

# **Analysis on the Countermeasures for Improving the Competitiveness of Small and Medium-sized Customs Declaration Enterprises -- Taking MJK customs as an example**

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**Abstract:** The development potential of the global trade market is becoming more and more significant, which sharply increases the import and export volume of goods and services in various countries, and the rapid customs clearance can further improve the economic benefits of trade activities of all countries. As a special agent for customs declaration, the demand for import and export trade has driven the prosperity of customs declaration enterprises to a large extent. After consulting and summarizing relevant domestic literature, this paper firstly introduces the relevant background and company profile of MJK, and then analyzes the internal and external environmental factors and challenges of the company by SWOT analysis, summarizes the development strategy planning of MJK customs clearance company, and develops a flexible marketing strategy based on the development trend of the customs declaration industry, so as to gradually build a new business model and better avoid market risks and crises, so that small and medium-sized customs declaration enterprises can win customers, maintain customers and consolidate customers, so as to provide references for the future development of small and medium-sized customs declaration enterprises.

## **1. Introduction**

With the rapid development of electronic information technology, the competitive environment of customs declaration enterprises has changed, and the business and business models of enterprises need to be adjusted. Therefore, it is of great significance to improve the enterprise development strategy and enhance its competitiveness. With the gradual expansion and integration of the world market, China's total import and export volume accounts for a growing proportion of the world market. In 2016, the world's world goods import and export ranking ranks the second in the world, and the contribution to world trade growth is increasing, the optimization of commodity structure and the increasing diversification of business methods have created huge development opportunities for the customs declaration industry. The business level of the agent declaration company is becoming more and more specialized, and more import and export enterprises will provide customs clearance business to the specialized agencies. However, at the same time, the customs declaration industry also faces unprecedented challenges, and the market risks faced by small and medium-sized customs enterprises are significantly improved. Therefore, it is urgent to take necessary countermeasures to consolidate the service quality of enterprises and reform the operation and management system of enterprises, so as to continuously develop their own business operations in the direction of specialization, omni-directional and individualization. Therefore, it is necessary to analyze the internal and external environment and problem of the customs declaration enterprise, and to formulate corresponding settlement strategies on this basis, which is the current customs declaration enterprise to improve its own competitive power, better to deal with international customs declaration and information technology

## **2. Overview of MJK Declaration Company**

MJK declaration company is a sole proprietorship enterprise, and the legal representative is Wei Zhong, a company executive. The company was founded in suzhou in 2010 with a registered capital

of 6 million yuan. MJK customs has been approved by the Chinese quality certification center, which includes import/export, customs, international, domestic freight, bonded, general warehousing services, business registration, registration, and customs clearance, which is for the transportation of goods and transportation insurance, simple logistics and value-added services, logistics design, optimization, and other business consulting. In the long term, we have a steady volume of business and good reputation, and we have accumulated rich customer service experience.

The MJK customs agency is a client center, reducing the cost of customer service, actively satisfying the customer's personal logistics needs, extending and perfecting the logistics of logistics, and winning the trust of the clients with their unique project management and service. The company's business objective is to provide customers with the best products, good technical support, sound after-sales service. "Priority concept, preferential freight rate, quality service", MJK customs company relies on strong customer network to support solid platform, with its unique project management and service to win customers' trust. Since its establishment, the company has completed more than 400 project cooperation projects. It is the leading industry chain in the domestic customs declaration industry and the comprehensive implementation of modern integrated logistics enterprises.

### **3. SWOT Analysis of MJK Customs for Competitiveness**

On the basis of summarizing the development status of MJK customs declaration company, the author analyzes its internal advantages and disadvantages, external opportunities and threats, and conducts a comprehensive, systematic and structured evaluation of it. It's a data reference for the promotion of MJK.

The MJK has more than one branch of the office (wuxi, kunshan, changshu, chengdu, shenzhen, tianjin, zhongshan, xiamen), three integrated business divisions (the park, the high-tech new district, the wujiang district), and more than 10 office assignments. It has long-term and stable cooperation with the world famous Marine air transport agents, including COSCO(COSCO), Mediterranean (MSC), SDV, CEVA (kehua), SCHENKER and so on. The state of suzhou industrial park is a level 1, through the AEO senior certification process, to obtain a ship without a ship, which marks the new step of the MJK customs agency in the import/export of customs and customs, and also enables MJK to be the highest level of international trading in the "credit pass" business, enjoying the customs clearance of customs in the import/export trade.

### **4. Weakness**

First, there is a partial overlap between the distribution of interests and functional divisions between the different divisions of the MJK customs agency, which has caused the corporation's resources to suffer unnecessarily.

Secondly, human resources and technical resources are directly related to the core competitiveness of enterprises. MJK declaration company is a professional customs broker company, corresponding to organizational resources is the technical resources. Skilled customs officers not only need to master accurate product communication skills, but also need to have certain international trade logistics and legal knowledge. However, MJK customs clearance company is now able to master the customs declaration personnel with basic knowledge and professional skills, accounting for less than 20% of the company's employees. The low declaration efficiency greatly weakens the core competitiveness of the enterprise. According to the current situation, the overall quality of business leaders and employees remains to be improved, and the economic management majors in the management of MJK declaration company have a low proportion, and the age structure is less than two, while the cultural knowledge structure of employees and the distribution of facing structure also appear unreasonable phenomena.

Finally, MJK company's innovative capability and technological research and development capability are relatively low, and higher personnel's momentum is also not conducive to the

enterprise's ability to consolidate its business. The demand for international market customs clearance is increasing, leading to an unsteady firm stand in the fierce market competition.

## **5. The External Opportunity Analysis**

The trend of economic globalization is clear, and cooperation between countries is deepening. It is conducive to economic exchanges and cooperation with foreign businessmen, introducing capital, advanced technology and ideas, and creating a favorable economic environment for the development of customs declaration enterprises. The development of modern logistics has been paid attention to by the government and scientific research, and the logistics infrastructure and technical equipment have been improved. The business scope of customs declaration is much larger, the single service is difficult to meet the market demand, the client's main status is increasing, and the customer no longer only pays attention to the trading results, but also pays more attention to the service quality and the customs declaration process. The MJK customs agency needs to focus on the collection of customer information, to focus more on the efficiency and the level of regulation, and to make it better for the reputation of reputation and to provide the customer with human services.

With the increasing regulation and oversight of the import/export trade, the efficiency of the business is directly related to the market competitiveness of the corporation. The business model is transformed from independent operation to cooperative operation. With the increasing scale of market transactions and increasing trading volume, the new competitive environment requires MJK to adopt the win-win strategy of win-win cooperation by breaking the traditional self-styled concept.

## **6. External Threat Analysis**

According to the analysis of the current customs clearance market, the market risks of MJK customs declaration companies are as follows:

First, the price of the customs declaration industry is more chaotic. It is difficult for MJK customs clearance company to adapt to the development requirements of market economy, so that enterprises are faced with the risk of price and irregular price competition. Although it can bring short-term customer resources to enterprises, the poor quotation mechanism is not conducive to the long-term development of enterprises.

Second, unfair competition is getting worse. By paying a certain amount of money to attach to a professional agent, it's actually a private, independent accounting and business operation, and there's a violation of the customs seal. The unfair competition will lead to the chaos of the trading order in the customs declaration industry, which will bring the risk of customer loss and illegal operation to MJK customs.

Finally, the overall quality of the customs declarer needs to be improved. The excellent customs officer is a strong factor in effectively avoiding market risk of the enterprise, however, at present, MJK customs declaration company is truly able to pass the national customs clearance qualification examination and the number of customs clearance personnel is relatively small.

## **7. MJK customs Clearance Company to Improve the Industry Competitiveness Strategy Analysis**

The business model of the enterprise is both innovative and reasonable. Therefore, it is necessary for the enterprise to improve its value judgment and insight into the market, and actively pay attention to the new trend changes at home and abroad, thus ensuring the predictability and leadership of the business model. In terms of internal and external environment, the business model has to be considered in two ways, the first level is the internal management layout of the enterprise, and the second is the business relationship. How to follow the steps of The Times to formulate scientific and standardized management methods is the key issue that MJK customs companies should consider in improving their competitiveness.

First of all, from the first level, in order to avoid a conflict of interest between different departments, MJK customs declaration company organizational structure of enterprises need to implement the informationization of management, should actively use of electronic information technology to get around the middle management, not only realize the ShangQing downlink, but also realize private forwarded, rely on the company's growing cohesion to enhance enterprise competition in the market.

First of all, MJK customs declaration companies need to make adjustments in the operation and management mechanism, connect with modern information technology and international customs declaration business, strengthen the creation and management of enterprise electronic information system, so as to achieve a good integration of relevant work and customs declaration business.

In addition, the current situation of internal management of the enterprise, we need to improve and build on the system, quality, execution, and cohesion. First of all, the communication between departments is not smooth, disjoint, and the task deviation of work and arrangement is not completed on time, the work efficiency is not high, and the execution ability is not strong. The reason lies in the problems of standards, supervision and responsibility. The enthusiasm and responsibility in the work is the building of enterprise cohesion. All of the above, we need to standardize the firm's management system, clarify the work standards, optimize the workflow, and build a productive team.

First of all, MJK customs declaration company needs to set up a new competition mode, adjust the competition mechanism of enterprises according to the new market situation, fully develop the competitive advantage of the enterprise, improve the access mechanism, improve the entry threshold of the work position of the customs declaration industry, and thus improve the market competition awareness of the whole staff.

To maximize the economic efficiency of the enterprise through the diversification of the internal resources of the enterprise. Secondly, MJK customs clearance company also needs to maintain and excavate the best quality customer resources to further improve the market share of the enterprise. The MJK customs agency needs to properly handle the rivalry and cooperation, and locate the most accurate strategic thought.

With the progress of the society, the society and customer demand for logistics services is higher and higher, the quality of customer service is essential to the development in the future.

The MJK customs agency is supposed to be the ultimate target of customer service, creating a professional and efficient system for our clients, to ensure efficiency. To provide personalized service to customers based on customer satisfaction. To promote the economic transformation of the region, to initiate docking and extension service, we can launch a series of new products that serve to produce trade, cross-border e-commerce, import food, pharmaceutical, and electronics, and continue to improve and improve existing services.

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