

# The Impact of Supply Chain Digitization on the Competitiveness of Traditional E-commerce Enterprises in China: A Qualitative Study of Nanchang-based Businesses

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## Abstract

This study investigates the influence of supply chain digitization on the competitiveness of traditional e-commerce enterprises in China, focusing on businesses operating in Nanchang, Jiangxi Province. As the e-commerce landscape in China evolves rapidly, traditional enterprises face increasing pressure to integrate digital technologies within their supply chains to remain competitive. This study adopts a qualitative research design, utilizing thematic analysis based on interviews with 20 participants from Nanchang's traditional e-commerce sector. The research explores five key factors influencing competitiveness: visibility, agility, market sensing, social networking, and organizational effectiveness. The findings reveal that enhanced visibility enables better decision-making, real-time monitoring, and proactive problem resolution. Agility allows businesses to swiftly adapt to market changes, ensuring operational continuity and customer satisfaction. Market sensing facilitates the identification of emerging trends, enabling customer-centric adjustments and product innovation. Social networking fosters collaboration, real-time communication, and strong supplier relationships, driving efficient crisis management and innovation. Moreover, organizational effectiveness mediates the impact of these factors, ensuring streamlined processes, cost savings, and customer-focused operations. The study concludes that successful integration of supply chain digitization significantly enhances operational efficiency, customer engagement, and resilience among traditional e-commerce enterprises. However, businesses must address challenges related to technology infrastructure, cybersecurity, and regulatory compliance. This research contributes to the existing literature

by providing in-depth insights into the specific challenges and opportunities faced by traditional e-commerce enterprises in China, offering practical implications for managers and policymakers to drive digital transformation strategies.

**Keywords:** Supply Chain Digitization, Traditional E-commerce, Competitiveness, Organizational Effectiveness, China

### **Introduction**

The digitization of supply chains has emerged as a significant driver of change in the global business landscape, with profound implications for traditional e-commerce enterprises in China (Al Mashalah et al., 2022). Visibility, Agility, Market sensing, and Social Networking are all important factors that play into the success of supply chain operations within the context of this shift. This efficiency has a reciprocal effect on the companies' ability to compete in China's burgeoning online retail sector.

The research objectives are designed to investigate the intricate relationship between these variables and the impact of digitization on traditional e-commerce enterprises in China. The primary purpose of this study is to investigate how the digitization of the supply chain might help businesses operate more effectively and efficiently (Bigliardi et al., 2022). This necessitates investigating how much their operational efficiency and, hence, their overall effectiveness is improved by increased Visibility through digital tools and platforms.

Second, the research aims to learn whether and how traditional Chinese e-commerce businesses can benefit from supply chain digitization to better adapt to shifting market conditions. To remain competitive, businesses need the ability to respond quickly to shifting market conditions, and this is where agility comes in.

Thirdly, we hope to learn whether or not traditional Chinese e-commerce firms can improve their customer service by digitizing their supply chain. Here, Market sensing comes into play, as it involves the use of digital tools to gather insights into customer behavior and preferences, enabling more personalized and customer-centric approaches, ultimately impacting competitiveness (Rialti & Zollo, 2023). The study's ultimate objective is to define the part that social networking sites play in the digitization procedure. Supply chain efficiency and, by extension, competitiveness are greatly aided by the use of social networks, both internal and external to the organization, which serve to facilitate collaboration, knowledge sharing, and the development of relationships (Asamoah et al., 2020).

However, underlying these goals is a serious issue that needs exploring. While the advantages of digitization are clear, a thorough understanding of the obstacles encountered by China's traditional e-commerce businesses on the road to a fully digitalized supply chain is necessary (Gong, 2023). These challenges may encompass issues related to technology infrastructure, cybersecurity, talent acquisition and development, data privacy, and regulatory compliance, among others. The extent to which these challenges hinder or facilitate the process of digitization and, subsequently, impact competitiveness is a critical concern that this research seeks to address.

Despite the substantial body of research on supply chain digitization and its impacts, there is a significant gap in understanding how these digital transformations specifically influence

traditional e-commerce enterprises in China. Most studies focus broadly on digitization's effects on operational efficiencies or customer service improvements without delving into the unique challenges and opportunities faced by traditional e-commerce businesses. For instance, the role of digital supply chains in trade credit provision among Chinese firms, the specific context of e-commerce enterprises remains underexplored (Chen et al., 2023). Similarly, Shi et al. (2022) highlight the impact of digitization on supply chain resilience but lack a focused analysis on how these changes affect e-commerce businesses' competitiveness in China's unique market environment.

If the challenges and benefits of supply chain digitization for traditional e-commerce enterprises in China are not thoroughly understood and addressed, these businesses risk falling behind in an increasingly competitive market. The inability to effectively integrate digital tools could result in slower response times to market changes, reduced operational efficiency, and a diminished ability to meet customer expectations. The retail sector in China is rapidly evolving, and companies that fail to adapt may lose their competitive edge (Gao, 2022). Digital transformation significantly boosts supply chain efficiency, which is critical for maintaining market position (Fu et al., 2023). Without such improvements, traditional e-commerce enterprises may not only suffer operationally but also financially, leading to potential business closures or market exits.

There is a clear need for targeted research on the digitization of supply chains specifically within the context of traditional e-commerce enterprises in China. Understanding and addressing this gap is crucial, as the failure to do so could have significant negative consequences, including reduced competitiveness, operational inefficiencies, and potential market exit. Addressing these issues through dedicated research can help ensure these businesses remain viable and competitive in a rapidly evolving market landscape.

### **Literature Review**

The current trend and situation of traditional e-commerce enterprises in Nanchang, the capital city of Jiangxi Province in China, reflect broader national shifts towards digital transformation and increased competition in the e-commerce sector. Nanchang, with its burgeoning economic landscape and growing digital infrastructure, presents a unique microcosm of the larger e-commerce trends in China. The city is witnessing significant growth in e-commerce activities, driven by factors such as rising internet penetration, improved logistics networks, and supportive government policies. However, traditional e-commerce enterprises in Nanchang face several challenges and opportunities as they navigate this dynamic environment (Nasti & Chishti, 2024).

One of the prominent trends among traditional e-commerce enterprises in Nanchang is the accelerated adoption of digital technologies. Businesses are increasingly leveraging advanced technologies such as big data analytics, artificial intelligence (AI), and the Internet of Things (IoT) to enhance their operations and improve customer experiences. These technologies enable e-commerce enterprises to gather and analyze large volumes of data, gain insights into consumer behavior, and make informed decisions. For instance, AI-driven recommendation systems help businesses offer personalized product suggestions, while big data analytics provide insights into market trends and customer preferences. The integration of these technologies is essential for traditional e-commerce enterprises to remain competitive in a

market where digital-native businesses are setting new standards for efficiency and customer engagement (Philip & KA, 2020).

Another significant trend is the expansion of omnichannel retail strategies. Traditional e-commerce enterprises in Nanchang are increasingly adopting omnichannel approaches to provide seamless shopping experiences across online and offline channels. This strategy involves integrating physical stores, online platforms, and mobile apps to create a unified and cohesive customer journey. For example, customers can browse products online, check availability at nearby stores, and choose between home delivery and in-store pickup. This convergence of online and offline channels not only enhances convenience for customers but also helps businesses capture a larger share of the market. The COVID-19 pandemic has further accelerated the adoption of omnichannel strategies as consumers increasingly seek flexible and contactless shopping options (Chen & Chi, 2021).

Logistics and supply chain management are critical aspects of the e-commerce ecosystem in Nanchang. The city has seen significant improvements in its logistics infrastructure, with the development of modern warehousing facilities and efficient transportation networks. These advancements are crucial for traditional e-commerce enterprises to ensure timely and reliable delivery of products. Same-day and next-day delivery services have become increasingly common, driven by consumer demand for fast and efficient logistics. Additionally, the adoption of smart logistics solutions, such as automated warehouses and real-time tracking systems, is helping businesses streamline their operations and reduce delivery times. These improvements in logistics capabilities are essential for maintaining customer satisfaction and competitiveness in the e-commerce sector (Gajewska et al., 2020). Government policies and initiatives play a vital role in shaping the e-commerce landscape in Nanchang. The local government has implemented various measures to support the growth of e-commerce enterprises, including tax incentives, subsidies, and infrastructure development projects. These policies are designed to create a conducive environment for digital businesses and encourage innovation and investment. For instance, the establishment of e-commerce industrial parks and innovation hubs provides businesses with access to resources, networking opportunities, and technical support. These initiatives are aimed at fostering a vibrant e-commerce ecosystem and positioning Nanchang as a regional hub for digital commerce (Wang et al., 2023).

Despite the positive trends, traditional e-commerce enterprises in Nanchang face several challenges. Intense competition is a significant issue, as the market is crowded with numerous players, including large national platforms, local startups, and international entrants. Competing on price alone is not sustainable, and businesses must differentiate themselves through superior customer service, unique product offerings, and innovative marketing strategies. Additionally, the rapid pace of technological change requires continuous investment in digital capabilities and upskilling of the workforce. Keeping up with the latest advancements in technology and adapting to new consumer behaviors are ongoing challenges for traditional e-commerce enterprises (Guthrie et al., 2021).

Consumer behavior in Nanchang is also evolving, influenced by broader societal and technological changes. There is a growing preference for mobile commerce, with a significant portion of e-commerce transactions being conducted via smartphones and mobile apps. This

shift is driven by the widespread availability of affordable smartphones and the convenience of mobile shopping. Traditional e-commerce enterprises must optimize their platforms for mobile users, ensuring seamless navigation, fast loading times, and secure payment options. Additionally, social commerce, which involves shopping directly through social media platforms, is gaining traction. Businesses are leveraging platforms like WeChat, Weibo, and Douyin (TikTok) to engage with customers, promote products, and facilitate transactions. This trend highlights the importance of integrating social media strategies into the overall e-commerce approach (Lin & Wang, 2023).

Sustainability is another emerging trend that is influencing the e-commerce sector in Nanchang. Consumers are becoming increasingly conscious of the environmental impact of their purchasing decisions and are seeking out businesses that demonstrate a commitment to sustainability. Traditional e-commerce enterprises are responding to this demand by adopting eco-friendly practices, such as using biodegradable packaging, optimizing delivery routes to reduce carbon emissions, and sourcing products from sustainable suppliers. Additionally, some businesses are incorporating circular economy principles, such as product recycling and refurbishment, to minimize waste and extend the lifecycle of products. Embracing sustainability not only helps businesses meet consumer expectations but also enhances their brand reputation and competitive advantage (Raji et al., 2024).

Cybersecurity and data privacy are critical concerns for e-commerce enterprises in Nanchang. With the increasing reliance on digital platforms and the proliferation of online transactions, businesses must ensure the security of their systems and protect customer data. Cybersecurity threats, such as data breaches and hacking, can have severe consequences, including financial losses and damage to reputation. Traditional e-commerce enterprises must invest in robust cybersecurity measures, such as encryption, multi-factor authentication, and regular security audits, to safeguard their operations. Additionally, compliance with data privacy regulations, such as China's Personal Information Protection Law (PIPL), is essential to build trust with customers and avoid legal penalties (Raji et al., 2024).

The human capital aspect is also crucial for the success of traditional e-commerce enterprises in Nanchang. Attracting and retaining skilled talent in areas such as digital marketing, data analysis, and supply chain management is essential for driving innovation and maintaining competitiveness. Businesses must invest in employee training and development programs to enhance their digital capabilities and stay abreast of industry trends. Fostering a positive organizational culture that promotes collaboration, creativity, and continuous learning is also important for retaining top talent and driving business growth (Ajayi & Udeh, 2024).

The digitization of the supply chain has emerged as a transformative force in the business landscape, particularly in the context of traditional e-commerce enterprises in China (Gong, 2023). These businesses have had to contend with rising levels of competition and shifting consumer expectations in recent years. To remain competitive, they have turned to digitizing their supply chains. Their competitiveness, operational efficiency, and ability to meet the demands of a rapidly changing market have all been negatively affected by the trend toward digital supply chain management.

One of the most notable impacts of digitization in the supply chain is enhanced visibility and transparency. Historically, Chinese e-commerce businesses have struggled with supply chains that are both complex and fragmented, with multiple suppliers and intermediaries (Butollo, 2021). The incorporation of IoT (Internet of Things) devices and blockchain has allowed these businesses to monitor product movement in real time. With more data at hand, businesses can avoid running low on stock or having too much on hand, which in turn leads to better inventory management decisions.

Additionally, digitalization has allowed for improved coordination between various participants in the supply chain. E-commerce enterprises in China are now able to seamlessly connect with suppliers, manufacturers, logistics providers, and distributors through digital platforms (Mak & Max Shen, 2021). The supply chain benefits from the increased efficiency, streamlined communication, and rapid adaptation to market changes made possible by this interdependence. Consequently, traditional e-commerce companies can adapt more swiftly to fluctuations in demand and supply, enhancing their competitiveness in a fast-paced industry.

Another major benefit of digitizing the supply chain is increased efficiency. Tools for data analytics and automation have become indispensable in modern supply chain management. All the way from order taking and storage to the final mile of delivery, these technologies improve efficiency, lessen the chance of mistakes, and cut down on costs. For traditional e-commerce enterprises in China, this translates to improved operational efficiency and cost savings, which can be reinvested into other areas of the business, such as marketing or product development.

Customer-centricity is a defining characteristic of successful e-commerce enterprises, and digitization has greatly advanced their ability to meet customer expectations. With the aid of data analytics, companies can gather valuable insights into customer behavior and preferences. This information is instrumental in personalizing product recommendations, promotions, and the overall shopping experience. By leveraging data-driven strategies, traditional e-commerce enterprises in China can enhance customer satisfaction and loyalty, ultimately bolstering their competitiveness in a crowded marketplace (Cumming et al., 2023). In addition to these advantages, the digitization of the supply chain has played a pivotal role in improving the agility of traditional e-commerce enterprises. The ability to quickly adapt to market trends and shifts in consumer preferences is a critical competitive advantage (Alghamdi & Agag, 2024). Digital supply chains enable these companies to make data-driven decisions, rapidly adjust their sourcing strategies, and pivot their product offerings in response to changing market dynamics. This agility positions them to outmaneuver competitors that are slower to respond to market shifts.

However, it's important to acknowledge that the transition to a fully digitized supply chain is not without challenges. Traditional e-commerce enterprises in China must invest in technology infrastructure, cybersecurity, and talent development to effectively harness the benefits of digitization. Additionally, they need to navigate the complexities of data privacy and regulatory compliance, particularly in a market like China, where regulations can be stringent (Wahyuningtyas & Singgalen, 2023).

The impact of digitization on the competitiveness of traditional e-commerce enterprises in China cannot be understated (Dai & Wang, 2019). By enhancing visibility, promoting collaboration, improving efficiency, and enabling customer-centricity and agility, the digitization of the supply chain has become a cornerstone of success in the modern e-commerce landscape. While challenges exist, those companies that successfully embrace and integrate digital technologies into their supply chains are well-positioned to thrive in a rapidly evolving market.

### Conceptual Framework

#### Independent Variable

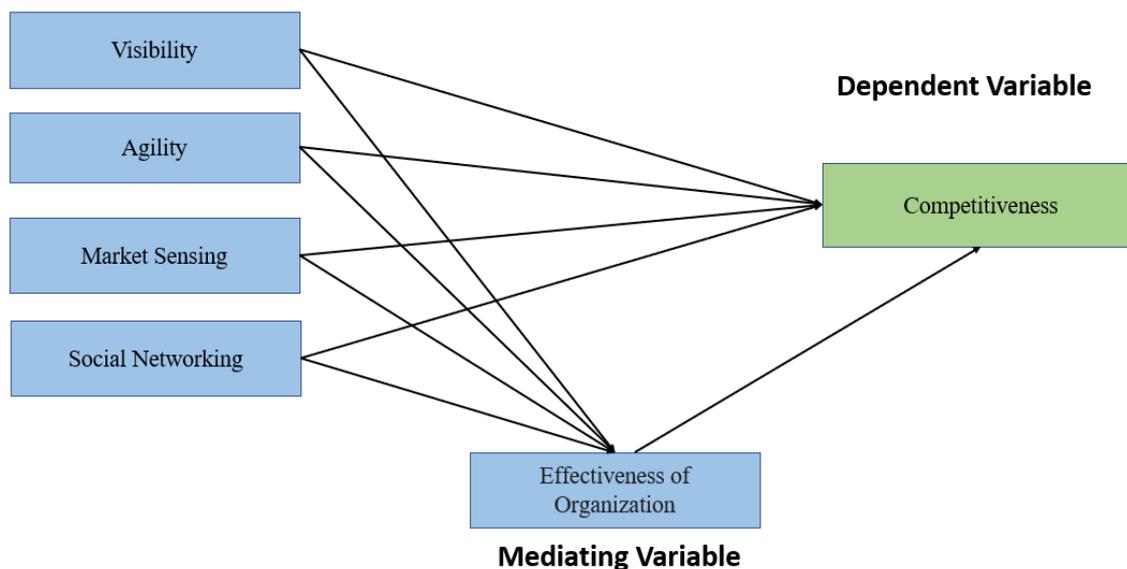


Figure 1: Conceptual Framework

### Methodology

The research design employed in this study is qualitative, aiming to build a comprehensive understanding of how digitization affects e-commerce competitiveness. Initially, an extensive literature review sets the stage by identifying existing knowledge and highlighting gaps that the study aims to fill. Following this, the research adopts a qualitative approach with qualitative interviews for in-depth exploration. Traditional e-commerce businesses in Nanchang, China make up the sample population for this study. According to China daily, there are more than 4000 E-Commerce companies.

The sample size for this study is set at 20 participants, selected to provide a diverse representation of traditional e-commerce businesses in China. This number is determined to balance the depth and breadth of the data collected. This study makes use of a sampling technique that incorporates both probability and non-probability sampling approaches. This allows for a more well-rounded approach to the selection and recruitment of participants.

In this study, qualitative interviews serve as the primary method of data collection, aimed at providing a nuanced understanding of how digitization impacts the competitiveness of traditional e-commerce businesses in China. The qualitative approach is particularly effective for delving into the complexities of organizational dynamics, strategic decision-making, and the experiences of key stakeholders involved in the digitization process.

The qualitative data analysis in this study is conducted using thematic analysis, a technique that allows for the identification and exploration of recurring themes and patterns in the interview transcripts. The analysis process is systematic and involves several stages, beginning with the careful reading and re-reading of the data to ensure a comprehensive understanding.

## Results

RQ1: What is the impact of visibility on the competitiveness of traditional E-commerce enterprises in China?

Theme	Codes
<b>Improved Decision-Making</b>	<ul style="list-style-type: none"> <li>- Data-driven adjustments to inventory</li> <li>- Efficient stock reallocation during demand surges</li> <li>- Proactive supply chain optimization</li> </ul>
<b>Real-Time Monitoring</b>	<ul style="list-style-type: none"> <li>- Real-time shipment tracking</li> <li>- Monitoring inventory levels across warehouses</li> <li>- Predicting potential delays</li> </ul>
<b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>- Consistent on-time deliveries</li> <li>- Product availability during high demand periods</li> <li>- Meeting customer expectations consistently</li> </ul>
<b>Operational Efficiency</b>	<ul style="list-style-type: none"> <li>- Reducing stockouts and overstock</li> <li>- Streamlined inventory management</li> <li>- Lower operational costs</li> </ul>
<b>Proactive Problem Resolution</b>	<ul style="list-style-type: none"> <li>- Early identification of bottlenecks</li> <li>- Preventing delays through quick actions</li> <li>- Addressing supply chain inefficiencies</li> </ul>

The results of RQ1 highlight that visibility plays a critical role in enhancing the competitiveness of traditional e-commerce enterprises in China. The availability of real-time data enables companies to make informed decisions, particularly in adjusting inventory levels, reallocating stock, and optimizing supply chain processes. Real-time monitoring of shipments and inventory allows businesses to track potential delays and predict shortages before they occur. This enhanced visibility ensures that customers consistently receive products on time, which improves customer satisfaction and trust. Moreover, the ability to identify bottlenecks early allows organizations to proactively address supply chain issues, thereby improving operational efficiency and reducing unnecessary costs.

RQ2: What is the impact of agility on the competitiveness of traditional E-commerce enterprises in China?

Theme	Codes
<b>Rapid Adaptation</b>	<ul style="list-style-type: none"> <li>- Switching suppliers during disruptions</li> <li>- Realigning logistics strategies</li> <li>- Maintaining operations despite challenges</li> </ul>
<b>Market Responsiveness</b>	<ul style="list-style-type: none"> <li>- Scaling production during demand peaks</li> <li>- Adapting sourcing based on market trends</li> <li>- Flexible distribution networks</li> </ul>
<b>Minimized Impact of Disruptions</b>	<ul style="list-style-type: none"> <li>- Responding swiftly to natural disasters</li> <li>- Mitigating risks from supply chain disruptions</li> <li>- Avoiding customer dissatisfaction</li> </ul>
<b>Scalability</b>	<ul style="list-style-type: none"> <li>- Quickly scaling up operations</li> <li>- Adapting to changing customer demands</li> <li>- Managing sudden economic shifts effectively</li> </ul>
<b>Competitive Edge Through Reliability</b>	<ul style="list-style-type: none"> <li>- Consistently meeting delivery promises</li> <li>- Maintaining reputation for reliability</li> <li>- Building customer loyalty</li> </ul>

The findings of RQ2 indicate that agility significantly contributes to the competitiveness of traditional e-commerce enterprises by enabling rapid adaptation to dynamic market conditions. Agility allows businesses to switch suppliers, adjust logistics strategies, and sustain operations even during disruptions. Companies that demonstrate market responsiveness can scale production or adapt sourcing strategies to meet demand fluctuations effectively. Agility minimizes the impact of external disruptions such as natural disasters or supply chain breakdowns, thus safeguarding customer satisfaction. Additionally, the ability to scale operations quickly and reliably provides a competitive edge, helping businesses maintain customer loyalty and a strong market reputation.

RQ3: What is the impact of market sensing on the competitiveness of traditional E-commerce enterprises in China?

<b>Theme</b>	<b>Codes</b>
<b>Trend Identification</b>	<ul style="list-style-type: none"> <li>- Detecting rising demand for eco-friendly products</li> <li>- Identifying interest in personalized shopping</li> <li>- Early adoption of market shifts</li> </ul>
<b>Customer-Centric Adjustments</b>	<ul style="list-style-type: none"> <li>- Aligning product offerings with customer preferences</li> <li>- Expanding product lines based on trends</li> <li>- Proactive strategy adjustments</li> </ul>
<b>Emerging Market Opportunities</b>	<ul style="list-style-type: none"> <li>- Capturing niche markets</li> <li>- Leveraging insights for competitive advantage</li> <li>- Tapping into untapped customer segments</li> </ul>
<b>Data-Driven Product Expansion</b>	<ul style="list-style-type: none"> <li>- Expanding sustainable product lines</li> <li>- Adding customizable product options</li> <li>- Launching subscription services</li> </ul>
<b>Strengthened Brand Positioning</b>	<ul style="list-style-type: none"> <li>- Leading in sustainability initiatives</li> <li>- Enhancing brand reputation through responsiveness</li> <li>- Positioning as a market innovator</li> </ul>

The results of RQ3 reveal that market sensing is vital for enhancing the competitiveness of traditional e-commerce enterprises as it empowers them to detect emerging trends and shifts in customer preferences. By using digital tools to analyze customer behavior, businesses can tailor their product offerings, expand into niche markets, and adjust strategies proactively. This capability enables organizations to capitalize on emerging market opportunities, such as the rising demand for eco-friendly products or personalized shopping experiences. The use of data-driven insights for product expansion and customer-centric strategies strengthens brand positioning, allowing businesses to lead in sustainability initiatives and establish themselves as market innovators.

RQ4: What is the impact of social networking on the competitiveness of traditional E-commerce enterprises in China?

Theme	Codes
<b>Enhanced Collaboration</b>	<ul style="list-style-type: none"> <li>- Sharing updates with suppliers</li> <li>- Coordinating product launches</li> <li>- Collaborating on joint innovations</li> </ul>
<b>Real-Time Communication</b>	<ul style="list-style-type: none"> <li>- Resolving supply chain disruptions promptly</li> <li>- Providing instant feedback to partners</li> <li>- Addressing delays quickly</li> </ul>
<b>Stronger Supplier Relationships</b>	<ul style="list-style-type: none"> <li>- Building trust through transparency</li> <li>- Regular engagement via digital platforms</li> <li>- Strengthening partnerships through shared goals</li> </ul>
<b>Efficient Crisis Management</b>	<ul style="list-style-type: none"> <li>- Coordinating product recalls effectively</li> <li>- Minimizing disruption impacts</li> <li>- Quick resolutions to logistical issues</li> </ul>
<b>Innovation Through Collaboration</b>	<ul style="list-style-type: none"> <li>- Developing new products jointly</li> <li>- Driving process improvements</li> <li>- Sharing market insights among stakeholders</li> </ul>

The analysis of RQ4 shows that social networking significantly enhances the competitiveness of traditional e-commerce enterprises by fostering collaboration and real-time communication across the supply chain. Social networking facilitates transparent and timely updates with suppliers, effective coordination of product launches, and joint innovation efforts. It enables prompt responses to supply chain disruptions and rapid feedback sharing, thereby improving crisis management and reducing the impact of potential delays. Stronger supplier relationships, built through consistent engagement on digital platforms, foster trust and long-term partnerships. Furthermore, social networking encourages collaborative innovation, allowing businesses to develop new products and processes while sharing valuable market insights.

RQ5: What is the mediating impact of the effectiveness of the organization on the competitiveness of traditional E-commerce enterprises in China?

Theme	Codes
<b>Streamlined Processes</b>	<ul style="list-style-type: none"> <li>- Automating inventory management</li> <li>- Reducing manual inefficiencies</li> <li>- Integrating technology for smoother operations</li> </ul>
<b>Cost Savings</b>	<ul style="list-style-type: none"> <li>- Lowering operational expenses</li> <li>- Reducing waste in inventory</li> <li>- Optimizing procurement strategies</li> </ul>
<b>Customer-Centric Operations</b>	<ul style="list-style-type: none"> <li>- Faster order fulfillment</li> <li>- Meeting customer expectations consistently</li> <li>- Minimizing errors in processing</li> </ul>
<b>Integrated Technology</b>	<ul style="list-style-type: none"> <li>- Leveraging advanced analytics</li> <li>- Digitizing supply chain touchpoints</li> <li>- Enhancing visibility through centralized tools</li> </ul>
<b>Organizational Agility</b>	<ul style="list-style-type: none"> <li>- Adapting processes to market demands</li> <li>- Scaling internal systems effectively</li> <li>- Aligning resources to maximize responsiveness</li> </ul>

The results of RQ5 demonstrate that organizational effectiveness serves as a key mediator that translates supply chain digitization efforts into sustained competitiveness for traditional

e-commerce enterprises. Streamlined processes through automation and technology integration enhance operational efficiency and reduce manual errors. Cost savings achieved through optimized procurement strategies and waste reduction allow businesses to allocate resources more effectively. Customer-centric operations ensure faster order fulfillment and consistent service quality, strengthening customer loyalty. Integrated technology facilitates real-time data analytics and centralized supply chain visibility. Ultimately, organizational agility, driven by adaptive processes and resource alignment, enables businesses to respond swiftly to market changes, ensuring long-term competitiveness in the evolving Chinese e-commerce landscape.

### **Discussion and Conclusion**

The study concludes that visibility, agility, market sensing, and social networking are critical determinants of competitiveness in traditional e-commerce enterprises, particularly in a rapidly evolving market like China. Businesses that effectively leverage these factors can optimize their supply chain, enhance customer engagement, and maintain resilience in the face of market disruptions. However, the study also finds that organizational effectiveness plays a crucial role in ensuring that these competitive advantages are sustained over time. Without strong internal processes, adaptive leadership, and efficient resource management, the potential benefits of visibility and agility may not translate into long-term business success.

While the study provides valuable insights, it also identifies several limitations, including the need for larger sample sizes, cross-sector comparisons, and longitudinal analyses to track competitiveness over time. Future research should explore the intersection of e-commerce competitiveness with emerging technologies such as artificial intelligence, blockchain, and predictive analytics, which are likely to shape the future of digital commerce. Additionally, regulatory changes, shifting consumer preferences, and the globalization of e-commerce present new challenges and opportunities that warrant further investigation.

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