

Competitive strategy analysis of cross-border e-commerce platforms in the UK - taking AliExpress as an example

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Abstract. AliExpress is an important cross-border e-commerce platform under Alibaba Group. With more than 200 countries and regions covered till 2022, AliExpress will be the largest B2C cross-border e-commerce platform in China. It has also built a productive logistics management feedback system. As one of the important target markets of AliExpress, the European market occupies an important position that cannot be ignored in terms of consumption potential, economic level, and e-commerce foundation. Therefore, occupying a certain market share in the UK market is indispensable for the current development of AliExpress. This paper adopts the SWOT analysis method, through the analysis of the internal advantages and disadvantages of AliExpress, and the analysis of the British market environment, to explore the advantages and problems of the cross-border e-commerce platform in the British market, and according to the analysis results, make corresponding recommendations in accordance with the rules of developing strengths, overcoming weaknesses, exploiting opportunities, and reducing threats.

Keywords: UK cross-border e-commerce; AliExpress; competitive strategy.

1. Introduction

1.1 Research Background

AliExpress was established by Alibaba Group in 2010. It aims to help merchants develop overseas markets and is a cross-border e-commerce platform integrating payment, order and logistics. As the largest cross-border e-commerce platform in China, AliExpress currently has suppliers from six different countries and regions, and helps these suppliers provide goods to more than 150,000,000 people from 220 countries and regions around the world [1].

In 2021, as the fourth largest e-commerce market in the world, the UK's e-commerce market revenue is \$118 billion. The UK e-commerce market is extremely important to AliExpress due to the UK's position in the global economy and the rapid growth of its e-commerce industry. AliExpress officially entered the UK e-commerce market in 2016, and became the Top 5 app in the UK market in 2017 [2]. However, compared with platforms such as Amazon and eBay, AliExpress's market share and annual sales in the UK e-commerce market still have a lot of room for development.

1.2 Literature Review

The largest cross-border e-commerce platform in China, AliExpress, has a developed internal management strategy, according to Guo Huixian's research from 2022 in the article "Analysis on the Construction of China's Cross-border E-commerce Platform - Taking AliExpress as an Example." It is very important for the growth of the AliExpress platform. [3]. Zhang Hui (2019), in the article "Analysis of the Development Status of Cross-border E-commerce Platform "AliExpress", through systematic research on AliExpress, found that although AliExpress is currently developing in many overseas markets, there are certain resistance, but still has huge potential for development. At the

same time, the development of AliExpress is also of great significance for Chinese merchants and commodities to go overseas [4].

It can be seen that AliExpress has become one of the popular research objects. Most of the researches take AliExpress as the main topic, and put forward objective conclusions and suggestions on the basis of systematic analysis.

1.3 Research Significance

According to the review, the academic community has a certain degree of emphasis on AliExpress. However, most of the academic research on AliExpress is limited to the enterprise itself, and few researches would systematically analyze the external environment in which AliExpress is located, especially the environmental analysis for specific overseas markets. Based on this, this paper selects the UK market, one of the main markets of AliExpress, mainly through the introduction of AliExpress and the relevant e-commerce market environment in the UK, to clarify the significance of developing the UK market for AliExpress, and through Refer to and use extensive literature to support the objectivity of opinions. Through the SWOT analysis of the competition of cross-border e-commerce platforms in the UK, this paper hopes to objectively summarize the positive and negative factors inside and outside of the enterprise, and help enterprises formulate appropriate competition strategies. The SWOT model is a method model for enterprise analysis proposed by Mike Porter. According to the research purpose and needs, the target enterprise is comprehensively analyzed from the internal (strength, weakness) and the competitive environment (opportunities, threatn). In business strategy analysis, the SWOT model is one of the most commonly used analysis methods.

2. SWOT Analysis

2.1 Strengths

2.1.1 The online live broadcasting business has developed rapidly

Live e-commerce is progressively transforming people's online consumption and shopping behaviors in the same way that traditional e-commerce did in its early years. According to data released by the China Internet Network Information Center (CNNIC), as of December 2021, there were 464 million live e-commerce users in China, accounting for 44% of all Internet users, meaning that almost 40% of users had made purchases after viewing the live broadcast, as shown in Figure 1.

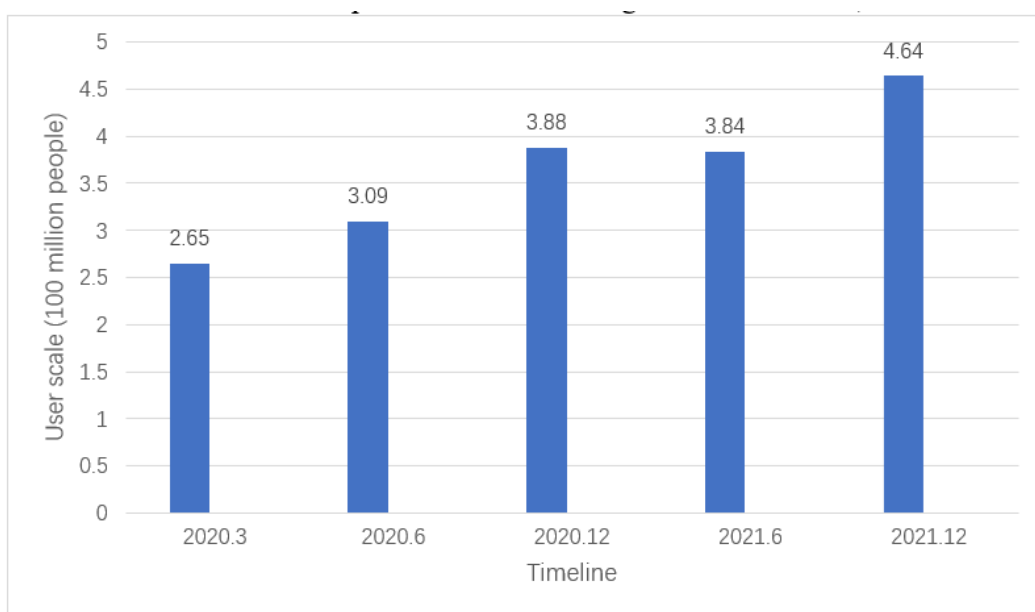


Fig 1. Scale of live e-commerce users in China from 2020 to 2021 (sources from:the China Internet Network Information Center)

Online e-commerce live broadcasting, a novel method of promoting sales, helps to increase the effectiveness of customer purchasing and the quality of their product experience. Live e-commerce is neither only a substitute for conventional shelf-type e-commerce, nor is it merely an improved version of historical TV purchasing. From the standpoint of the entire industrial chain, it also increases the effectiveness of the link between consumers and brands. Therefore, developing live e-commerce in Britain and other nations is extremely important from a strategic standpoint for AliExpress.

In 2017, AliExpress introduced AE live, a web-based live broadcasting service. The worldwide online celebrity incubation programme, which AliExpress launched in 2020, aims to produce millions of online celebrities in three years. Its live broadcasting industry has grown quickly, luring online celebrities and sellers from other nations to launch live broadcasting channels. There were around 1 million live shopping broadcasts on the AliExpress platform during the double 11 festivities in 2021.

The largest B2C cross-border e-commerce export site of the Alibaba Group, AliExpress, resembles Taobao in terms of its live broadcast mode and design. Merchants selling gold and silver on AliExpress can start live broadcasting right now. Merchants who do not deal in gold and silver must complete the application. Within two to five business days following review, they will inaugurate the Live Broadcasting Authority. The main AE live formats right now include brand shows, fashion wear, macro displays, function demonstrations, unpacking evaluations, and shopping guides for customer support. The anchor frequently displays and engages with merchandise during live broadcasts. In most cases, products taking part in the live broadcast will receive special discounts, and the anchor will hand out coupons by interacting with the crowd [5].

2.1.2 Gradually optimize and improve the interaction mechanism

Unlike other cross-border e-commerce platforms, AliExpress's initial platform posture was "service community" in order to strengthen the real-time, two-way, and sticky engagement mechanism between products and users, that is, users can publish all kinds of diversified information such as their shopping experience and product effects on the platform. While sharing their shopping strategies, consumers get fresh shopping information and diversified shopping experiences in both directions. For consumers, there is a genuine word-of-mouth sharing community, and then it has developed from a service community to a cross-border e-commerce platform. For example, when shopping online, people have a general analysis of products through buyer comments. AliExpress's word-of-mouth community is a data platform with more massive, comprehensive, and diversified data. To a certain extent, it solves the product experience gap brought by online shopping and is a novel shopping platform [6].

For example, when a consumer buys some goods and publishes his personal experience of using these goods to the word-of-mouth community, these product experiences from different individuals will resonate among consumers, and the trust and perceived usefulness thus born often have a positive impact on other customers' purchase intentions, thus affecting consumers' purchase decisions. On some specific occasions, trust in social interaction can affect consumers' purchase intention more than trust in the technology acceptance model.

2.1.3 Close cooperation with cross-border logistics enterprises

AliExpress has an official global logistics query platform - 17 track. 17 track supports the system languages of more than 30 countries, and can query the logistics data of postal transportation, international express, and multiple e-commerce special line logistics numbers in more than 170 countries [7]. In addition, AliExpress cooperates with more than 220 postal carriers and many well-known international express companies to carry out time-lapse statistics on the transportation of postal and express packages from more than 200 countries around the world, providing customers with different dimensions of package quantity and time-lapse display. In addition, AliExpress has actively cooperated with cross-border logistics enterprises such as Yanwen, Dusifang, Singapore Post, British Post, Zhongtong, Yuantong, EMS, and zebra to build a cross-border logistics backbone

network with global distribution capacity. Provide faster and better logistics experience for cross-border consumers under the data-driven, socialized, and collaborative logistics mode [8].

Cross-border logistics enterprises are strong support for the development of cross-border e-commerce platforms. In recent years, the two have developed synergistically.

All industries are growing rapidly. The cross-border e-commerce platform helps cross-border logistics enterprises to conduct in-depth overseas layouts, providing a large number of business sources to help their development; At the same time, the cross-border logistics enterprise model is also constantly innovating to meet the diverse needs of cross-border e-commerce platforms.

2.1.4 Brand new track certification, advanced management, and service

AliExpress put forward the G100 plan last year, and this year it has increased its support for high-quality brands, launched new initiatives such as the gold and silver medal system and more accurate search matching, and provided more deterministic traffic for high-quality merchants. In addition, AliExpress will also launch a new track, AE mall, to create a new brand position for high-quality supply, and give AE mall merchants a new identity, so that consumers can feel that the merchants are better in product quality, logistics performance, customer service and so on. Merchants who enter AE mall will be able to enjoy a series of platform services such as one-to-one exclusive customer service, confirmed traffic guarantee, commission incentive, etc [9].

2.2 Weaknesses

2.2.1 There are loopholes in the supervision of the platform

Due to the low threshold for the AliExpress platform to settle in the early stage and the uneven quality of sellers and goods, there are a large number of fake sales and infringements of trademark rights. Although the regulatory system is constantly improving, with the increase in the number of settled businesses, there will still be some counterfeit goods of high-end and well-known brands. In 2021, AliExpress Spain site was exposed to sell a large number of luxury counterfeit goods, including Rolex watches, Hermes bags, Cartier rings and so on. These products imitate luxury brands from pictures to names and sell at low prices [10]. The US Trade Representative Office (USTR) announced the list of "notorious markets" in 2021 on February 17, 2022 (Beijing time). Tencent's WeChat e-commerce system and Alibaba Group's AliExpress were included on this blacklist for the first time [11]. Although the AliExpress platform focuses on the low-price strategy, it should also control the quality of products and truly achieve good quality and low price to truly retain users.

The platform has insufficient research on the legal system and policy of trademark protection in other countries except for China. Although the current platform provides trademark query ports from other countries, its practical utility is far from enough, and even some ports can no longer be accessed. At the same time, there are almost no precautions for trademark protection in other countries in terms of AliExpress intellectual property rules [12]. The lack of such relevant information greatly increases the risk of trademark infringement faced by merchants when selling their goods. Cross-border e-commerce platform needs to pay attention to the difference in trademark protection in different jurisdictions because of its transnational nature, otherwise, it will increase the risk of infringement by merchants [13]. Besides, platform supervision and punishment cannot be fully covered. In recent years, although AliExpress has strengthened the penalties for the "false claim" about capacity of goods, it is obvious that there is a lack of standardization for other indicators. Merchants often evade various regulations made by the platform in a "hide-and-see" way. As long as the platform does not explain the relevant aspects, the merchants can process and deal with it arbitrarily [14].

2.2.2 Imperfect after-sales service system

Generally, cross-border e-commerce companies have their translation functions and manual translation customer service. However, due to differences in language habits and culture, it often happens that words do not meet their meanings. Especially for some products with regional characteristics, the translation lacks professional terms and the description of goods is not accurate

enough. Lack of effective communication often affects sales of products, which is not conducive to a sustained and good development of e-commerce platforms [15].

At present, AliExpress is biased towards buyers between sellers and buyers. If the buyer applies for a refund, the seller will not have the right to choose if the goods are transported for too long or damaged due to third-party reasons such as customs and logistics. Once the dispute rate is too high, the seller will be suppressed by the platform [16].

AliExpress has frequent problems in the process of returning and exchanging goods. In many cases, because there is no smooth return and exchange logistics channel, the logistics cost of return and exchange is high, sometimes the cost is even higher than the value of the product itself. Merchants have no profit or even loss, which leads to many merchants being unable to accept the return and exchange requests of buyers, so the return and exchange of products cannot be realized smoothly [17].

2.2.3 The coverage of overseas warehouses is small

There are three kinds of overseas warehouses in AliExpress: official warehouse, certified warehouse, and third-party overseas warehouse. Compared with the other two overseas warehouses, the official warehouses have faster transportation time and more secure services, which can greatly enhance the shopping experience of buyers. The cost of official warehouses is mainly composed of storage fee + final delivery fee + multi-piece fee + value-added service fee. The overall cost is about 10% lower than the mainstream market price, which can save more logistics costs [18]. At present, there are only four official warehouses in Spain, France, Belgium, and Poland, and only nine countries have opened certified warehouses. AliExpress has no official warehouse in the UK, only overseas certified warehouses established by 4PX, WINIT, and GOODCANG. The small coverage of overseas warehouses is not conducive to making full use of the advantages of scale of economics and improving resource allocation capability, which is not beneficial to reduce logistics costs and shorten delivery time. This is one of the reasons for the long logistics time and high cost of AliExpress. Compared with other cross-border e-commerce platforms, Amazon has 123 operation centers all over the world and can provide sellers with door-to-door services covering more than 200 countries around the world [19].

Expanding the coverage of overseas warehouses will help improve the efficiency of return and exchange logistics and enhance the buyer experience. In order to improve the buyer's after-sales return experience and reduce the after-sales cost of merchants, AliExpress launched a worry-free return guarantee plan. Worry-free return solves the problem that cross-border merchants cannot provide local return due to logistics problems. AliExpress realizes local free return of goods by providing the local warehouse of the buyer's country as the return address. At present, worry-free returns cover 24 countries including Britain [20]. To sum up, the expansion of AliExpress's overseas warehouse is conducive to the development of a worry-free return guarantee plan, thus improving the efficiency of return and exchange logistics and improving the transaction experience of buyers and sellers.

2.3 Opportunities

2.3.1 Have consumer preferences in line with the UK market

The most important thing in today's market, apart from the product itself, is the consumer itself, and most consumers tend to follow popular trends in their purchases. If similar people have the same consumer preferences, people's purchasing power will increase when there is a product that matches their preferences. Because Selling is part of the Alibaba Group, like Taobao, Selling can expand its market share by comparing the consumer preferences of Chinese and UK consumers and adapting them to the UK context.

Table 1. Chinese and British consumption preferences [21]

consumers	British	Chinese
Consumer groups	Young people	Young people mainly drive middle-aged and old people
Technological developments	The development of smartphones and information recommendations boost online purchases	Smart recommendations were integrated into e-commerce very early and developed over time
Propensity to buy	By reading post-purchase reviews or sharing on other social media	I'm used to reading buyer's reviews and some bloggers' post-use reviews such as the good and bad lists
Service orientation	Emphasis on free delivery, returns, etc.	Platform early with free delivery returns to ensure consumer rights
Payment methods	Online payments reach 62%	Payment by WeChat Alipay mainly, supplemented by cash payment by bank card

A comparison of consumer preferences between the UK and China shows that the market in both China and the UK is dominated by young people who then drive intelligent spending by the middle-aged. Consumers are now increasingly interested in service and quality and prefer mainstream online payments. Therefore, with the same consumer preferences and the same consumer base, Selling.com and Taobao are both under the Alibaba umbrella, and Selling.com can, to a certain extent, borrow some of Taobao's operations or initiatives in China to develop plans to expand its market share in the UK in line with the UK context.

2.3.2 China's policy support for business exports

The General Office of the State Council's "Opinions of the General Office of the State Council on Accelerating the Development of New Business Patterns and Modes of Foreign Trade" was updated in July 2021 to improve support policies for the growth of cross-border e-commerce. Improve support policies and implement direct export and cross-border e-commerce (B2B) export models at the national level. Allow for the online management of cross-border returns and trade of imports and exports. Make the merchandise list more appealing for cross-border e-commerce imports. Guide businesses to make good use of cross-border VAT and export and retail consumption tax exemption policies and approved income tax collection methods [22]. China has taken the initiative to increase imports and reduce tariffs through policy support to ease the economic, employment, and development pressures on cross-border e-commerce and to create a positive business environment as a result of this encouraging policy to accelerate the globalization of Selling.com as the epidemic has brought the majority of the global economy to its knees.

2.3.3 Mobile online payments become mainstream in the UK market

With overall trust in online payments in the UK, digital and mobile payments account for 32%, debit cards 29%, and credit card payments are also popular e-commerce payment methods, accounting for 21% of total payments. In terms of mobile payment brands, over 61% of respondents use Apple Pay, 32% use Google Pay, 12% use Samsung Pay and 8% use Barclays pay. Online payments have become mainstream in the UK market, and cross-border e-commerce, although they

also have offline brick-and-mortar shops but are also dominated by online payments, so in terms of cross-border e-commerce capital flows, online payments have likewise allowed Selling and even other UK e-commerce platforms to develop.

2.3.4 New online shopping habits for consumers under the impact of the new crown epidemic

Brick-and-mortar offline operations were hit hard after the new coronavirus (neo-coronavirus) became available globally in 2019, as the contagious nature of neo-coronavirus caused many countries around the world to set travel restrictions resulting in many people working or studying at home for extended periods. This measure has reduced the amount of space and time available to consumers for recreation or travel to work and study. This reduction in the range has allowed people to spend more time on electronics and more time thinking about their lives, so the development of new crowns has led to a boom in cross-border e-commerce, which has naturally increased the commercial value of Selling.

2.4 Threats

2.4.1 Gradual increase in UK policy on VAT on imported goods due to Brexit

Cross-border e-commerce laws between the EU and the UK are now less similar as a result of the UK's exit from the EU, making processes such as customs clearance and declarations more difficult. The UK government will treat VAT on goods imported into the country differently, with the point at which VAT is charged on imports up to £135 shifting from the point of import to the point of sale. However, to maintain and strengthen its role as a gateway to the European market for foreign merchants following Brexit, the UK has implemented new tariff measures (UK Global Tariff) to improve its international trade position and attractiveness, for example, the duty-free percentage of imported goods is as high as 47% and the average import tariff rate is as low as 5.7%, which is more advantageous than the EU levels of 27% and 7.2% respectively [23]. Therefore, the UK's current policy adds a part of the burden to the Selling Company itself.

2.4.2 The combination of online and offline business models makes the market highly competitive

Most e-commerce platforms are now beginning to incorporate a combination of online and offline business models, which has led to competition for market share from the originally fierce internet merchants (online e-commerce only similar to Amazon etc.) in large traditional industry e-commerce (similar to Walmart etc. which is mainly offline). In addition to the information technology is now also speeding up the occupation of the market, now most e-commerce began to attract data technology to join the e-commerce, in the UK Alibaba Group's search engine technology is slowly catching up with Google's pace, but there is still a certain gap, which also led to speed sell in the UK market competition and the road is difficult and long.

2.4.3 Increased costs have led to a profit crisis caused by a decline in sellers' low-price strategy advantage

SPS merchants' costs include commission, raw material, labor, and logistics costs. Each adjustment of the commission fee is relatively reasonable, which does not bring too much negative impact to SPS. It is well known that goods made in China have been positioned as cheap and durable for global advantage for a long time. The rules of the SPS platform stipulate that merchants whose products are mainly made in China and supplemented by those from other countries can sell their products on the platform, and only non-Chinese consumers can buy products on the platform [24]. However, due to rising prices, inflation, and increased labor costs, manufacturing costs for Chinese manufacturers are slowly increasing, resulting in diminishing profits for sellers and higher average purchase prices for buyers. With fewer overseas warehouses, the S&P platform cannot take advantage of economies of scale, making it difficult to integrate resources from all parties to improve delivery efficiency and consumer satisfaction. In contrast to Amazon, which has its transportation routes and will deliver products to users on time, SellingExpress' higher logistics fees will raise the cost of products, which

is not conducive to SellingExpress' international market competition. At the same time, its radiation range will be limited due to the imperfect construction of overseas warehouses and the construction of a worry-free logistics system. The low efficiency, time-consuming and high cost of customs clearance in some countries will also seriously impact the efficiency and time cost of customs clearance of goods [25]. Especially as the UK has left the EU, the efficiency regarding customs clearance is very detrimental to the growth of Speedy. The increase in costs has threatened to increase the pressure on Speedway, which was already a major source of Chinese goods.

3. Suggestions

3.1 Strengthen The Construction Of Intellectual Property Rights

3.1.1 Add international intellectual property rules

The platform should invite relevant legal experts to analyze and study the intellectual property (abbreviation: IP) laws of different countries and upload them to the merchant website so that merchants can easily consult and understand the matters needing attention about foreign IP rights, which can avoid infringement caused by the difference between foreign and domestic relevant laws to a certain extent [26].

3.1.2 Intensify the audit of product

When the merchant enters the platform, the platform can intensify the audit, including strict inspection of the merchant's brand and products and on-site assessment of the company's application information [27]. For merchants who already operated on the platform, when infringement is found, the platform should explain the situation and refuse the application for entry. The platform should set up relevant working groups to check the merchants regularly, and set up a credit evaluation system [28]. Infringement of sellers will affect their credit rating, which will determine whether sellers can participate in the daily marketing activities of the platform and whether they can get the priority recommendation right off the platform for the same products [29]. Checking and screening sellers and products will help reduce the problem of IP infringement on the platform.

3.1.3 Improve the awareness of property rights of merchants

Since most of the sellers on the AliExpress platform are small and medium-sized enterprises, their awareness of property rights is not strong. Therefore, the platform can set up a special IP area on the merchant website to provide sellers with professional question answering, dynamic announcement, and analysis of infringement cases related to IP rights. In this way, sellers can have some references in the business process [30]. Besides, the platform can also hold online lectures related to IP rights regularly to explain to merchants what IP rights are and what behaviors constitute infringement, and what disputes will be caused by infringement, so as to increase merchants' understanding of IP rights.

3.1.4 Strengthen brand cooperation and fill the brand area

In order to prevent the occurrence of IP problems while strengthening publicity and supervision, the platform should also be prepared in the supply chain. For example, AliExpress began to recruit international brands and set up a "brand mall" on its website in 2014. On April 19, 2022, AliExpress launched "AE Mall" to open up a new track for high-quality sellers and provide "higher certainty" growth space for potential sellers who serve stores seriously [31]. The establishment of brand zones and the participation of more brands make it easier for consumers to find good quality things on the platform, which can reduce the occurrence of IP disputes to a certain extent.

3.2 Improve The Professional Quality Of Platform Employees

AliExpress, as a cross-border e-commerce platform, logistics timeliness and professional level of customer service are two important factors affecting user experience. Based on this, this paper gives some suggestions on improving the professional quality of logistics staff and customer service staff.

In order to optimize AliExpress's cross-border logistics system, it is a priority to introduce high-level talents with comprehensive capabilities such as international commerce, e-commerce, and network technology [32]. Only when the quality of platform logistics staff is continuously improved and the frontier-related logistics knowledge is continuously learned can the development of platform logistics have a qualitative leap. First of all, the platform can strengthen the cooperation with universities, speed up the management and training of logistics professionals, and set up a group of teams familiar with logistics operation rules. Secondly, the platform should strengthen the existing staff's study on the professional knowledge to improve their professional quality and build an excellent logistics system. Thirdly, AliExpress should also actively internalize the goal of personnel training and carry out regular training to improve employees' professional skills.

In order to achieve the goal of AliExpress becoming a high-quality communication platform facing the world, it should give priority to hiring skilled talents who are proficient in English or master "1 + X" foreign languages. In addition, tutoring employees who have been on the job in basic sales terms is given to ensure that old employees have a good grasp of basic English communication skills related to pre-sales and after-sales [33]. For products, the platform should ask English majors to translate to ensure accurate product information, and it should also pay attention to the language customs of the other country to avoid causing disrespectful misunderstanding and affecting product sales.

3.3 Promote Platform Positioning Towards Branding And Advanced

Compared with Amazon and other platforms in the UK e-commerce market, AliExpress is still positioned as a low-cost platform in the UK market.

According to the data research, among the core customer groups of AliExpress, the middle and low consumption groups still account for a large proportion. That is to say, some users of AliExpress tend to blindly pursue cost performance. To a certain extent, AliExpress's low price strategy has attracted the attention of some audiences and gathered core users; But on the other hand, the lack of brand effect makes most goods on the market vulnerable to external changes. On the one hand, external factors such as raw materials, production technology, and technician efficiency make commodity prices fluctuate, and at the same time, they are not conducive to the supervision and profitability of the platform. Therefore, it is necessary to transfer the platform positioning of AliExpress to a certain extent to improve its core competitiveness of AliExpress. In the process of the change of AliExpress 's platform positioning, it is very important to promote the platform to become branded and high-end, so that high-end brands can enter the platform and occupy market share.

Last year, the implementation of G100 plan and the establishment of AE mall's new track has demonstrated that AliExpress is eager to support high-quality merchants with brand development, giving preference to exclusive traffic. In addition to developing and promoting the competitiveness of inherent businesses, AliExpress should also adopt some positive publicity strategies to allow high-quality brand merchants to rapidly precipitate their users after entering the platform, build their own private domain flow pool on the platform, and allow sellers to create their own "private domain flow pool inside the station" and "brand ecology". When a closed loop of private domain traffic exists in a centralized platform with traffic support, it is not only conducive to promoting re-purchase and increasing customer stickiness, but also more important to help the seller's brand grow.

3.4 Further Optimize The Logistics System

As logistics is becoming more and more important to users nowadays, improving official logistics and establishing a personalized service is now one of the top priorities for Selling.com to optimize logistics. By linking online and offline, Sotheby's can improve the efficiency of logistics and information transparency, as well as offer discounts to first-time users to increase its market share. At the same time, as Speed sellers have fewer overseas warehouses of their own, they can link up with large overseas warehouses and the advantages of the Cainiao network to achieve an efficient returns logistics system, while special returns logistics companies can be set up for returns, and

returns can also be introduced to the UK's second-hand trading market similar to China's Idlefish to improve efficiency and reduce transaction risks. Secondly, there are companies in the UK that have high overall strength and are specifically responsible for the logistics system. Finally, fourth-party logistics refers to the integration of all logistics resources and facilities, as well as the use of logistics information technology to perform real-time monitoring of the entire logistics system. Real-time monitoring in all weather conditions. Big data and Internet of Things technology, smart logistics, and other related technologies can be used to build China's own logistics information system for cross-border e-commerce to improve information transparency between the two parties in cross-border logistics and improve goods delivery efficiency.

4. Conclusion

As the largest cross-border e-commerce platform in China, AliExpress has more than 10 years of development history and has achieved remarkable achievements in many countries and regions. It can be seen from this research summary that, as the largest cross-border e-commerce platform under Alibaba Group, AliExpress has a mature management model and supply system. Although AliExpress has fewer supplier countries, the strong production and supply capabilities of Chinese suppliers can allow AliExpress to maintain sufficient supply under such circumstances, and can meet the needs of AliExpress's continuous global Demand for commodities brought about by expanding markets. At the same time, the Best Value Provider created by the cooperation with another brand of Alibaba Group, Cainiao Logistics, can also help AliExpress to sell the goods of Chinese suppliers to all over the world. However, in the UK e-commerce market, in addition to facing strong competitors such as Amazon and eBay, AliExpress also has to face external environments such as political and social factors. On the one hand, AliExpress needs to be able to show its core competitiveness in the face of these strong competitors to maintain its existing market share. On the other hand, AliExpress also needs to actively consider how to deal with the situation in the UK. The impact of issues such as the pandemic and EU tariffs. In order to survive in the UK market and expand further to gain more market share, this research believes that AliExpress needs to focus on user experience. Therefore, this paper proposes recommendations from three points of platform supervision, employee training and logistics optimization. This paper believes that these three aspects can directly affect the user experience. When these three aspects are improved, users can intuitively feel the improvement of the user experience, which can stabilize the user group and attract new consumer groups.

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