

Logistics Services, E-payment Systems, and After-sales Support Integration: Basis for Strategic Framework for Enhancing Cross-border E-commerce

Haoli Tan

Lyceum of the Philippine University-Batangas, Graduate School, P. Herrera cor. Dona Aurelia St., Kumintang Ibaba, Batangas City, Philippine

Tanhaoli839839@gmail.com

Abstract: In the context of a globalized economy and digital age, cross-border e-commerce has become essential to international trade. This doctoral thesis examines the impact of logistics services, e-payment systems, and after-sales support on cross-border e-commerce success. The study explores global trends and challenges, assessing factors like tracking, delivery speed, security, payment convenience, and customer support. By analyzing these elements' effects on consumer satisfaction and efficiency, the research provides strategies for improvement. The findings aim to guide cross-border e-commerce enterprises in enhancing competitiveness, consumer trust, and sustainable development, offering valuable academic insights into management practices.

Keywords: Cross-border e-commerce, Logistics services, E-payment systems, After-sales support, Consumer satisfaction.

1. Introduction

Against the backdrop of a globalised economy and the digital age, cross-border e-commerce, as a bridge connecting markets in different countries and regions, is increasingly becoming an important part of international trade and business activities. As consumers' expectations of the online shopping experience continue to rise, logistics services, e-payment systems and after-sales support have become key factors in ensuring the success of cross-border e-commerce. Therefore, this doctoral thesis aims to provide an in-depth analysis of the impact of these three areas on the success of cross-border e-commerce and to make recommendations for strengthening the overall strategic framework.

From a macro perspective, the study will first explore the current trends and challenges of global cross-border e-commerce, in particular the prevailing issues in logistics, electronic payments and after-sales services. Then, the study will focus on the micro level, by assessing the tracking and visibility, delivery speed, reliability, and flexibility of logistics services; the security, payment convenience, and international payment compliance of e-payment systems; and the after-sales support in terms of return and exchange policies, product care and maintenance, customer support, feedback and reviews, and warranty and claims management, to analyse how these factors impact consumer satisfaction and the overall efficiency of cross-border e-commerce.

The key variables that will be addressed in the study include logistics efficiency, e-payment security, and after-sales service quality, as well as the impact of these variables on consumer trust and satisfaction. Through quantitative and qualitative analyses, the study aims to reveal the interactions between these variables and their combined impact on the success of cross-border e-commerce.

The main reason for conducting this study is that although cross-border e-commerce offers great market potential for businesses, uncertainty in logistics services, security concerns in e-payment systems, and lack of after-sales services remain

major barriers to its growth. By analysing these key areas in depth and proposing strategies for improvement, this study aims to provide practical guidance to cross-border e-commerce enterprises to help them build a more solid strategic framework, which will improve competitiveness, enhance consumer trust, and ultimately promote sustainable cross-border e-commerce development. In addition, this study will also provide new academic contributions to the field of management, especially in the study of logistics services, e-payment systems and after-sales support in cross-border e-commerce.

2. Objectives

The research paper determined the logistics services, e-payment systems, and after-sales services in cross-border e-commerce and developed an enhanced cross-border e-commerce framework. Specifically, it assessed logistics service in terms of tracking and visibility, delivery speed, and reliability and flexibility; describe the e-payment system in terms of security, convenience of payment, and international payment compliance; determined the after-sales support in terms of returns and exchanges, product care and maintenance, customer support, feedback and reviews, and warranty and claims management. Test the relationship between logistics services, e-payment systems and after-sales support; and developed a strategic framework that will enhance cross-border e-commerce in China.

3. Literature Review

(1) Logistics Services

Drawing on the definition of logistics services and combining the characteristics of cross-border e-commerce logistics, it is considered that cross-border e-commerce logistics service refers to the services provided to satisfy the needs of transacting parties at different border crossings after they have concluded transactions through e-commerce platforms.

Logistics service refers to the service of meeting the requirements of internationalization of goods transfer from one country's customs territory to another country's customs territory and then to the place of receipt, after the transaction subjects belonging to different customs territories have reached transactions through the e-commerce platform.

After the transaction is concluded through the e-commerce platform, it is an internationalized logistics service that enables both parties to complete the transfer of commodities from one country's customs border to another country's customs border and then to the place of receipt. The service quality of cross-border e-commerce logistics significantly affects customer satisfaction. Li (2022) analyzes current problems in cross-border e-commerce logistics services, summarizes research on the relationship between logistics service quality and customer satisfaction, and proposes potential solutions for improving service quality. Cross-border e-commerce logistics services, as a type of service industry, can be understood as perfect international transportation, domestic and international warehousing, distribution in the destination country, circulation processing, packaging, loading and unloading, and other logistics activities as the main service content. It provides high-quality and low-cost cross-border e-commerce logistics services for importers and exporters in the e-commerce market. Cross-border e-commerce logistics services as an intangible product.

As an intangible product, it does not change the nature of service products, but only takes cross-border commodities as the main carrier, and provides high quality logistics services for importers and exporters in cross-border e-commerce market. It only takes cross-border commodities as the main carrier and realizes the value-addedness of its own value in the process of cross-border commodities' warehousing, transportation, customs clearance, packaging and other services.

Logistics services are one of the key factors for the success of cross-border e-commerce. Tan & Le (2023) explore the role of perceived price and delivery quality in influencing repeat purchase intention. Results show that delivery quality significantly impacts perceived value, indirectly affecting customer satisfaction and repeat purchase intention. Online stores should optimize order processing and collaborate with logistics companies to improve delivery quality. Ali (2021) uses Literature review and theoretical analysis to explore sustainable logistics practices and propose a new sustainable logistics service quality (SLSQ) scale through reviewing the literature on sustainable service quality (SSQ) and logistics service quality (LSQ). The importance of achieving sustainability in logistics services and its long-term impact on the environment, economy and society are discussed.

Tracking and visibility are crucial components of logistics services and they directly affect consumer trust and satisfaction. Petri (2020), provides that real-time tracking information can significantly increase consumer trust in logistics services. In addition, Rai (2022) showed that enhanced logistics visibility improves consumers' overall shopping experience, which leads to increased brand loyalty.

Delivery speed is one of the key factors influencing consumers' purchasing decisions. Lin (2020) found that fast logistics services can increase consumers' repeat purchase rate. Fast delivery not only satisfies consumers' need for instant gratification, but also becomes an important source of competitive advantage for e-commerce companies. They also pointed out that fast logistics delivery is the key to increase

customer satisfaction and loyalty. Cui (2024) showed that the improvement of the delivery speed has a direct impact on increasing consumers' willingness to make repeat purchases.

Reliability and flexibility of logistics services are essential to maintain customer satisfaction and respond to market changes. Al-Adwan (2022) emphasized that reliable logistics services can ensure the safe and on-time arrival of goods and reduce uncertainty in transactions. Meanwhile, flexible logistics solutions can meet the individual needs of different consumers and enhance the adaptability and efficiency of services. Sorkun (2020) stated that the reliability of logistics services is the cornerstone of building consumer trust and found that flexible logistics solutions can meet the needs of different consumers and enhance overall customer satisfaction.

(2) Electronic Payment System

Cross-border e-commerce electronic payment refers to a kind of international commercial activity in which transaction subjects belonging to different customs borders reach transactions through e-commerce platforms, make electronic payments and settlements, and deliver commodities through cross-border logistics to complete the transactions. It promotes the high speed development of the economy at the same time, but also focuses on relying on the electronic payment means based on modern informationization and networking. The completion of the transaction amount and the end of the trade of multi-party cooperation are based on the realization of electronic payment, whether it is the buyer and seller, or the third-party payment platform, are based on the electronic payment mode to realize the transaction, by the buyer - the payment platform - the seller consists of a two-way. The chain of transaction subjects is the most simplified and common e-commerce mode, and the connectivity is realized by the electronic payment mode, which is also the important role played by the electronic payment mode in the modern cross-border e-commerce industry.

The increasing perfection and application of electronic payment in the field of e-commerce has opened up the diversified development of electronic payment. stage, with the emergence of payment methods such as bank cards, digital currencies and e-checks based on Internet banking. Although various electronic payment methods continue to progress and innovate, the main electronic payment methods (online banking payment, third-party payment, etc.) for online shopping in China are still in the process of development. (online banking, third-party payment and mobile payment, etc.) are still based on the medium of bank cards. This is also closely related to the traditional concept of people for a long time. With the gradual development of cross-border e-commerce, the payment concepts of the domestic population are gradually changing. The concept of the aging population still favors traditional payment and financial payment, while the younger population favors keeping up with the trend of the times, and the payment method has begun to shift to the direction of third-party platform payment and mobile payment. Payment methods have begun to shift to third-party platform payment and mobile payment. Mobile communication enterprises, faster and more convenient mobile payment and third-party payment have occupied the majority share of the electronic payment market. market. Among them, not only foreign enterprises such as Ebay, Dangdang, Amazon and other international well-known network technology companies, but also payment platforms and third-party payment companies. famous network

technology companies, but also famous domestic enterprises such as Alipay and WeChat Pay have made strategic deployment and depth layout for the domestic market, occupying most of the share of the domestic market with a very fast momentum, the enterprise's concept, strong capital and close to the domestic market. concepts, strong capital and fit the development direction of electronic payment, all make these enterprises become the Internet users and the concept, strong capital and close to the development direction of electronic payment make these enterprises become the preferred third-party payment platform for Internet users and merchants.

The security, convenience and international payment compliance of e-payment systems are crucial to the development of cross-border e-commerce. International payment compliance involves legal and tax issues in cross-border transactions and is crucial to guarantee smooth transactions (Zetsche, 2019). Chen (2021) proposed an encryption algorithm of e-commerce, and its algorithm security and risk control mode was further studied by means of case analysis, empirical analysis, and comparative analysis. The author uses experimental data to show that blockchain technology is a breakthrough. Lai (2023) takes e-payment technology as an example by presenting the technological development trajectory, and by exploring the contribution of knowledge sources from different regions and various technical fields.

The security of electronic payment systems is one of the most important concerns of consumers. Alabdulatif (2023) showed that security measures of payment systems, such as encryption technology and multi-factor authentication, are effective in reducing fraud and increasing consumer confidence and argued that the security of e-payment systems is the protection of consumers' financial information. Mashatan (2022) showed that enhanced payment security measures can effectively reduce fraud and increase consumer confidence and found that consumer trust in electronic payment systems is directly related to their perceived security.

International payment compliance relates to legal and tax issues in cross-border transactions. Yang (2023) emphasize that compliance with international payment regulations is crucial to ensure smooth cross-border e-commerce transactions and requires the joint efforts of e-commerce platforms and payment service providers. International payment compliance is related to the ability of cross-border e-commerce businesses to operate smoothly under different legal and regulatory environments. Geva (2020) emphasize that in order to be successful in the global marketplace, e-commerce businesses have to comply with the laws and regulations of each country regarding e-payments.

(3) After-sales support

After-sales support plays an important role in maintaining consumer satisfaction and loyalty. Yamini & Gajanand (2022) examine the impact of flexible return policies in a duopolistic competition. Findings suggest that flexible return policies significantly improve customer satisfaction and manufacturer profitability in competitive retail environments. Cisse, Xue & Sali (2022) analyze the impact of maintenance policies on customer satisfaction and brand image in the auto parts industry. Findings show that efficient after-sales services and availability of parts significantly enhance customer satisfaction and strengthen the brand's market position. Chen (2020) show that feedback and review mechanisms help companies collect consumer opinions and improve products

and services.

Flexibility and efficiency of return and exchange policies are key to increasing consumer satisfaction. Yin & Xu (2021) found that a simple and fast return and exchange process significantly increases consumer satisfaction and loyalty in clothing industry and found that a flexible and clear return and exchange policy significantly increases customers' purchase confidence. Xie (2023) stated that the simplicity of the return and exchange process directly affects customers' willingness to repurchase and concluded that transparent return and exchange policies can help to reduce customers' purchase regret.

Providing product care and maintenance services can add value to products and enhance brand image. Liao (2022) noted that effective product care and maintenance services can extend product life and enhance consumer goodwill towards the brand and found that providing regular product maintenance and care services can extend product life and enhance customer satisfaction. Yan (2020) noted that effective product care advice can be used as a value-added service to enhance customer experience and argued that customized product maintenance solutions can meet different customer needs and enhance brand image.

The responsiveness and problem-solving ability of customer support directly affects consumers' evaluation of the brand. Etim (2023) showed that efficient customer support services can quickly resolve consumer problems and increase customer satisfaction and argued that efficient customer support system is the key to increase customer satisfaction and loyalty. Chen (2020) found that a multichannel approach to customer support can satisfy different customer preferences and improve service quality.

Feedback and review mechanisms help companies collect consumer opinions and improve products and services. Agrawal (2022) argue that open feedback channels can enhance consumer engagement and promote continuous improvement of products and services and find that actively managing customer feedback and reviews can enhance brand image and customer trust. Gildin (2022) noted that encouraging customers to share positive reviews can be used as part of word-of-mouth marketing to attract new customers and argued that handling negative reviews transparently demonstrates a brand's honesty and willingness to improve.

Efficiency in warranty and claims management is critical to building consumer trust and brand loyalty. Araujo (2023) analyzes the management of product warranty data and proposes methods to improve product reliability through warranty claims data and failure analysis. The approach reduces warranty costs and enhances customer satisfaction. An efficient warranty and claims process reduces consumer worries and enhances brand trust and noted that a clear and fair warranty policy is an important factor in increasing customer satisfaction.

4. Methodology

(1) Research Design

This study adopted a descriptive research methodology and collected data through questionnaires to assess how logistics services, e-payment and after-sales support work together to enhance the strategic framework of cross-border e-commerce. The study design employs a variety of techniques, including components of descriptive and studies of correlation. Three independent variables and one are being studied by the researchers using the descriptive study approach. The

correlation study approach is employed by the researchers in this publication to compare the strong and weak internal relationships among every variable. Correlation studies and descriptive studies together can enhance the depth of study and thorough.

A quantitative research technique called descriptive analysis functions by comprehending and characterizing the circumstances and issues around the intended result. The researcher sought to gather information from the respondents through providing survey questionnaires and distributing these to them. This descriptive kind of research was helpful in collecting the respondents' data efficiently.

(2) Participants of the Study

Participants were selected based on their direct involvement and expertise in cross-border e-commerce. The study planned to survey a total of 400 respondents in Guangdong. In this study, the survey participants were customers from major cross-border e-commerce platforms, specifically from Guangdong Province. To ensure the representativeness and broad applicability of the research findings, we employed a random sampling method, selecting users randomly from four major cross-border e-commerce platforms. These platforms included Alibaba (136 randomly selected customers), Amazon (114 randomly selected customers), eBay (86 randomly selected customers), and JD Worldwide (64 randomly selected customers), resulting in a total of 400 valid questionnaires. Participants came from different cities and regions within Guangdong Province, encompassing a wide range of backgrounds and shopping habits. Basic information about the participants, such as age, gender, occupation, income level, and frequency of cross-border e-commerce shopping, was recorded to consider these variables' potential impact on the results during data analysis.

(3) Instruments

The questionnaire consisted of three main sections corresponding to my research variables: logistics services, e-payments systems, and after-sales support. Each section included items measuring aspects such as satisfaction, perceived effectiveness, and areas for improvement. The questionnaire also collected demographic information to analyze responses across different respondent groups. The questionnaire items would be adapted from existing scales in the literature, such as the service quality scales by Parasuraman (1988) for logistics services, and scales by Davis (1989) for technology acceptance in the context of e-payments. Items related to after-sales support would be developed based on the literature review and existing customer satisfaction surveys. Me, as the researcher, authored the questionnaire, ensuring it aligns with the specific objectives of my study. The questionnaire would be used to quantitatively assess the impact of logistics services, e-payments, and post-sale support on the strategic framework for cross-border e-commerce. It would be distributed electronically to a targeted sample of consumers and professionals involved in cross-border e-commerce.

(4) Procedure

The research began with a comprehensive literature review to identify gaps in the current understanding of cross-border e-commerce, focusing on logistics services, e-payments, and post-sale support. This review helped in formulating the research questions and objectives. Based on the literature review, develop the questionnaire, ensuring it covers all relevant aspects of your research variables. Conduct a pilot test with a small group to validate the questionnaire and make

necessary adjustments. Obtain approval from relevant authorities or organizations to conduct the survey, ensuring confidentiality and ethical considerations are addressed. Distribute the questionnaire electronically to the target sample, providing clear instructions and the purpose of the study to ensure informed consent and improve response rates. Set a reasonable deadline for responses, typically 1-2 weeks, to balance timely data collection with respondents' availability. Collect and tabulate the responses using statistical software like Excel and SPSS.

Use descriptive statistics to analyze the demographic profile of respondents. Employ inferential statistics, such as regression analysis, to examine the relationships between logistics services, e-payment systems, after-sales support, and their impact on enhancing cross-border e-commerce. Interpret the results in the context of existing literature and the theoretical framework established for this study.

(5) Ethical Considerations

Ethical considerations would be practiced in the conduct of the research work to warrant that every information that was gathered were used for research purposes only to maintain the quality and integrity of the research. The researcher would also seek the consent of the respondents through letter and communication to make sure that the target respondents would be prepared to answer necessary questions involved in the research. It also ensured the confidentiality and anonymity of the respondents by not seeking their names as they were answering the questionnaires. The researcher would also ensure that the respondents voluntarily answer the questionnaires according to their will. Lastly, it would also ensure that none of the respondents of the study would be hurt or harmed and their safety and security was of top priority.

Data Analysis

In terms of data analysis, this study plans to use a variety of statistical methods to process and analyze the collected data. First, the frequency distribution will be used to describe the basic demographic characteristics of the participants, providing context for subsequent analysis. In addition, the researchers will use other statistical tools, such as descriptive statistics, correlation analysis, and regression analysis, to evaluate the specific impact of logistics services, e-payment systems, and after-sales support on the success of cross-border e-commerce. All of these analyses will be performed in statistical software such as SPSS or Excel to ensure the accuracy and efficiency of the analysis.

5. Results and Discussion

Table 1
Summary Table on Logistics Service

Key Result Areas	Composite Mean	VI	Rank
Tracking and Visibility	3.19	Agree	2.5
Delivery Speed	3.19	Agree	2.5
Reliability and Flexibility	3.20	Agree	1
Grand Composite Mean	3.19	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 exhibits the overall performance of logistics services in Guangdong across three key performance areas: tracking and visibility, delivery speed, and reliability and flexibility. The performance in each area is evaluated through a composite mean and ranked accordingly. These data reflect customer satisfaction with various aspects of logistics services, providing a comprehensive perspective for companies to understand their performance in each area. Through these scores, companies can identify the best-

performing areas and those needing improvement, thereby optimizing service quality, enhancing customer satisfaction, and improving market competitiveness. Overall, these scores highlight the strengths and weaknesses of Guangdong logistics services in different areas, providing important reference points for future development.

The highest-ranked indicator is reliability and flexibility, with a composite mean of 3.20 in Table 4. Reliability and flexibility are crucial metrics for logistics services, as customers expect their orders to be delivered accurately and on time while also having the ability to adjust and respond to issues quickly. Nguyen (2020) show that high levels of reliability and flexibility can significantly enhance customer satisfaction and loyalty in a competitive market. The high score of Guangdong logistics companies in this area reflects their excellent capability in providing stable and flexible services, demonstrating their strong ability to cope with market demand changes and handle emergencies.

The second-ranked indicator is tracking and visibility, with a composite mean of 3.19. In modern logistics services, tracking and visibility are vital aspects that customers focus on. Customers expect real-time updates on their shipment status to make necessary arrangements. Rane (2023) expressed that providing high-quality tracking and visibility services can not only increase customer satisfaction but also enhance customer trust and loyalty. The high score of Guangdong logistics companies in this area shows their effectiveness in providing transparent and timely information, offering great convenience and confidence to customers.

Also ranked second is delivery speed, with a composite mean of 3.19. Fast and timely delivery is one of the core competencies of logistics services. Customers expect their orders to be delivered within the expected time frame to meet their needs. Linh (2021) showed that delivery speed is one of the primary factors influencing customers' choice of logistics services. Rather than investing in equipment or property to move their goods, customers should team up with logistic service providers to save money and get job done. Work will be simpler and quicker. However, in order to receive customer satisfaction when using logistics services provided by businesses in this industry, certain criteria must be met, such as transportation timeliness; government policies that encourage and support the government; the quality of goods is still guaranteed when they arrive at the delivery destination; and affordability.

The high score of Guangdong logistics companies in this area reflects their efforts in improving transportation efficiency and shortening delivery times. This also indicates that they can maintain a high level of service efficiency in the face of increasing customer demands and market competition.

Table 2
Summary Table on E-payment system

Key Result Areas	Composite		
	Mean	VI	Rank
Security	3.19	Agree	3
Convenience of Payment	3.21	Agree	1
International Payment Compliance	3.20	Agree	2
Grand Composite Mean	3.20	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The assessment of the electronic payment system is summed up in Table 2 under three main outcome areas: international payment conformity, ease of use, and security. A composite mean score is applied to each region, and the results are listed in order. With a composite mean of 3.21,

convenience of payment received the highest score and was ranked first. International payment compliance came in second with a composite mean of 3.20, while security came in third with a slightly lower 3.19. With an overall composite mean of 3.20, the e-payment system was recognized at the "Agree" level in each of these three critical categories.

With a composite mean of 3.21, the indication with the highest ranking is the ease of payment. This suggests that consumers value the ease of use offered by the electronic payment method highly. Consumers have high standards for the simplicity and quickness of payment methods. Liéban-Cabanillas (2020) pointed out payment systems that provide quick and easy payment procedures see a considerable rise in customer satisfaction and usage frequency. Convenience is a key component in luring and keeping customers in the e-commerce space. Therefore, increasing the payment system's simplicity is essential to raising its competitiveness and user experience.

International payment compliance, with a composite mean of 3.20, is the second-ranked indicator. This suggests that consumers are satisfied with the e-payment system's ability to comply with international payment standards. Cross-border e-commerce relies heavily on compliance with international payment standards. E-payment systems will significantly boost user confidence and reliance if they can tighten compliance with international payment standards and adapt quickly to changes in laws and policies in other nations (Pazarbasioglu, 2020). As a result, user confidence and platform satisfaction are increased when the payment system performs well in terms of international compliance.

Security, with a composite mean of 3.19, is the third-ranked indicator. Users clearly perceive the security of the e-payment system, even though it received the lowest score out of the three indications. Systems for electronic payments must prioritize security. The degree to which payment systems function in terms of security is a major factor in determining user trust. Maintaining the integrity and dependability of transactions is just as important to security as preventing fraud and preventing data breaches (Rajendran, 2024).

Mittal (2021) investigates the detection of untrusted users in cryptocurrency transaction services and proposes a methodology based on centrality measures and machine learning techniques. The results demonstrate improved accuracy, helping to prevent fraud in financial services. Users' feelings of safety and trust when conducting technology-mediated financial transactions are vital for preventing fraud. Their study revealed that users' perceived threat level was low mainly because they felt unlikely to be victims of fraud and had a reduced sense of responsibility for negative outcomes. This suggests that enhancing users' awareness and responsibility regarding system security can help increase trust.

Table 3
Summary Table on After-sales Support

Key Result Areas	Composite		
	Mean	VI	Rank
Returns and Exchanges	3.21	Agree	1.5
Product Care and Maintenance	3.19	Agree	4
Customer Support	3.19	Agree	4
Feedback and Reviews	3.21	Agree	1.5
Warranty and Claims Management	3.19	Agree	4
Grand Composite Mean	3.20	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 showcases the evaluation of after-sales support

within Guangdong's clothing industry, focusing on composite mean scores for key result areas such as returns and exchanges, product care and maintenance, customer support, feedback and reviews, and warranty and claims management. Each area is rated using a composite mean score, with all areas scoring between 3.19 and 3.21, indicating general user satisfaction with these services. Overall, Guangdong's clothing industry demonstrates balanced performance in after-sales support, with all areas falling within the "Agree" range. This analysis highlights user satisfaction and expectations across different aspects, as well as the industry's strengths and areas for improvement in after-sales services.

Among these key result areas, returns and exchanges, along with feedback and reviews, tie for the first place, each with a composite mean of 3.21. Returns and exchanges, a critical aspect of user experience, received the highest rating, reflecting Guangdong's clothing industry's outstanding performance in this area. A straightforward returns and exchanges process can significantly enhance user satisfaction by reducing post-purchase concerns. Additionally, efficient return policies can boost purchase willingness and enhance brand competitiveness. Feedback and reviews also received high ratings, indicating strong user recognition of Guangdong's clothing industry's handling of feedback and comments. Actively addressing user feedback is crucial for enhancing user satisfaction and brand image. By promptly responding to user feedback, companies can demonstrate their appreciation of user opinions, thereby increasing trust and loyalty.

Returns and exchanges are a crucial part of the consumer purchasing process, and convenient and efficient return policies can greatly enhance consumer satisfaction. Javed (2020) investigated the role of online retailers' post-sale services in building customer relationships and developing repurchases, finding that product return, exchange, and maintenance services are key predictors of online customer satisfaction, significantly impacting customer trust and repurchase intention.

Among the lowest-ranked key result areas, product care and maintenance have a composite mean of 3.19. Product care and maintenance play a significant role in enhancing user experience. Providing clear and understandable product care information and easily accessible maintenance services can significantly improve user satisfaction and trust. For instance, Romon has successfully enhanced user satisfaction and loyalty by offering detailed product care guides and convenient maintenance services. Users' expectations for product care and maintenance extend beyond detailed information and guidance to easily accessible maintenance services when needed, ensuring product longevity and performance. Thus, Guangdong's clothing industry can further improve user satisfaction by optimizing product care and maintenance services.

Clear product care information and convenient maintenance services can effectively improve user experience and product satisfaction. When users can easily access product care information and services, their trust in the brand significantly increases (Brown, 2020).

Product care and maintenance, customer support, and warranty and claims management all have composite means of 3.19. Customer support, a crucial component of after-sales service, received relatively high user ratings. Efficient customer support can significantly enhance user satisfaction and brand loyalty. Product care and maintenance play a

significant role in enhancing user experience. Kaczmarek and Gola (2019) examined "Maintenance 4.0" technologies in sustainable manufacturing, highlighting that advanced maintenance technologies can extend equipment lifespan, reduce unplanned downtime, and improve production efficiency, thereby enhancing user satisfaction.

Customer support plays a critical role in enhancing user satisfaction and brand loyalty. Frooghi (2022) found that service quality significantly impacts customer satisfaction and loyalty. High-quality customer support helps build customer relationships, increasing trust and loyalty towards the brand. This has been empirically validated in the apparel industry of Pakistan.

Efficient warranty and claims management can provide crucial post-purchase protection for users, enhancing user satisfaction and trust. Research indicates that providing efficient and reliable warranty and claims services can significantly improve user satisfaction and brand loyalty. Arsenieva (2020) studied the efficiency of service activities for servicing products of machine-building enterprises, finding that efficient service activities significantly reduce product maintenance costs and enhance user satisfaction. This indicates that effective warranty management can optimize resource allocation and increase customer trust.

Table 4
Relationship Between Logistics Service and E-payment System

Variables	rho	p-value	Interpretation
Tracking and Visibility			
Security	0.477**	< .001	Highly Significant
Convenience of Payment	0.453**	< .001	Highly Significant
International Payment			
Compliance	0.453**	< .001	Highly Significant
Delivery Speed			
Security	0.447**	< .001	Highly Significant
Convenience of Payment	0.392**	< .001	Highly Significant
International Payment			
Compliance	0.424**	< .001	Highly Significant
Reliability and Flexibility			
Security	0.414**	< .001	Highly Significant
Convenience of Payment	0.472**	< .001	Highly Significant
International Payment			
Compliance	0.525**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

Table 4 illustrates the relationship between logistics services and e-payment systems, focusing on three dimensions: tracking and visibility, delivery speed, and reliability and flexibility. It analyzes four indicators: security, convenience of payment, international payment, and compliance, by calculating the correlation coefficients (rho) and p-values. The table shows that the correlation coefficients range from 0.392 to 0.525, all indicating a highly significant correlation at the 0.01 significance level. This analysis reveals the significant connections between logistics services and e-payment systems in aspects such as security and convenience of payment.

In the tracking and visibility dimension, the security shows the highest correlation with logistics services, with a rho of 0.477 and a p-value less than 0.001, indicating a highly significant relationship. Tian (2020) proposed a blockchain-based evaluation approach for customer delivery satisfaction in sustainable urban logistics. The study found that transparent and visible logistics services significantly enhance customer satisfaction, with blockchain technology playing a crucial role in ensuring data security and traceability, thereby increasing trust in logistics services.

On the other hand, the convenience of payment in the

delivery speed dimension shows the lowest correlation, with a rho of 0.392 and a p-value also less than 0.001, indicating a significant but relatively weak correlation. Bhattacharyya (2023) studied a multinomial modeling approach to assess supplier delivery performance, finding that optimizing delivery processes within the supply chain can significantly improve customer support and after-sales service quality, thereby enhancing user satisfaction. However, the relatively low correlation of payment convenience in delivery speed indicates that while payment convenience is important, its impact on user satisfaction in terms of delivery speed is relatively minor.

Compliance shows the highest correlation, with a correlation coefficient of 0.424 and a p-value less than 0.001 in the delivery speed dimension. Hong (2019) used text mining techniques to analyze consumer satisfaction with fresh e-commerce logistics services, identifying reliability and responsiveness as key factors influencing customer satisfaction. The results indicate that payment compliance plays an important role in ensuring smooth and secure transactions, thereby increasing customer trust in logistics services. Tian (2020) proposed a blockchain-based evaluation approach for customer delivery satisfaction in sustainable urban logistics. The study found that payment compliance is crucial in enhancing delivery speed and ensuring data security and traceability, thereby increasing customer trust and satisfaction.

In the dimension of reliability and flexibility, compliance also shows the highest correlation, with a correlation coefficient of 0.525 and a p-value less than 0.001. This further confirms the importance of compliance in ensuring the reliability and flexibility of logistics services. Bonan (2023) conducted a randomized control trial to observe payment behaviors in pay-as-you-go (PAYG) solar systems. They found that disclosing payment flexibility could increase contract cancellations unless paired with planning assistance, indicating that flexibility in payment terms is crucial but must be managed carefully to avoid adverse effects on compliance. The correlation between flexibility and compliance is critical here, aligning with the correlation coefficient of 0.525 suggesting a moderate positive relationship between reliability, flexibility, and compliance.

Farahani (2021) analyzed supply-flexibility contracts and found that sharing supply risk through flexible contracts benefits both suppliers and buyers. This study's results align with the notion that flexibility leads to better compliance and performance, with the correlation coefficient of 0.525 reflecting the moderate positive impact of flexibility on compliance.

Table 5
Relationship Between Logistics Service and After-sales Support

Variables	rho	p-value	Interpretation
Tracking and Visibility			
Returns and Exchanges	0.402**	< .001	Highly Significant
Product Care and Maintenance	0.467**	< .001	Highly Significant
Customer Support	0.463**	< .001	Highly Significant
Feedback and Reviews	0.451**	< .001	Highly Significant
Warranty and Claims Management	0.377**	< .001	Highly Significant
Delivery Speed			
Returns and Exchanges	0.470**	< .001	Highly Significant
Product Care and Maintenance	0.420**	< .001	Highly Significant
Customer Support	0.516**	< .001	Highly Significant
Feedback and Reviews	0.478**	< .001	Highly Significant
Warranty and Claims Management	0.484**	< .001	Highly Significant
Reliability and Flexibility			
Returns and Exchanges	0.442**	< .001	Highly Significant
Product Care and Maintenance	0.480**	< .001	Highly Significant
Customer Support	0.410**	< .001	Highly Significant
Feedback and Reviews	0.477**	< .001	Highly Significant
Warranty and Claims Management	0.474**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

Three dimensions—delivery speed, flexibility, and tracking and visibility—are highlighted in Table 5 to show how logistics services and after-sales support relate to one another. It uses p-values and correlation coefficients (rho) to assess five indicators: warranty and claims management, customer service, product care and maintenance, returns and exchanges, and feedback and reviews. The correlation coefficients, which vary from 0.377 to 0.516 in the table, all point to a very significant association at the 0.01 significance level. This study highlights the important links that exist between logistical services and after-sales assistance for things like product care and maintenance, returns and exchanges, and product care.

Product care and maintenance show the highest correlation with logistics services, with a rho of 0.467 and a p-value less than 0.001, indicating a highly significant relationship in the tracking and visibility dimension. Ding (2019) proposed a public warehousing product-service system (PW-PSS) for SMEs, integrating public warehouses and related services. Their study found that improving service satisfaction can attract continuous cooperation from clients, which aligns with the importance of product care and maintenance in logistics services. This supports the rho of 0.467, indicating a significant relationship between product care and logistics service quality.

Gaudenzi (2020) explored logistics service quality (LSQ) in B2B relationships and found that various dimensions of LSQ significantly improve customer satisfaction. This demonstrates the critical role of product care and maintenance in logistics services, supporting the rho of 0.467.

While warranty and claims management in the tracking and visibility dimension show the lowest correlation, with a rho of 0.377 and a p-value also less than 0.001, indicating a significant but relatively weak correlation. The lower correlation of warranty and claims management might be due to the fact that in the apparel industry, consumers may prioritize the tracking and delivery status of their items over the warranty and claims process.

Akama and Husnaqilati (2022) studied the Guttman-Kaiser criterion in equi-correlated normal populations, discussing the impact of variable correlation and method

selection on results. This study helps understand why warranty and claims management may show a relatively weak correlation ($\rho=0.377$), as dependencies between different variables may not always be strong.

Customer support shows the highest correlation, with a correlation coefficient of 0.516 and a p-value less than 0.001 in the delivery speed dimension. This indicates that customer support plays a significant role in ensuring quick delivery in logistics services. **Deshpande and Pendem (2020)** examined the impact of logistics performance metrics, such as delivery time, on customer purchasing behavior and sales in e-commerce platforms. The study found that delivery time is a critical factor influencing customer satisfaction and purchasing decisions, supporting the significant correlation between customer support and delivery speed ($\rho=0.516$).

Product care and maintenance show the lowest correlation, with a correlation coefficient of 0.420 and a p-value less than 0.001 in the delivery speed dimension. This indicates that while product care and maintenance are significant for logistics services, their direct impact on delivery speed is relatively small. **Deshpande and Pendem (2020)** examined the impact of logistics performance metrics, such as delivery time, on customer purchasing behavior and sales in e-commerce platforms. The study found that delivery time is a critical factor influencing customer satisfaction and purchasing decisions, whereas the direct impact of product care and maintenance on these decisions is smaller, supporting the lower correlation between product care and delivery speed ($\rho=0.420$).

Product care and maintenance show the highest correlation, with a correlation coefficient of 0.480 and a p-value less than 0.001 in the dimension of reliability and flexibility. This further confirms the importance of product care and maintenance in ensuring the reliability and flexibility of logistics services. **Shang (2023)** investigated random warranty and maintenance models that manage product lifecycle reliabilities. The study shows that different reliabilities require tailored maintenance strategies to control costs and enhance reliability and flexibility, supporting the significance of product care and maintenance in logistics services.

These data indicate a significant relationship between logistics services and after-sales support, particularly in terms of product care and maintenance and customer support. For apparel companies like ROMON, enhancing product care and maintenance and customer support in logistics services can significantly improve the overall efficiency of after-sales support and customer satisfaction, thereby gaining an advantage in a competitive market.

Table 6
Relationship Between E-payment System and After-sales Support

Variables	rho	p-value	Interpretation
Security			
Returns and Exchanges	0.491*	< .001	Highly Significant
Product Care and Maintenance	0.448*	< .001	Highly Significant
Customer Support	0.472*	< .001	Highly Significant
Feedback and Reviews	0.465*	< .001	Highly Significant
Warranty and Claims Management	0.438*	< .001	Highly Significant
Convenience of Payment			
Returns and Exchanges	0.455*	< .001	Highly Significant
Product Care and Maintenance	0.431*	< .001	Highly Significant
Customer Support	0.464*	< .001	Highly Significant
Feedback and Reviews	0.451*	< .001	Highly Significant
Warranty and Claims Management	0.381*	< .001	Highly Significant
International Payment Compliance			
Returns and Exchanges	0.434*	< .001	Highly Significant
Product Care and Maintenance	0.441*	< .001	Highly Significant
Customer Support	0.495*	< .001	Highly Significant
Feedback and Reviews	0.477*	< .001	Highly Significant
Warranty and Claims Management	0.462*	< .001	Highly Significant

** Correlation is significant at the 0.01 level

Table 6 illustrates the relationship between e-payment systems and after-sales support, focusing on three dimensions: security, convenience of payment, and international payment compliance. It analyzes five indicators: returns and exchanges, product care and maintenance, customer support, feedback and reviews, and warranty and claims management, by calculating the correlation coefficients (ρ) and p-values. The table shows that the correlation coefficients range from 0.381 to 0.495, all indicating a highly significant correlation at the 0.01 significance level. This analysis reveals the significant connections between e-payment systems and after-sales support in aspects such as returns and exchanges, and customer support.

Returns and exchanges show the highest correlation with e-payment systems, with a ρ of 0.491 and a p-value less than 0.001, indicating a highly significant relationship in the security dimension. This implies that for large apparel companies like ROMON, returns and exchanges are of paramount importance in e-payment systems. **Moghadam (2020)** investigated the effect of repair and maintenance performance on health, safety, and environmental (HSE) indicators, finding that good maintenance performance significantly improves the reliability and flexibility of these indicators, which aligns with the importance of returns and exchanges in e-payment systems.

Warranty and claims management in the security dimension show the lowest correlation, with a ρ of 0.438 and a p-value also less than 0.001, indicating a significant but relatively weak correlation. The lower correlation of warranty and claims management might be due to the fact that in the apparel industry, consumers may prioritize the security of the

product and the convenience of the payment process over the warranty and claims process.

Hasibuan and Setyanugraha (2021) studied the impact of service quality dimensions on customer satisfaction, finding that warranty has an insignificant effect on customer satisfaction. This further confirms the significance of warranty and claims management in improving overall logistics service quality, but its direct impact on logistics services is relatively small.

Customer support shows the highest correlation, with a correlation coefficient of 0.464 and a p-value less than 0.001 in the convenience of payment dimension. This indicates that customer support plays a significant role in ensuring the convenience of payments in e-payment systems.

Kumar (2020) examined the impact of e-retailing convenience dimensions on consumer behavior, finding that transaction convenience significantly influences behavioral intentions, mediated by customer satisfaction. This highlights the importance of customer support in improving transaction convenience and overall customer satisfaction.

Warranty and claims management show the lowest correlation, with a correlation coefficient of 0.381 and a p-value less than 0.001 in the convenience of payment dimension. This indicates that while warranty and claims management are significant for after-sales support, their direct impact on payment convenience is relatively small.

Denaputri and Usman (2019) examined factors affecting mobile payment user intentions, finding significant impacts from trust, security, and ease of use, but relatively weaker impacts from warranty and claims management.

Customer support shows the highest correlation, with a correlation coefficient of 0.495 and a p-value less than 0.001 in the dimension of international payment compliance. This further confirms the importance of customer support in ensuring international payment compliance in e-payment systems. Akanfe (2020) developed a compliance index to help digital payment systems assess their privacy policies' compliance, emphasizing the importance of compliance and customer support in maintaining data privacy and enhancing customer trust.

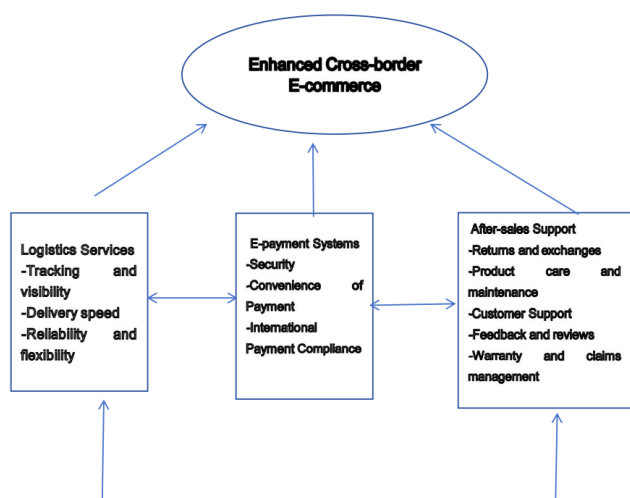


Figure 1. An Enhanced Cross-border E-commerce Framework

Figure 1 illustrates the core elements of an enhanced cross-border e-commerce framework, covering three main aspects: logistics services, e-payment systems, and after-sales support. The framework aims to improve customer experience by enhancing logistics efficiency, optimizing payment processes, and providing comprehensive after-sales services, thereby

strengthening the overall competitiveness of cross-border e-commerce. Due to its unique international nature and complexity, cross-border e-commerce requires a systematic framework to address diverse challenges and opportunities. By integrating these key elements, businesses can better meet the needs of global customers, increase market share, and enhance customer satisfaction.

Logistics services form the foundation of cross-border e-commerce, encompassing parcel tracking and visibility, delivery speed, and the reliability and flexibility of logistics. Accurate parcel tracking information is a crucial factor in enhancing customer satisfaction, as it allows customers to know the location of their packages in real-time, thereby increasing shopping transparency and trust. Meanwhile, fast delivery speed is equally important in cross-border e-commerce. Zhang (2023) systematically investigates the factors influencing the logistics service quality of cross-border e-commerce, finding that information quality and timeliness significantly impact customer satisfaction. Accurate parcel tracking information enhances shopping transparency and trust, while fast delivery speeds improve customer repeat purchase rates. Flexible logistics services not only adapt to different customer needs but also effectively address unforeseen transportation issues, improving overall logistics efficiency and customer satisfaction.

The e-payment system is another critical component of cross-border e-commerce. It encompasses payment security, payment convenience, and international payment compliance. Security implies that the e-payment system must protect users' personal and financial information from being leaked or stolen. Cuong (2021) analyzes the impact of convenience and customer trust on satisfaction and repurchasing intention in online shopping, showing that simplifying the payment process and improving convenience significantly enhance the payment experience and reduce the abandonment rate. Payment security is a key factor influencing customers' trust in online shopping; the stronger the security assurance, the more willing customers are to make online payments. Payment convenience ensures that users can complete the payment process easily and quickly without encountering cumbersome steps. Simplifying the payment process and improving convenience can significantly enhance customers' payment experience and reduce the abandonment rate during the payment process.

After-sales support plays an essential role in cross-border e-commerce, including returns and exchanges, product care and maintenance, reliability and flexibility, customer support, feedback and reviews, and warranty and claims management. The return and exchange policy needs to be flexible and efficient to increase customer trust in cross-border shopping. A flexible and customer-friendly return and exchange policy can significantly enhance customer satisfaction and brand loyalty. Product care and maintenance aim to help customers use and maintain their purchased products better. Wang and Zhao (2021) pointed out that providing detailed product care guidelines and maintenance services not only extends the product's lifespan but also enhances customers' usage experience. Customer support provides necessary assistance and guidance, addressing issues customers encounter while using the products.

By integrating logistics services, e-payment systems, and after-sales support, the enhanced cross-border e-commerce framework provides businesses with a comprehensive and efficient solution to gain a competitive edge in the global

market. This framework not only improves the overall shopping experience for customers but also enhances operational efficiency and profitability for businesses. The complexity and diversity of cross-border e-commerce require businesses to continuously innovate and optimize their services and processes, and this framework offers a clear direction and structure for businesses to better respond to market changes and customer demands.

6. Conclusion

(1) There is moderate agreement among the respondents that cross-border e-commerce logistics services perform well in terms of tracking and visibility, delivery speed, reliability, and flexibility.

(2) Respondents moderately believe that the existing e-payment systems perform well in terms of security and convenience, but there is a need for further improvement in international payment compliance to ensure smooth cross-border transactions.

(3) There is moderate agreement with after-sales services especially in terms of returns and exchanges and customer support.

(4) There is significant relationship between logistics services, e-payment systems, and after-sales services.

(5) Framework was developed to enhance cross-border e-commerce in China.

7. Recommendations

(1) Companies may conduct a comprehensive evaluation of logistics services to identify deficiencies in tracking and visibility, delivery speed, reliability, and flexibility.

(2) To enhance the international payment compliance of e-payment systems, companies may actively collaborate with international payment platforms and comply with the payment regulations and standards of various countries.

(3) In terms of after-sales services, companies may establish sound return and exchange policies and provide convenient product care and maintenance services.

(4) To adopt the developed framework, companies may integrate IoT, AI, and blockchain technologies to optimize logistics tracking, payment security, and after-sales support.

(5) Future research may explore the application of 5G and AR/VR in supply chains and sustainability strategies in cross-border e-commerce.

References

- [1] Akanfe, O., Valecha, R., & Rao, H. (2020). Design of a Compliance Index for Privacy Policies: A Study of Mobile Wallet and Remittance Services. *IEEE Transactions on Engineering Management*, 67(3), 3920-3944. <http://doi.org/10.1109/TEM.2020.3015222>
- [2] Al-Adwan, A. S., Alrousan, M. K., Yaseen, H., Alkufahy, A. M., & Alsoud, M. (2022). Boosting online purchase intention in high-uncertainty-avoidance societies: a signaling theory approach. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 136. <https://doi.org/10.3390/joitmc8030136>
- [3] Amblikar, P., Dohale, V., Gunasekaran, A., & Bilolikar, V. (2022). Product returns management: a comprehensive review and future research agenda. *International Journal of Production Research*, 60(12), 3920-3944. <https://doi.org/10.1080/00207543.2021.1933645>
- [4] Anastasiei, B., Dospinescu, N., & Dospinescu, O. (2023). Word-of-mouth engagement in online social networks: Influence of network centrality and density. *Electronics*, 12(13), 2857.
- [5] Arkadiusz Kawa, Justyna Światowiec-Szczepańska, Logistics as a value in e-commerce and its influence on satisfaction in industries: a multilevel analysis, *Journal of Business & Industrial Marketing*, 36(13), 0885-8624
- [6] Ali, A. H., Melkonyan, A., Noche, B., & Gruchmann, T. (2021). Developing a sustainable logistics service quality scale for logistics service providers in Egypt. *Logistics*, 5(2), 21. <https://doi.org/10.3390/logistics5020021>
- [7] Balan, S., & Logesh, S. (2023). A STUDY ON ABANDONMENT OF SHOPPING CART BY CUSTOMERS WITH REFERENCE TO AMAZON. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 9(6), 218-221.
- [8] Bansal, S., & Muthulingam, S. (2022). Can precise numbers boost energy efficiency? *Production and Operations Management*, 31(8), 3264-3287.
- [9] Benoit, S., Kienzler, M., & Kowalkowski, C. (2020). Intuitive pricing by independent store managers: Challenging beliefs and practices. *Journal of Business Research*, 115, 70-84. <https://doi.org/10.1016/j.jbusres.2020.04.027>
- [10] Briliana, V., & Sari, I. (2020, February 19-21). The impact of customer trust on brand loyalty in public transportation [Conference session]. The 17th International Symposium on Management (INSYMA 2020) (pp. 361-364), Vung Tau, Vietnam. <https://doi.org/10.2991/aebmr.k.200127.074>
- [11] Bukari, Z., & Agbemabiase, G. C. (2023). Customer Satisfaction of Online Purchases and Repurchase Intentions; the Moderating Role of Return Services.
- [12] Chen, W. K., Riantama, D., & Chen, L. S. (2020). Using a text mining approach to hear voices of customers from social media toward the fast-food restaurant industry. *Sustainability*, 13(1), 268. <https://doi.org/10.3390/su13010268>
- [13] Cui, R., Lu, Z., Sun, T., & Golden, J. M. (2024). Sooner or later? Promising delivery speed in online retail. *Manufacturing & Service Operations Management*, 26(1), 233-251. <https://doi.org/10.1287/msom.2021.0174>
- [14] Chatzoglou, P., Chatzoudes, D., Savvidou, A., Fotiadis, T., & Delias, P. (2022). Factors affecting repurchase intentions in retail shopping: An empirical study. *Heliyon*, 8(9).
- [15] Chen, T. C., Liang, Y. S., Ko, P. S., & Huang, J. C. (2021). Optimization model of cross-border E-commerce payment security by blockchain finance. *Wireless Communications and Mobile Computing*, 2021, 1-9. <https://doi.org/10.1155/2021/9192219>
- [16] Cuong, D. T. (2021). The impact of Convenience and Trust on Satisfaction and Rebuying Intention in Online Shopping: Using The PLS Algorithm. 2021 3rd International Conference on Management Science and Industrial Engineering. <http://doi.org/10.1145/3460824.3460833>
- [17] Duan, Y., Hofer, C., & Aloysius, J. A. (2021). Consumers care and firms should too: On the benefits of disclosing supplier monitoring activities. *Journal of Operations Management*, 67(3), 360-381.
- [18] Etim, G. S., Mbu-Ogar, G. B., James, E. E., Inyang, B. I., & Udobong, H. O. (2023). Customer service delivery and corporate efficiency of deposit money banks. *African Journal of Accounting and Financial Research*, 6(1), 98-114.
- [19] Farhan, F. M., Nabeel Abdul Waheed, & Younis, S. (2020). Impact of service quality and perceived value on the post-purchase intention with the moderating effect of switching cost. *Pakistan Journal of Multidisciplinary Research*, 1(1), 65-83. Retrieved from <http://pjmrr.org/pjmrr/article/view/26>

- [20] Geva, B. (2020). Electronic Payments: Guide on Legal and Regulatory Reforms and Best Practices for Developing Countries. Osgoode Legal Studies Research Paper. <http://dx.doi.org/10.2139/ssrn.3631155>
- [21] Gildin, S. Z. (2022). Understanding the power of word-of-mouth. *RAM. Revista de Administração Mackenzie*, 4, 92-106.
- [22] Helfenbein R. Fashion World Clings to Alibaba's Tmall as retail sales plummet, <https://www.forbes.com/sites/rickhelfenbein/2020/08/02/fashion-world-clings-to-alibabas-tmall-as-retail-sales-plummet/#771e48a1d6f8> (accessed by 8/7/2020).Google Scholar
- [23] Helo P, Shamsuzzoha A H M. Real-time supply chain—A blockchain architecture for project deliveries[J]. *Robotics and Computer-Integrated Manufacturing*, 2020, 63: 101909. <https://doi.org/10.1016/j.rcim.2019.101909>
- [24] Huang, W. and Li, X. "The E-commerce Law of the People's Republic of China: E-commerce platform operators liability for third-party patent infringement," *Computer Law & Security Report*, vol. 35, no. 6, pp. 105347.1–105347.14, 2019.
- [25] Jachimowicz, J. M., To, C., Agasi, S., Côté, S., & Galinsky, A. D. (2019). The gravitational pull of expressing passion: When and how expressing passion elicits status conferral and support from others. *Organizational Behavior and Human Decision Processes*, 153, 41–62.
- [26] Joy, A., Zhu, Y., Peña, C., & Brouard, M. (2022). Digital future of luxury brands: Metaverse, digital fashion, and non-fungible tokens. *Strategic change*, 31(3), 337-343. <https://doi.org/10.1002/jsc.2502>
- [27] Kraft, T., Valdés, L., & Zheng, Y. (2022). Consumer trust in social responsibility communications: The role of supply chain visibility. *Production and Operations Management*, 31(11), 4113-4130. <https://doi.org/10.1111/poms.13808>
- [28] Khansa, A. N., & Rachmawati, I. (2020). The influence of peou, perceived usefulness, trust, perceived enjoyment and satisfaction towards consumers repurchase intention in Tokopedia. *EProceedings of Management*, 7(2), 3351-3359. <article/view/13428/12979>
- [29] Li, T., He, S., & Zhao, X. (2022). Optimal warranty policy design for deteriorating products with random failure threshold. *Reliability Engineering & System Safety*, 218, 108142. <https://doi.org/10.1016/j.res.2021.108142>
- [30] Lin, Y. H., Lin, F. J., & Wang, K. H. (2021). The effect of social mission on service quality and brand image. *Journal of Business Research*, 132, 744-752. <https://doi.org/10.1016/j.jbusres.2020.10.054>
- [31] Laouraphon, N., & Nuangjamnong, C. (2022). Factors affecting customer satisfaction, trust, and repurchase intention towards online streaming shopping in Bangkok, Thailand: A Case Study of Facebook Streaming Platform. *AU-HIU International Multidisciplinary Journal*, 2(2), 21–32.
- [32] Lai, K. K., Chen, Y. L., Kumar, V., Daim, T., Verma, P., Kao, F. C., & Liu, R. (2023). Mapping technological trajectories and exploring knowledge sources: A case study of E-payment technologies. *Technological Forecasting and Social Change*, 186, 122173. <https://doi.org/10.1016/j.techfore.2022.122173>
- [33] Mittal, R., & Bhatia, M. P. S. (2021). Detection of Suspicious or Un-Trusted Users in Crypto-Currency Financial Trading Applications. *Int. J. Digit. Crime Forensics*, 13, 79-93. <http://doi.org/10.4018/ijdcf.2021010105>
- [34] Mashatan, A., Sangari, M. S., & Dehghani, M. (2022). How perceptions of information privacy and security impact consumer trust in crypto-payment: an empirical study. *IEEE Access*, 10, 69441-69454.
- [35] Nagar, A., Elluri, L., & Joshi, K. (2021). Automated Compliance of Mobile Wallet Payments for Cloud Services. 2021 7th IEEE Intl Conference on Big Data Security on Cloud (BigDataSecurity), IEEE Intl Conference on High Performance and Smart Computing, (HPSC) and IEEE Intl Conference on Intelligent Data and Security (IDS). <http://doi.org/10.1109/BigDataSecurityHPSCIDS52275.2021.00018>
- [36] Nanda, A., Xu, Y., & Zhang, F. (2021). How would the COVID-19 pandemic reshape retail real estate and high streets through acceleration of E-commerce and digitalization? *J. Urban Manag.*, 10(2021), pp. 110-124. <https://doi.org/10.1016/j.jum.2021.04.001>
- [37] Nguyen, T. O. (2020). Factors affecting the intention to use digital banking in Vietnam. *Journal of Asian Finance, Economics, and Business*, 7(3), 303–310. <https://doi.org/10.13106/jafeb.2020.vol7.no3.303>
- [38] Palacios, S., & Jun, M. (2020). An exploration of online shopping convenience dimensions and their associations with customer satisfaction. *International Journal of Electronic Marketing and Retailing*, 11(1), 24-49. <https://doi.org/10.1504/IJEMR.2020.106431>
- [39] Poudel, O., & Sapkota, M. P. (2022). Consumer perception toward digital payment system. *Management Dynamics*. <http://doi.org/10.3126/md.v25i1.53286>
- [40] Rai, A., Tang, X., Yin, Z., & Du, S. (2022). Gaining customer loyalty with tracking information quality in B2B logistics. *Journal of Management Information Systems*, 39(2), 307-335. <https://doi.org/10.1080/07421222.2022.2063552>
- [41] Rajavi, K., Kushwaha, T., & Steenkamp, J.-B. E. (2019). In brands we trust? A multicategory, multicountry investigation of sensitivity of consumers' trust in brands to marketing-mix activities. *Journal of Consumer Research*, 46(4), 651–670.
- [42] Siagian, H., Tarigan, Z., Basana, S. R., & Basuki, R. (2022). The effect of perceived security, perceived ease of use, and perceived usefulness on consumer behavioral intention through trust in digital payment platform. *International Journal of Data and Network Science*. <http://doi.org/10.5267/j.ijdns.2022.2.010>
- [43] Sorkun, M. F., Yumurtacı Hüseyinoğlu, I. Ö., & Börühan, G. (2020). Omni-channel capability and customer satisfaction: mediating roles of flexibility and operational logistics service quality. *International Journal of Retail & Distribution Management*, 48(6), 629-648
- [44] Scope CFO. (2024). The Value of Customer Support in Payment Processing: Resolving Issues Efficiently. <https://www.scopecfo.com/the-value-of-customer-support-in-payment-processing-resolving-issues-efficiently> Insurance Thought Leadership. (2023). How Do Customers Prefer to Resolve Payment
- [45] Tran, V. D., & Vu, Q. H. (2019). Inspecting the relationship among E-service quality, E-trust, E-customer satisfaction and behavioral intentions of online shopping customers. *Global Business & Finance Review (GBFR)*, 24(3), 29-42. <https://doi.org/10.17549/gbfr.2019.24.3.29>
- [46] Ullah, Z., Al-Turjman, F., Mostarda, L., & Gagliardi, R. (2020). Applications of artificial intelligence and machine learning in smart cities. *Computer Communications*, 154, 313-323. <https://doi.org/10.1016/j.comcom.2020.02.069>
- [47] Wu, J., Jiang, N., Wu, Z., & Jiang, H. (2021). Early warning of risks in cross-border mobile payments. *Procedia Computer Science*, 183, 724-732. <https://doi.org/10.1016/j.procs.2021.02.121>

- [48] Wang, X. (2022). Payment System of Cross Border E-Commerce Platform Based on Blockchain Technology. In The 2021 International Conference on Machine Learning and Big Data Analytics for IoT Security and Privacy: SPIoT-2021 Volume 1 (pp. 977-984). Springer International Publishing.
- [49] Xie, C., Gong, Y., Xu, X., Chiang, C.-Y. and Chen, Q. (2023), "The influence of return channel type on the relationship between return service quality and customer loyalty in omnichannel retailing", *Journal of Enterprise Information Management*, Vol. 36 No. 4, pp. 1105-1134. <https://doi.org/10.1108/JEIM-02-2021-0073>
- [50] Xu, Y., Shieh, C. H., van Esch, P., & Ling, I. L. (2020). AI customer service: Task complexity, problem-solving ability, and usage intention. *Australasian marketing journal*, 28(4), 189-199. <https://doi.org/10.1016/j.ausmj.2020.03.005>
- [51] Xu, M., & Nuangjamnong, C. (2022). Determinant Factors Influence the Purchase Decision through Handbags in the Luxury Product in China. *International Research E-Journal on Business and Economics*, 7(1), 30–43
- [52] Yi, W., Huang, X., Yin, H., & Dai, S. (2021). Blockchain-based approach to achieve credible traceability of agricultural product transactions. *Journal of Physics: Conference Series*, 1864. <http://doi.org/10.1088/1742-6596/1864/1/012115>
- [53] Yan, W. J., & Chiou, S. C. (2020). Dimensions of customer value for the development of digital customization in the clothing industry. *Sustainability*, 12(11), 4639. <https://doi.org/10.3390/su12114639>
- [54] Yang, Y., Chen, N., & Chen, H. (2023). The Digital Platform, Enterprise Digital Transformation, and Enterprise Performance of Cross-Border E-Commerce—From the Perspective of Digital Transformation and Data Elements. *Journal of Theoretical and Applied Electronic Commerce Research*, 18(2), 777-794. <https://doi.org/10.3390/jtaer18020040>
- [55] Yin, W., & Xu, B. (2021). Effect of online shopping experience on customer loyalty in apparel business-to-consumer ecommerce. *Textile Research Journal*, 91(23-24), 2882-2895. <https://doi.org/10.1177/00405175211016559>
- [56] Yamini, S., & Gajanand, M. (2022). Effect of manufacturer's flexible returns policy in a duopolistic competition. *Benchmarking: An International Journal*. <http://doi.org/10.1108/bij-06-2021-0345>
- [57] Zetzsche, D. A., Anker-Sørensen, L., Passador, M. L., & Wehrli, A. (2021). DLT-based enhancement of cross-border payment efficiency—a legal and regulatory perspective. *Law and Financial Markets Review*, 15(1-2), 70-115. <https://doi.org/10.1080/17521440.2022.2065809>
- [58] Zhao, X. A New Mode of Cross-Border E-Business Export Logistics Based on Value Chain. *Open J. Bus. Manag.* 2019, 7, 1112–1119. [Google Scholar] [CrossRef] [Green Version]
- [59] Zhang, Z.: An optimization model for logistics distribution network of cross-border e-commerce based on personalized recommendation algorithm. *Secur. Commun. Netw.* 2021(4), 1–11 (2021)