

Developing Distinctive E-Commerce Competency for Operation Management in Cross-border Businesses

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Abstract:

The rapid expansion of cross-border B2C markets has led many companies to extend their operations internationally. However, this growth presents significant operational challenges for small and medium-sized enterprises (SMEs), such as high logistics costs, limited product variety, and operational inefficiencies. This study explores critical factors affecting organizational performance by examining upstream, downstream, and structural competencies, including inventory management, logistics efficiency, workforce adaptability, and IT infrastructure integration. Using qualitative methods, data were collected through interviews with key informants across multiple departments and analyzed to identify key patterns and actionable insights. The findings highlight that integrating digital solutions — such as inventory tracking systems and CRM platforms—along with scalable logistics networks and comprehensive workforce training programs, is crucial for overcoming the unique challenges of cross-border operations.

Keywords:

Cross-border e-commerce, distinctive competency, operation management, small and medium-sized enterprises (SMEs), Southeast Asia.