
Analysis on the Application of Behavioral Management Theory in Exporting Cross-border E-commerce Enterprises

Xin Wang¹, Jianhua Gao^{2,*}

¹Wuhan Shengde IOT Technology Co., Ltd. Wuhan 430000, China;

²Engineering Training Center, Huazhong University of Science and Technology, Wuhan 430074, China.

Corresponding author e-mail: 603654363@qq.com

Abstract

With the continuous development of current Internet technologies, national policies have greatly supported cross-border e-commerce enterprises, so an increasing number of traditional trade enterprises have joined the industry of cross-border e-commerce. How can we stand in an invincible position in the torrent of strong competition? For the export cross-border e-commerce companies, a good product and quality staffing will be crucial. This paper analyzes the theory of management – the application of Behavioral Management Theory in exporting cross-border e-commerce enterprises. The goal is to enable enterprises to reduce costs, optimize allocation, and increase profitability.

Keywords

Behavioral Management Theory, cross-border e-commerce, staffing.

1. Background of Research

1.1 Status and Development of Cross-Border E-Commerce

Cross-border e-commerce refers to an international business activity that is divided into transaction entities of different customs, through transactions through e-commerce platforms, payment settlement, and delivery of goods through cross-border logistics [1].

Cross-border e-commerce is developed based on the network. The cyberspace is a new space relative to the physical space [2]. It is a virtual but objective world composed of URLs and passwords. The unique value standards and behavioral patterns of cyberspace profoundly affect cross-border e-commerce, making it different from traditional trading methods. Cross-border e-commerce is booming and export cross-border e-commerce is popular.

Every year, the online payment service provider Paypal and the market research group Ipsos joint research about the cross-border e-commerce all over the world.

According to data analysis from 2016 to 2018 (Figure 1 and Figure 2), the consumers shop domestic and cross-border, and shop cross-border only both increased, especially for the consumers in the Middle East. The company can also find a good market for their trade from this research.

1.2 Overview of Behavioral Management Theory

Behavioral Management Theory is a new discipline that studies human behavior that began to form in the 1930s. It is a comprehensive science and has developed into one of the main schools of management research. It is an important branch of management science. The study of psychological activities, grasp the rules of people's behavior, and find new ways to manage employees and improve labor efficiency.

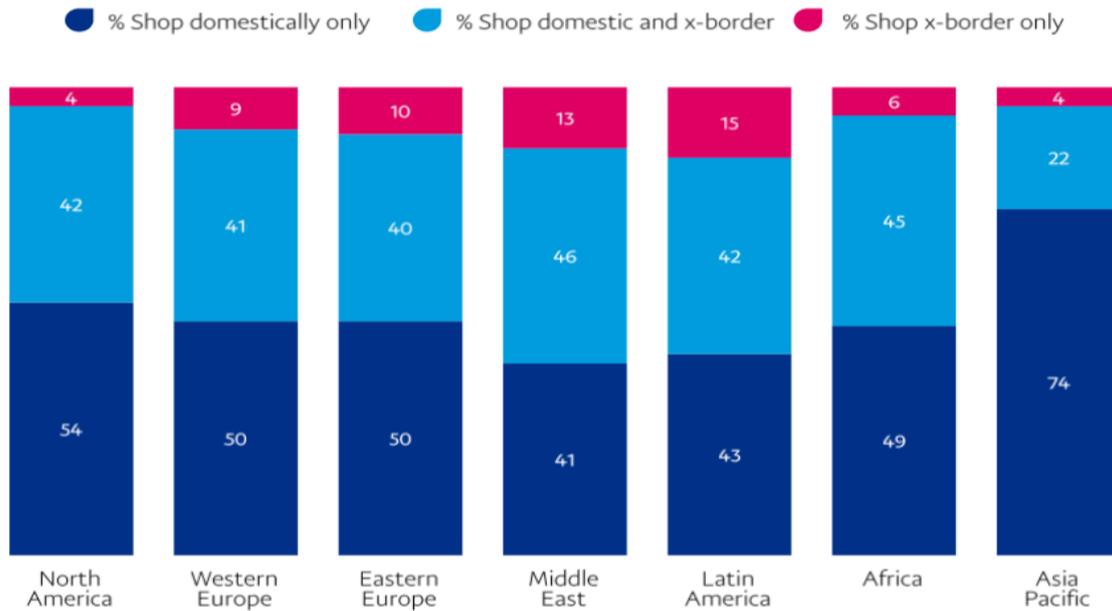


Figure 1. Research on Self-stated domestic and Cross-border purchasing in 2016

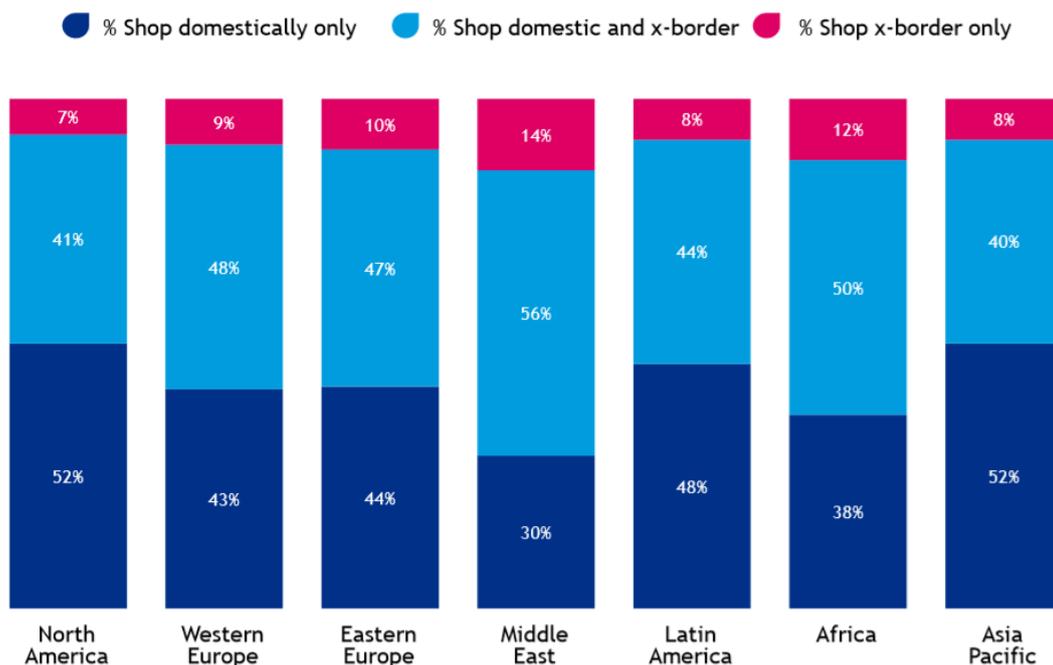


Figure 2. Research on Self-stated domestic and Cross-border purchasing in 2018

The most influential Behavioral Management Theory[3]are:

1. Maslow's hierarchy of needs
2. Herzberg's two-factor theory
3. McGregor's X-Y theory
4. Vroom's expectancy theory

2. The Influence of Behavioral Management Theory on Product Selection for E-Commerce Enterprises

2.1 The Influence of Maslow’s Hierarchy Theory on Product Selection

There are thousands of goods on the cross-border e-commerce platforms, so choosing a popular, good-selling product plays a decisive role in the development of the company[4]. While the selection

considers the cost, the profit margin, the mode of transportation, the size and weight of the product, whether it is fragile and deteriorating, whether it is dangerous or not. One of the most important directions is to think about the customer’s needs from the perspective of the customer. Maslow's hierarchy of needs including: physical needs (clothing, food, housing, travel), security needs (work, property, security, etc.), the need for feelings and belonging, the need for respect, and the need for self-realization.

Many e-commerce platforms, such as Amazon, AliExpress, Wish etc., provide a wide range of products for customers. Not all products related to food, clothing, housing and transportation are sold well. On the one hand, the products can meet the needs of customers, on the other hand, they can solve the corresponding problems.

2.2 Product Recommendations to Meet Customer Needs

2.2.1 Shapewear

Mankind's pursuit of beauty is getting higher and higher, then slimming is not that easy. In order to have a perfect curve, many women will choose a corset to achieve the shaping effect. Therefore, this kind of product will meet the needs of the customers. How to confirm whether the product meets the needs of customers and is welcomed by the public? On Google Trends from Figure 3, you can verify that the trend of selected product searches is on the rise or not.

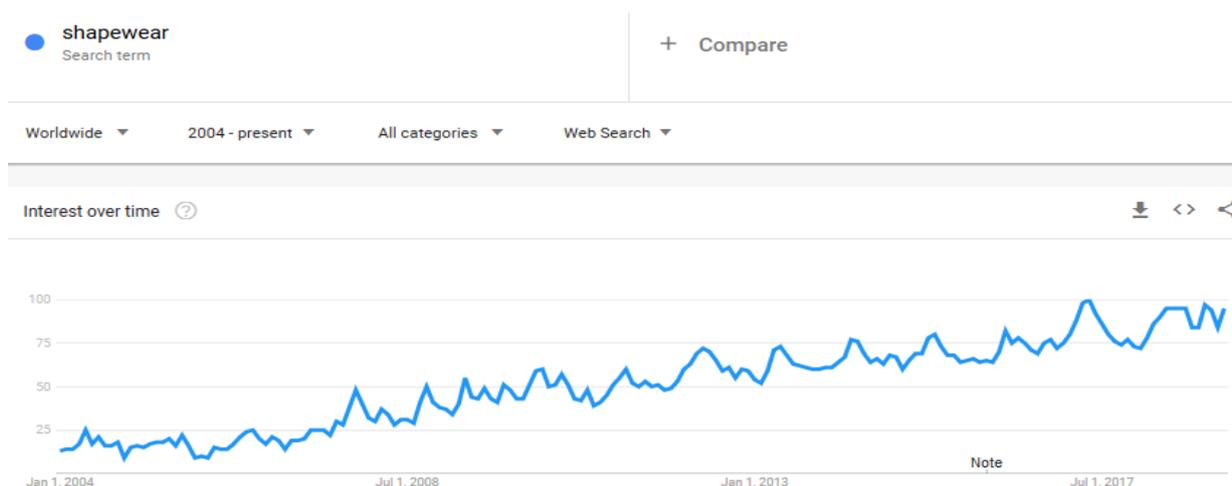


Figure 3. The Google search trend of shapewear from 2004 to 2019.

The above picture can confirm that the overall trend of selected products is rising steadily.

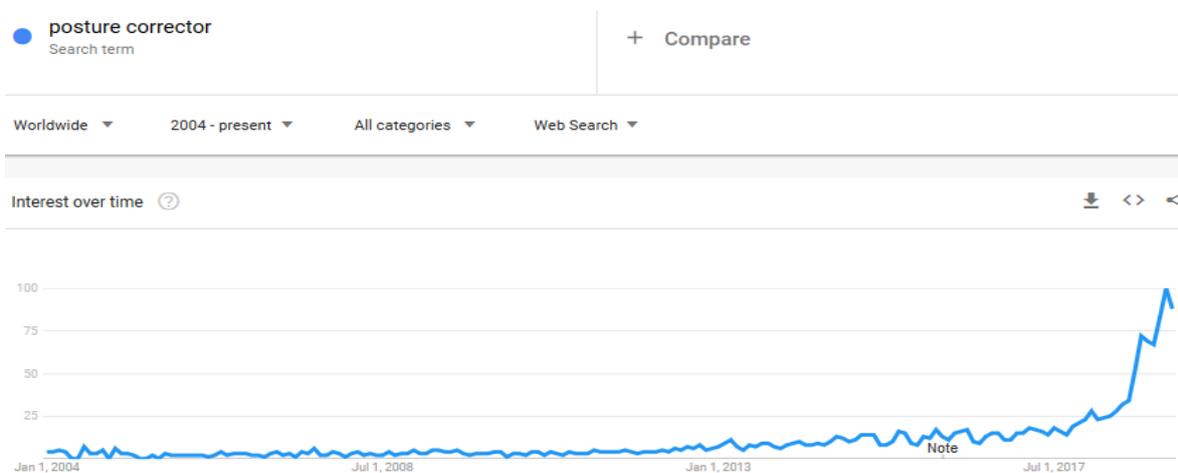


Figure 4. The Google search trend of posture corrector from 2004 to 2019

2.2.2 Posture corrector

Due to the popularity of electronic products, a large number of office workers or low-headed people have walking or sitting problems. Therefore posture correctors are a good choice for them. We can confirm it by Google Trends in Figure 4.

2.2.3 Customized products

With the development of the times, a variety of products that can satisfy the customer's emotional needs are also emerging. For example, more and more people are pursuing personalized or differentiated products. As a result, personal customized products have become popular. Image processing and design; home improvement design; website design and personal business card customization.

Moreover, as human beings continue to improve themselves, products such as online courses, vocational training, and financial planning that meet the needs of customers' self-fulfillment are increasingly popular.

Therefore, it is especially important for companies that export cross-border e-commerce to choose products that can fully meet customer needs based on their own advantages.

3. The Application of Behavioral Management Theory to the Staffing in Export Cross-Border E-Commerce Enterprises

Staffing[5] generally refers to the organization of the staff of the e-commerce enterprise. It is a very important link in the organization and management of enterprises, and it is also the basic link for the modern enterprise to carry out the gradient construction of the company's talents. The purpose is to equip the right people to fill the various positions stipulated in the organization to ensure the normal operation of the organization, and thus achieve the organization's stated goals.

3.1 Application of X-Y Theory and Expectation Theory to Staffing

For exporting cross-border e-commerce companies, an organized, planned staffing is a necessary factor for success. The staff is generally equipped with the following aspects:

1. Product selection, product developer
2. Product Promoter
3. After-sales service personnel
4. Technology R&D personnel

For the deployment of the above four types of personnel, enterprises need to make full use of McGregor's X-Y theory and Vroom's expectancy theory. X theory holds that people have a negative source of work, while Y theory believes that people have a positive source of work. For these four types of personnel, enterprises must fully understand the source of employee work, and the source of employees is also a dynamic process, which may be affected by the environment, from the original source of Y theory to the negative source of X theory. Or, employees are encouraged or motivated to switch from negative to positive. In this case, the managers of the company make full use of the theory of expectation. To motivate employees, employees must be made clear: work can provide what they really need; what they want is tied to performance; as long as they work hard, they can improve their performance.

Product developers generally have the ability to analyze data and have high-sensitive market insights. The quality of a product directly affects the company's profitability. Therefore, the staff in this position must have strong resistance to stress. When they generate negative sources of power, the managers of the company can give appropriate care and understand the real needs of the employees. Incentive policies is required, such as giving appropriate goals that are relatively easy to accomplish within the capabilities of such employees, after the goal is achieved they can be honored or materially rewarded. After completing the easier goals, continue to implement the appropriate incentives.

Product promoters are proactive and strategic people. Due to the development of the network, the distance between people is getting closer, and various products are flooding the market. Under strong

competitive pressure, promoters must have a good promotion plan. Sometimes it takes inspiration to develop a promotion plan. So a strict management system may be counterproductive.

After-sales service personnel must be personnel who have patience and responsibility. Because after-sales personnel may encounter conflicts between customers and the company's opinions, and encounter some customers with bad attitudes and strong willingness to complain, if they are not handled properly, they will suffer losses. In this case, the enterprise manager needs to provide a feasible solution to the problem of customer feedback on a regular basis. Establish a viable solution that meets the needs of customers while protecting companies from losses.

Technical R&D personnel are the core personnel of the e-commerce enterprise management system. The main work is to carry out technical maintenance of enterprise websites and research and development of enterprise customer management ERP systems. A powerful electronic system will save labor costs. Technical R&D personnel may encounter technical bottlenecks, so providing managers with appropriate learning and training will help improve employee motivation and improve the ability of technical personnel, which will have a positive effect on business development.

3.2 Application of Management Theory to Staffing

Exporting cross-border e-commerce companies generally has two options for recruiting employees: one is to promote from the organization, and the other is to recruit outside the organization. Internal selection refers to the promotion of various vacant positions from competent employees to the company. It means that some people in the company will be selected from higher positions to take on more important jobs.

3.2.1 Hierarchy of Needs - internal promotion

In the development of the enterprise, managers can directly improve the internal employees according to their degree of mastery and personal qualities. This not only stimulates the sense of belonging of employees, also achieves the highest level of self-realization needs in combination with individual personal ideals and ambitions. Product selection staff can be promoted to product manager, technical staff can be promoted to technical director, customer service staff can be promoted to customer service supervisor, promotion specialist can be promoted as promotion director and so on. These internal enhancements can not only adapt to the development of the enterprise, also meet the self-realization needs of the employees.

3.2.2 Two-factor theory - external recruitment

External recruitment refers to the process of selecting people who are suitable for a company's position from outside the company. There are many forms of external recruitment. It can be that the company actively publishes the recruitment information to the society to attract the qualified applicants; or the talents outside the enterprise can actively participate in the development of the enterprise. Enterprises can examine and test the candidates through certain procedures and methods to find the management talents needed by the company.

In external recruitment, companies can apply Herzberg's two-factor theory to recruit outstanding people. The main factors affecting employee performance are health care factors and incentives. What makes employees feel dissatisfied is the health care factor that belongs to the working environment or working relationship. What makes employees satisfied is the motivational factor that belongs to the work itself or the content of the work; So in the recruitment process, it is necessary to fully understand the impact of health factors on employees. Therefore, providing a comfortable working environment, benign interpersonal relationships, and favorable work benefits are all ways to recruit and retain talent. For the export of cross-border e-commerce enterprises, there are two aspects. On the one hand, the company optimizes the organizational structure and creates a good interpersonal circle. On the other hand, in the selection of high-quality customers, not all foreigners are in transnational trade. Target customers need to optimize the customer circle.

The motivating factors involve the content of the work itself, the sense of accomplishment at work, improvement, and so on. In this case, enterprise managers need to optimize their work processes, and

use technical means to automate office processes and save labor costs. It also enables employees to master the core work content, rather than doing simple and repetitive work. This is especially important for cross-border e-commerce companies. Automate order entry, one-click templating of email promotion, batch uploading of new products, and more.

4. Conclusion

The exporting of cross-border e-commerce enterprises needs to be in an invincible position. The enterprise need to use the hierarchy of needs, X-Y theory, two-factor theory and expectation theory. The specific summary is as follows:

1. For choosing the products, it is necessary to combine the real needs of customers according to their own advantages.
2. On the issue of staffing, companies need to provide a good environment to retain talents and help employees to achieve themselves.

Acknowledgments

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