localization. In the localization process of overseas warehouse, a series of local factors need to be reformed. Such as adapting the model to the local language, marketing, law, and after sales. Language is the main factor leading to the failure of localization. Different language translation will lead to the deviation of consumers' understanding and even lead to ambiguity, which will reduce the consumer loyalty rate [5].

4.3 Lack of professional talents

Talent is the core competitiveness factor of today's enterprises. The development of cross-border logistics requires the support of professional talents. At present, the development of China's overseas warehouses is relatively late, and the training speed of talents is much lower than the development speed of cross-border logistics. As a result, there is a serious shortage of professionals. Overseas warehouse services involve different countries, different customs and different languages, and also require relevant personnel to master relevant knowledge and skills in various fields such as law, economy, management, logistics, e-commerce and finance, and have higher requirements for the comprehensive quality of personnel. . At present, many universities in China generally have related majors such as logistics management, e-commerce and enterprise management, but the professional distinction is too strong, and there is a lack of compound talents required by the market. Overseas warehouses are mainly engaged in overseas business. While having excellent professional knowledge, they must also master the professional knowledge in the cultural, economic, and legal fields of the destination country, be familiar with local customs and customs, understand local policies and regulations, and facilitate local operations. . However, the period of training talents in colleges and universities is long, and the practical ability is far lower than theoretical knowledge, which restricts the development of overseas warehouses to a certain extent.

4.4 Lack of legal system support

In recent years, support for cross-border e-commerce development, our country issued "about promoting cross-border e-commerce healthy and rapid development of guidance", "about cross-border e-commerce retail export tax policy notice, on the implementation support for cross-border e-commerce retail outlet's opinions on relevant policies such as policy, by contrast, in view of the cross-border electricity with overseas warehouse logistics policy is less, especially in the overseas warehouse construction, logistics, customs clearance, tax rate, the respect such as funds rate should be strengthened to support [6]. Currently, cross-border e-commerce enterprises or individuals are subject to the supervision and regulation of China's customs authorities. But because our country overseas warehouse construction development time is shorter, in many respects still has some real legal obstacles. For example, in overseas warehouses located in Russia, some enterprises often take advantage of legal loopholes such as "grey customs clearance" to avoid paying various taxes. Such speculation may be successful for a while, but once discovered by local customs and inspection authorities, it will face more taxes and legal penalties, which will affect the international image of China's cross-border logistics overseas warehouse.

5. Relevant countermeasures for overseas warehouse construction

5.1 Build a virtual overseas warehouse

From the perspective of international special line, virtual overseas warehouse not only improves the speed of cross-border logistics, but also expands the service to the field of return and exchange of goods, which is an innovative form of international special line [7]. To build a virtual overseas warehouse is not to build a real warehouse to store real goods overseas. Export enterprises can be

set up in the buyer's country or region sales division all overseas warehouse, comprehensive utilization as a virtual form large-scale warehouse overseas, and make full use of all the overseas offline stores, according to the actual sales, around the appropriate inventory plan formulation, safeguard daily same-store sales at the same time, the order information sharing system, integrated with all offline inventory information, try to call the local inventory, according to the principle of online orders, delivery, timely and effective allocation. The distribution of inventory in offline stores can minimize the offline marketing risks of non-saleable goods and reduce the risk of slow sale of goods in offline direct selling as far as possible. In addition, offline stores in various regions can also serve as after-sales service stations for buyers to provide more efficient after-sales services such as returns and exchanges. While enhancing consumer confidence, we can combine the returned and replaced goods with local stores and warehouses to realize the secondary sales of goods and reduce the cost of sellers as far as possible.

5.2 Speed up the pace of localization

Improving the satisfaction of overseas consumers is the purpose of exporting enterprises to establish overseas warehouses. The overseas warehouses of enterprises should be localized, provide high-quality localized services to consumers, and expand their overseas market share. First of all, when establishing overseas warehouses, localized management groups should be established to determine the size of the warehouse based on local actual conditions and characteristics. Second, we should focus on providing localized language, localized payment and localized delivery to consumers. In terms of local culture and language, export enterprises should understand local customs, laws and wearing preferences through questionnaires and surveys, and then carry out targeted services and create websites in the local language version of the target market to attract customers. In terms of localized payment, it is necessary to carefully select a suitable third-party payment platform, provide a localized payment interface, and implement localized payment. In terms of localized delivery, a sufficient quantity of goods should be stored in the local warehouse of the target country, and timely delivery should be carried out from the local warehouse to reduce the logistics link and improve efficiency. Finally, exporting companies should also focus on the ontology of sales and promotion, and maintain a certain number of customer sources.

5.3 School-enterprise cooperation to train professional talents

High-quality overseas warehouse professionals need to have solid foreign language skills and knowledge and skills in international trade, e-commerce, logistics management and warehousing management. At present, many colleges and universities have established these majors and courses, but this comprehensive compound talent is far from enough to cultivate colleges and universities, and it also requires cooperation between cross-border e-commerce companies and colleges. For the school, it is necessary not only to clarify the training objectives and training programs, but also to incorporate the learning and practical ability of foreign language and cross-border logistics professional knowledge into the teaching settings, and to organize lectures or teaching by scholars and experts who often master the frontier dynamics of the industry activity. For cross-border e-commerce companies, it is necessary to develop different training programs for new and existing employees so that their business knowledge can progress as the market changes. In addition, the joint training of talents with universities and colleges, combined with the need to organize teaching activities, enables students of relevant majors to become the counterparts needed for cross-border e-commerce companies in the operation of overseas warehouses.

5.4 Improve relevant laws and regulations

In view of the fact that cross-border logistics overseas warehouses are still in the initial stage of development, China should establish and improve the construction of laws and regulations on cross-border logistics and overseas warehouse construction in order to create a favorable environment for the development of overseas warehouses. Among them, the information security and credit guarantee of cross-border trade activities should be the focus of work. It is necessary to learn from foreign legal provisions, improve regulatory measures, and adopt corresponding

regulatory policies for different modes of operation of overseas warehouses to enhance convenience. In addition, the government should assume the responsibility of promoting the strategic orientation of the cross-border logistics industry chain, and carry out in-depth integration and optimization of relevant current logistics resources to enhance the capacity and efficiency of the logistics supply chain, and strengthen the information exchange between the various logistics industry chain node enterprises. Sharing to maximize resource utilization and promote the development of cross-border logistics overseas warehouses. The specific approach is to establish a comprehensive service website and an electronic supervision platform to integrate the functions of each department, simplify the process required to build a warehouse, improve customs clearance efficiency, and achieve effective supervision.

6. Conclusion

Cross-border e-commerce logistics is an important support for cross-border e-commerce. With the continuous expansion of customer scope and increasingly rich product categories, cross-border e-commerce logistics has gradually become the key to affect customer satisfaction, control costs and increase profits. The rapid development of overseas warehouses is not only conducive to accelerating the construction of cross-border e-commerce logistics system, achieving coordinated development of logistics and e-commerce, helping cross-border e-commerce, especially small and medium-sized cross-border e-commerce, to reduce logistics costs, opening up overseas markets and gaining international recognition; It is conducive to the establishment of China's own global supply chain system, to reverse China's foreign trade "big but not strong", not grasping core profits, low-cost low-end negotiations, exporting countries to set trade barriers and implementing anti-dumping strategies, etc. The control of foreign trade intermediaries helps China to regain the autonomy of the global trade supply chain, and it is of great significance to vigorously implement the "One Belt, One Road" strategy. There is a lot of room for the development of cross-border e-commerce. As a new thing, overseas warehouses are still growing. With the development of cross-border e-commerce in the future, the layout of overseas warehouses will not only be limited to developed countries, but will continue to expand into emerging markets, and as the consumer market continues to adjust, it will develop towards localization to enhance its competition in the target market. force. With the support of the government and third-party cross-border e-commerce platform, with the continuous improvement of information technology level and logistics level, many problems in overseas warehouses will be solved, and overseas warehouse development will usher in more development space.

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