

## Research on Cooperative Relationship of Enterprises in the Supply Chain under B2C

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### Abstract

**With the development of third-party logistics and e-commerce B2C platforms, the relationship between companies in the supply chain has been narrowed. More and more companies have adopted the method of cooperating with other companies to establish stable cooperative relations. This article analyzes the impact of cooperation Relationship factors and research the new factors that affect the cooperation relationship in the B2C environment, and provide corresponding maintenance measures for the factors analyzed by the author, and provide reference for current and future supply chain enterprises to establish cooperative relationships in the B2C environment.**

### Keywords

**Internet plus, Supply chain, Partnership, Influencing factors.**

### 1. Introduction

With the advent of the era of economic globalization, the competition between enterprises has become more intense, which prompts every enterprise to discuss how to conduct supply chain management, and how to manage the relationship between cooperative enterprises is essential for supply chain management. With the improvement of China's economic advance speed, more and more companies have gradually felt the importance of management for its further expansion, and have introduced some classic foreign practices. Of course, China's logistics companies have taken the theory of supply chain management to discuss and apply, but there will be some obstacles in the specific practical application process. Reviewing 74 documents related to supplier selection since 1996, focusing on studying the criteria and analysis methods used in the supplier selection process, a total of 23 criteria were discussed [1] [1]. Dickson believes that 50 independent criteria can be easily lifted from the relevant literature as the basis for supplier selection [2]. Leary analyzed the potential risks of establishing partnerships, and suggested an in-depth comparative study of traditional supply relationships and partner strategies [3]. Wang Jianfeng pointed out that in our country's logistics supply chain coordination obstacles and countermeasures. There are physical obstacles and policy and regulatory obstacles between our supply chain enterprises [4]. Ma Xinan and others deeply analyzed the significance and probable risks of partnerships for the entire supply chain, and initially constructed a theoretical framework for supply chain partner selection [5]. Professor Liu Liwen analyzed the unique problems faced by Chinese enterprises in supply chain management, and discussed the organizational forms and cooperation mechanisms in supply chain management [6]. The cooperative relationship between enterprises in the supply chain under the B2C environment refers to a strategic cooperative relationship within the supply chain that can share information, share risks, and profit together between manufacturers and supply chains or retailers within a certain period of time. The reason for the cooperative relationship between supply chain enterprises is to reduce the total cost of the supply chain, reduce the overall inventory level of the supply chain, increase the intensity of information sharing, improve the level of communication between the two parties, and maintain the strategic consistency of the supply chain partners, so that The overall value of the supply chain is maximized, and it has a greater competitive advantage to realize the improvement and enhancement of the supply chain's cooperative enterprises in terms of financial situation, quality, output, delivery time, user satisfaction and performance.

## **2. Factors Affecting the Partnership**

### **2.1 Attitudes of managers**

Maintaining a reliable supply chain partnership is inseparable from the support and cooperation of senior management. As long as senior managers are committed to cooperate with partners, communication between companies can be carried out effectively and lower-level employees can trust each other more.

### **2.2 Differences in corporate culture**

Corporate culture is the total of corporate behaviors, values, ethics and other aspects that are gradually formed during the long-term development of a company [7]. It embodies the uniqueness of an enterprise and is the spiritual support for the survival and progress of the enterprise in the future. If there are cultural differences between companies, when companies establish supply chain partnerships, they will have differences in their perceptions and use of the information, which will have a negative effect on the stability of the partnership.

### **2.3 Enterprise operation strategy**

Enterprise operation strategy consists of a series of plans formulated for the development of the enterprise and the expected goals of the enterprise when facing the changing external environment. The level of the supply chain largely depends on the quality of the supply chain partnership [8]. When the degree of mutual dependence between supply chain partners becomes higher and higher, the relationship between supply chain partners will have a major impact on performance [9]. This is because when supply chain companies rely more and more on their partners, either of the two parties has the ability to influence the other, so that the other can work harder to achieve the common goal and collaborate more closely with itself. In the B2C environment, the cooperation between supply chain companies is more complicated than traditional supply chains, and they face more problems, so the possibility of conflicts is greater. When conflicts occur, how to effectively resolve conflicts also affects supply chain companies an important factor in the relationship between the cooperation, in addition, the handling of conflicts requires costs.

### **2.4 Competitiveness of partners**

In the B2C environment, the overall performance of the supply chain is inevitably related to the competitiveness of each node enterprise, so in actual cooperation, enterprises have higher requirements for the competitiveness of their partners. Regarding the competitiveness of enterprises, most scholars believe that the competitiveness of enterprises is the advantage of an enterprise, which specifically refers to the ability of survival and development of enterprises in fierce competition [10]. Some scholars have proposed that the competitiveness of an enterprise includes two aspects: one is the current competitiveness of an enterprise, which mainly refers to the market position occupied by the products produced by the enterprise, and the technical capabilities and production capabilities of the products; the other is the potential capabilities of the enterprise, as long as It means that the company may dominate the market in the future and have high market competitiveness. These capabilities will directly affect the survival and progress of the enterprise itself to a large extent, and at the same time will affect the partners of the enterprise, and further affect the overall level of the supply chain. Partners emphasize cooperation, and cooperation can be a win-win situation. Since it is cooperation, the parties involved must be different individuals. As unique individuals, they have the right to choose cooperation [11]. Despite the establishment of cooperative partnerships between enterprises, cooperation cannot always be maintained steadily. When the market environment changes or a major crisis occurs within one part of the cooperation, due to interest relations, this stable cooperative relationship will break and the supply chain will change. To be complete, the flow of capital, information, and logistics will be interrupted, which will have a bad influence on the operations of all companies in the supply chain.

## **2.5 Differences in logistics capabilities**

In the B2C environment, companies are directly facing customers, so a series of logistics activities from the production of goods to consumers is particularly important, and differences in logistics capabilities will affect the cooperation between supply chain companies. No matter how high or strong a company's logistics capabilities are, when it does not get a competitive advantage compared with its competitors, its capabilities are ineffective or inefficient. From a comparative perspective, logistics are positioned within an enterprise as a capability. When logistics operations are highly integrated and positioned as a core competitiveness, it can play a cornerstone role in tactical advantages. In the B2C environment, companies face customers directly, so the connection between supply chain companies and clients is particularly important [12]. The cooperation between enterprises must be based on serving clients and work together to better meet customer needs. Only when customer service is the shared goal of both parties can cooperation between enterprises continue.

## **3. Optimization Strategy**

### **3.1 Establish a trust mechanism**

For an enterprise at a node in the supply chain, the trust mechanism is not just a simple transaction in accordance with the contract, but also requires both parties to be as thorough as possible in information transmission and data sharing, without reservation. The daily operation of the supply chain is inseparable from the trust between enterprises. If the trust between enterprises is not soaring, it will affect the survival and development of the supply chain and its enterprises. Therefore, if a supply chain wants to develop continuously and steadily, a trust mechanism must be established between enterprises. Supply chain cooperation is not a straightforward transaction relationship. The establishment of a trust mechanism can not only allow companies to enhance their market competitiveness and increase their sensitivity, but also reduce their investment in inventory and management costs.

### **3.2 Strengthen information sharing**

In supply chain cooperation, it is necessary in order to build an information sharing platform to promote information sharing, and it is essential to strengthen information sharing. The specific approach can be started from the following two aspects: On the one hand, the company itself must train technical personnel with certain information management capabilities to improve its own information level; on the other hand, the company must make full use of Internet resources and actively participate in the construction of information sharing platforms. , so as to transmit information more accurately, timely and horizontally, and improve the level of information exchange between enterprises. As a result, suppliers can directly enter the system of manufacturers or distributors, reduce information distortion, clear market demand and the quantity of materials required in the next stage, etc., effectively reducing the overall supply chain investment in inventory.

### **3.3 Establish a supervision and incentive mechanism**

In the supply chain relationship, the core enterprise manufacturing enterprise is the center of the entire supply chain. Manufacturers supervise the raw materials and parts provided by the supply chain to ensure product quality and speed up product circulation; manufacturers supervise distributors and retailers, can accurately grasp the market conditions. Establishing a supervision mechanism in the supply chain can enhance the level of supply chain information sharing, increase the trust between enterprises at all nodes of the supply chain, and promote the continuous, stable and healthy development of the supply chain as a whole. Enterprises in the supply chain must not only establish an incentive responsibility mechanism, but also an incentive mechanism. An effective incentive mechanism helps to maintain the cooperative relationship between supplying chain enterprises. This can promote the stability of the supply chain and help improve the overall market competitiveness.

#### 4. Conclusion

Supply chain enterprise cooperation in the B2C environment is a trend in the future development of enterprises. In a cutthroat, cooperative, complex, and dynamic market environment, each node enterprise in the supply chain network has its own business strategy and development plan. The goal pursued by each node enterprise is to obtain lucrative profits by continuously improving its own ability to adapt to the internal environment and external markets, and then improve its own competitiveness. The research in this article is of functional significance for companies in the supply chain under the B2C environment in the process of cooperation with partners.

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