

## Discussion on Operation Mode of Regional Cross-border E-commerce Industrial Park

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**Abstract:** With the rapid development of China's economy and technology, e-commerce has developed into an important industry. Under such circumstances, regional cross-border e-commerce industrial parks have been established in various localities. At this stage, the development and operation mode of regional cross-border e-commerce industrial parks in China has shown a diversified trend. However, there are still some problems in the operation of the cross-border e-commerce industrial park at this stage. Only by solving these problems can we promote the further development of the regional cross-border e-commerce industry and last year.

With the continuous development of computer and network technology, cross-border e-commerce has become an important means to promote the further development of foreign trade and change the traditional way of foreign trade. At this stage, the consumption of cross-border e-commerce has already exceeded 300 million. It is foreseeable that this figure will usher in an explosive growth in the future. Under such circumstances, it is necessary to find a management method that fits the development rule of e-commerce. In 2013, the first cross-border e-commerce industrial park of the group was set up in Hangzhou, which offers the foreign trade of the e-commerce enterprises in our country the opportunity for development. After that, many big cities in the country have emulated. Under such circumstances, it is more necessary to study the operation mode of the regional cross-border e-commerce industrial park.

### 1. Main Operation Mode of Regional Cross-border E-commerce Industrial Park

For the cross-border e-commerce Industrial Park, the main research content of its investment and development model is that investors and investment methods are at the present stage. The popular industrial park investment and development mode in the world are mainly the following four types: the first, the government led opening mode. This mode is quite common when industrial parks are just emerging. Because of the relatively simple structure of property rights, this development mode makes the management of funds easier. However, the capital source of this mode is very limited, so the scale of construction is very difficult to expand, and it has increased the difficulty for later management. The second is the industrial real estate development model. In this development mode, developers industrial real estate developers have rich experience in real estate development, and they have sufficient funds. However, because of its lack of relevant experience in building e-commerce parks, it is inseparable from the strong support of e-commerce enterprises in their experience [1]. The third is the industry enterprise development model. In this development mode, the main body of the development is the leading enterprise in the industry. In the construction of cross-border e-commerce parks, developers are leading companies in cross-border e-commerce. Under the real development mode, the leading enterprises can play a leading role in attracting a large number of enterprises of the same type. However, enterprises engaged in e-commerce for a long time do not have enough experience in real estate development, and their financial strength is not strong enough compared with professional developers. The last one is the joint development model. In this development model, the government, the real estate business and the e-commerce enterprises can play their own advantages. However, because of the development of the three cooperation, it will easily lead to more management work, and increase the difficulty of management.

After completing the construction of the cross-border electricity supplier Industrial Park, how to manage effectively has become an important issue. For the management organizations of the park, how to coordinate the distribution of all kinds of resources, take into account the interests of all parties and determine the development strategy of the park will eventually affect the operation effect of the park. When deciding which management mode to adopt, the main body of development and investment is a decisive factor. At this stage, the most commonly used management modes in the cross-border electricity supplier Industrial Park are mainly five types. The first government led, the Industrial Park managed by this model can better understand and implement the strategic objectives set up by the government, and can also be more easily supported by the policy. However, its management efficiency is often low because of unclear responsibilities. The second kinds of shares are high speed leading. In this mode, the government and the company can perform their duties, thus avoiding the problem of leading experts in the field. However, compared with the first management mode, its policy support is more difficult. The third is the owner committee dominated. This management model can be more timely and accurate to feedback the needs of the enterprises in the park, but its organizational structure is relatively loose, so the efficiency of management is usually not high. The fourth is the leading type of the industry association. This model not only reflects the needs of enterprises in the park, but also has little difficulty in obtaining policy support. However, like the previous management mode, management efficiency can not be guaranteed because of loose organizational structure. The last one is the joint management model. This mode separates the administrative power from the executive power and achieves the goal of separation of powers and checks and balances to a certain extent. However, due to the excessive management, it often leads to the lack of clear rights and responsibilities, so that many enterprises in the park will not know what to do [2].

For the regional cross-border e-commerce Park, its profit model mainly refers to the way to earn revenue after witnessing. The income obtained by the park can be divided into two parts, one part of which is used to compensate for the various investments in the early stage, and the other is the profit obtained by the service of the park. In the different stages of the construction and operation of the park, the way of making profits is different. Specifically, in the initial stage of construction, the park did not form a good profitability. Therefore, we must focus on the long-term development of the park when determining the way to make profits. In addition, the park's desire for better development in this period is inseparable from the government's policy support. After entering the growth period of the development of the park, the industrial yuan agricultural region must strengthen its own ability to provide direct business services, and strive to rely on providing more higher quality business services to gain more income. And when the development of the park is on the right track, we must enhance the quality and level of service so as to open up more profit space for the park.

## **2. Problems in Operation of Regional Cross-border E-commerce Industrial Parks**

At this stage, the cross border e-commerce industrial park not only requires a lot of investment, but also has a long construction cycle, and the funds can not be recovered in a short time. Under such circumstances, whether the government, industry leaders or industrial compensation developers should invest alone must face greater risks. In the meantime, China's e-commerce industrial parks have been developed by the government and enterprises. In contrast, there are few examples of joint development between enterprises and enterprises. Because of this, at present, many e-commerce industrial parks in China are short of funds, slow construction and lagging behind in infrastructure construction. In addition, due to the lack of funds from the investors, the construction of the park is slow, which may lead to the construction fund being unable to recover in time. Under such circumstances, enterprises that have already entered the park may even be lost, thus weakening the core competitiveness of the park [3].

At present, most of the industrial parks in China are built with office buildings, factories and other infrastructure. In many industrial park managers in China, there is an extremely wrong understanding, that is, the management of the garden enterprises only simply for it to carry out a

common business place, managers only through the sale or rental of these places to gain profit. In the early stage of publicity for investment promotion, the emphasis is also on the hardware facilities in the park. Objectively speaking, these park managers do not realize the importance of the soft environment to the construction and management of the park. However, it is generally believed that the so-called soft environment is the normal support of the government. In fact, as a regional cross-border e-commerce Industrial Park, there are many software guarantees that can be provided for enterprises, such as talent training, customer relations, warehousing logistics, etc. In the actual management work, many parks do not attach importance to this part of software construction.

In the regional cross-border e-commerce Industrial Park, the government, the administrator of the park, and the enterprises within the park are its main components, and these components constitute a fairly complex industrial ecosystem. In this system, the functions of various components are mutually balanced under the premise of development together. In different industrial parks, different industrial parks have different operating modes because of the different business characteristics and the interests of the developers. Because of this, the profitability and profitability of different parks are different. For cross-border e-commerce industry parks, it is very important to maintain strengths and avoid weaknesses and maintain their own characteristics in the course of operation. For industrial parks, this is an important manifestation of competitiveness. Therefore, managers of the park must make it clear that attracting investment is only a means of operation rather than a purpose. Under such circumstances, the managers of the park must strictly control the process of attracting foreign investment, so as to ensure that the enterprises settled in the park are conducive to further development of the park [4].

At this stage, for most industrial parks in China, if we want to get better development, we can not do without the government's policy support. In view of the construction of cross-border e-commerce industrial parks, China's central government and local governments at all levels have issued a series of supportive policies. However, at present, most of China's e-commerce industry parks have not fully explored their own development potential. There are two main reasons for this. First of all, there is no industrial chain with integrity and scientificity in most e-commerce industrial parks. In many e-commerce industry parks, the most common ones are ordinary electric providers and logistics enterprises. Businesses that provide upstream or downstream services for e-commerce rarely enter. Secondly, a complete industrial chain is formed in time, and most industrial parks are unable to integrate them. Under such circumstances, the development potential of cross-border e-commerce industrial parks can not be truly activated, leading to the loss of sustainable development of the park.

### **3. Several Suggestions to Solve Problems in Operation of the Regional Cross-border E-commerce Industrial Park**

In view of the fact that the majority of the regional cross-border e-commerce industrial parks in our country have not realized the diversification of the investment subject, the management power after the completion of the construction is relatively concentrated, which leads to the difficulty of improving the efficiency of management and management. We must reform the existing investment subject from the following aspects. First of all, in the construction of the cross-border e-commerce Industrial Park, we should appropriately introduce private capital, banks, investment companies and other different enterprises, so as to realize the diversification of the investment subject. It should be noted that when introducing private capital, we must ensure that the introduction of private capital enterprises has certain influence. Secondly, in the diversification of the investment, in addition to the government can use the land into the stock market, the other investors should be in the form of capital as far as possible in the end, and the current mode of capital operation must be upgraded.

Unlike other e-commerce businesses, cross-border e-commerce business needs more links and orders. Under such circumstances, the scale of enterprises that can enter the cross-border e-commerce industry park will not be too large. These enterprises often do not have enough funds and the management system is relatively backward. Under such circumstances, it is far from enough for the park to provide perfect hardware facilities. For these enterprises, various supporting services

in the park are also essential. In this case, the park must strengthen its own information construction, and integrate the information needed by the office, warehousing and customer relations to the enterprise through the integration of software. Secondly, we must provide value-added services such as personnel training and product display for the development of enterprises. Finally, it is necessary to build enough living service facilities in the park to meet the daily needs of employees.

The principle of marketization must be adhered to in the operation of cross-border e-commerce. If we want to do this, we must first define the rights and responsibilities between the government, the park managers and the enterprises. For the government, it is necessary not only to strengthen the supervision of the enterprises, but also to provide appropriate policy support in time to guide and ensure the industrial upgrading within the park. For the administrators of the park, in addition to the construction of the hardware and software in the park, it is necessary to provide better life and value-added services for the enterprises in the park, so as to strengthen the attraction of the park to the same type of enterprises and enhance the competitive strength of the park. To enter the enterprise, after entering the park, there are a large number of enterprises in the same or similar industries, which can solve all kinds of problems in their business through the operation of the market [5].

In essence, cross-border e-commerce is a complete industrial chain. For any enterprise, it is not only difficult but also inefficient to complete all the business processes separately. Under such circumstances, the park must take the initiative to improve the whole cross-border e-commerce chain. In this process, it is necessary to ensure that every link in the eco industrial chain can provide help for other enterprises, so as to cover the operating environment of the park and to explore the development potential of the park more fully. Only in this way can we guarantee the long-term development of cross-border e-commerce industrial parks [6].

#### **4. Summary**

In order to achieve the coordinated development of regional economy, various countries have set up various industrial parks. For e-commerce, cross-border electricity supplier Industrial Park is still in the initial stage of development, and its operation mode needs further upgrading. In this case, this paper makes an in-depth analysis of the operation mode of the regional cross-border e-commerce Industrial Park, and points out some problems that need to be improved, such as a single investment and development model, insufficient investment in the software construction, and the lack of sufficient "hematopoiesis" function in the park. We hope to provide assistance for the further development of cross-border electricity supplier industrial parks in the new situation.

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