



Research Article

Volume-04|Issue-03-2024

Study on Marketing of J&T Express Company under the Development of E-commerce

Zi Jun Li¹, An-Shin Shia^{*2}, Mei Hui Qi^{*3}¹Student, Business School , Lingnan Normal University, Zhanjiang 524048, Guangdong, China.^{2*}Associate Professor, Business School , Lingnan Normal University, Zhanjiang, Guangdong, China.^{3*}Assistant Professor, Business School , Lingnan Normal University, Zhanjiang, Guangdong, China.

Article History

Received: 26.05.2024

Accepted: 06.06.2024

Published: 09.06.2024

Citation

Li, Z. J., Shia, A. S. & Qi, M. H. (2024). Study on Marketing of J&T Express Company under the Development of E-commerce. *Indiana Journal of Economics and Business Management*, 4(3), 1-9.

Abstract: This study is devoted to the analysis of private express delivery marketing, exploring the marketing status quo and the reasons behind and means, and putting forward corresponding countermeasures to help express delivery optimize marketing means, and at the same time, provide reference for other service enterprises. With the development of the Internet and e-commerce industry, express delivery as an essential part of e-commerce, express delivery industry is also developing faster and faster; As long as any industry sees the development prospects, there will be a steady stream of investment and the emergence of new entrants. J&T Express has become famous in recent years, and its marketing has contributed significantly to the development of J&T. Our study studies its various marketing strategies in recent years and puts forward opinions and corresponding suggestions. Our study takes J&T Express as the research object, and adopts literature method, questionnaire survey method, PEST and SWOT analysis method for research and analysis.

Keywords: Marketing strategy; E-commerce; Logistics; J&T Express

Copyright © 2024 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0).

INTRODUCTION

With the development of the Internet and the e-commerce industry, express delivery as an essential link of e-commerce, express delivery industry is also developing faster and faster; any industry as long as it sees the development prospects will have a continuous flow of investment, emerging new entrants. Before J&T Express (J&T) entered the Chinese logistics industry in this case, the mainstream enterprises are Four-way One-da, SF Express, Post Jingdong, etc., and several top enterprises occupy most of the market. Because of the development and progress of e-commerce, the top enterprises occupy the advantage of rapid development, the scale is expanded, and the competitiveness is improved. The rest of the enterprises start late and the competitiveness of the above companies is greatly reduced. J&T is an international express logistics enterprise, established in 2015, and entered the Chinese market in 2020. But suddenly, the COVID-19 epidemic has made many people who were originally optimistic about the new competitors become worried. The epidemic affects not only people's daily life, but also the economic turmoil, which has hit the logistics industry hard. J&T is in China under the question of not being optimistic. J&T express became famous in the past two years, among which marketing has played a significant

role in the development of J&T. This study aims to study its various marketing strategies in recent years, explore the marketing status and the reasons behind the means and methods, put forward corresponding countermeasures, to assist express to optimize the marketing means, at the same time, provide reference for other service enterprises. This paper mainly uses the literature method to discuss, analyzes with PEST and SWOT analysis, combined with questionnaire survey method, STP, 4P method. PEST analysis: P (Political), E (Economic), S (Social), T (Technological). SWOT analysis: S (Strength), W (Weakness), O (Opportunities), T (Threatens). The analysis of the current environmental situation faced by J&T.

LOGISTICS INDUSTRY RELATED CONCEPTS AND STATUS

E-commerce

E-commerce is a kind of business activity, taking network technology as the means and the exchange link of goods as the center; it can also be understood as the electronic trading on the Internet, enterprise intranet or value-added online trading and related service activities, electronic, network and information traditional business activities of all links; It is a kind of social economic form, using modern

communication technology, computer and network technology, the purpose is to maximize the use of social wealth, through improving social production efficiency, reducing the cost of social operation, and optimizing the allocation of social resources (Kotler & Armstrong, 2009). The rapid development of e-commerce has formed a large service system and a complete operation mode (Xia, 2018). Many follow the trend and social development, seize the development opportunities of e-commerce business, actively cooperate with e-commerce businesses, and develop e-commerce business.

Express Service

The definition of express is clearly explained in the express service standard of China's postal industry: express service refers to the rapid receipt and delivery, transportation, delivery of express items with name and address, separately packaged or other items that do not need to be stored, and delivered to the recipient according to the promised time and signed for or placed at the designated place. It has five characteristics: rapid, accurate, safe, convenient and network. (iResearch, 2016)

E-commerce Express Service Quality

The service quality of e-commerce express includes product quality, service quality and work quality, reflecting the work carried out by express enterprises in order to deliver physical express items (Post office express, 2012). With the improvement of Internet technology, the development of e-commerce and the increase of the number of logistics enterprises, both consumers and e-commerce sellers are paying more and more attention to the service quality of express. It is generally believed that the satisfaction with express companies largely determines whether to choose the company; for sellers, the choice of express companies is the most important, and the evaluation of logistics affects consumers' satisfaction and choice of stores, but in general, the cooperation between sellers and express companies is long-term and will not be replaced at will. For online consumers, if they are not satisfied with a courier company, they will try to avoid the shops that cooperate with the company. Therefore, sellers who want to increase sales and courier companies who want to develop and expand cannot ignore the importance of service, and must find ways to improve the quality of service (Xia, 2018).

CURRENT SITUATION OF THE LOGISTICS INDUSTRY

Development Status of The Logistics Industry

Relying on the progress of e-commerce industry and the improvement of people's consumption level, the

overall scale of the logistics industry has been rapidly growing, and the level of logistics development has been significantly improved. New logistics enterprises have grown rapidly, forming a good competitive environment with established enterprises. Infrastructure conditions are also gradually improving to provide indispensable conditions for the development of the industry. The policy environment is constantly improving. The state attaches great importance to the development of modern logistics and introduces laws and regulations to provide legal protection for the logistics industry. All of the above shows that the logistics industry is in the process of sustainable development.

Analysis of The Status Quo of Logistics Companies

J&T of the logistics industry was founded in Indonesia in August 2015; ranked 16th in the world with a valuation of 130 billion yuan, ranking second in the field of express logistics (J&T Express, 2024). The symbolic meaning of the brand "J&T" is jet: Jet, timely: Timely, technology: Technology, and the Chinese brand name is composed of the "extreme" symbolizing the ultimate and the national animal "rabbit" symbolizing speed and agility. "J&T Express" perfectly interprets J&T's mission of customer-oriented and efficiency-based; and also reflects J&T's values of duties, sharing, service, responsibility and results-oriented. China J&T officially opened in March 2020, and stood out in the logistics industry that was divided by several logistics giants at that time. In less than one year, it successfully ranked the top echelon of China's express industry, achieved a good result of stable daily business volume of 20 million pieces, and rose in China by big capital (Zhou, 2021). On October 29, 2021, J&T signed an acquisition agreement with Best Group, and acquired the domestic express business of Best Group at a price of 6.8 billion yuan (J&T Express, 2024; Wang, 2021). This acquisition enabled J&T to make a leap in a short time, and also has a more profound significance. J&T's acquisition also reaped the network system of domestic express giants, and at the same time obtained a large number of excellent express personnel. The integration of J&T and Best Express directly accelerated the development of J&T's network system. This acquisition successfully complemented J&T's shortcomings in infrastructure and network terminal construction, and laid a solid foundation for the development of the market. (Wang, 2021)

MARKET ENVIRONMENT ANALYSIS

Macro Environment Analysis - PEST

According to the macro background of the enterprise, the above four environmental factors P (Politics), E (economy), S (Society), T (Technology) are used. To reflect the current situation of the enterprise group.

Political (P)

The political environment includes a country's social system, the nature of the ruling party, the government's policies, policies, laws and decrees. Different countries have different social natures, and different social systems have different restrictions and requirements on organizational activities. Even in the same country with the same social system, the attitude and influence of the government's policy characteristics and policy tendencies on organizational activities are constantly changing in different periods due to the difference of the ruling party. In order to thoroughly implement the guidance on further reducing logistics costs, improving logistics efficiency and accelerating the restoration of production and living order, the competent authority put forward six policy measures (Ministry of Communications, 2020): (A). Deepen the reform of key links to reduce the cost of logistics system. (B). Strengthen the guarantee of land and funds to reduce the cost of logistics factors. Improve the risk compensation and sharing mechanism. (C). Thoroughly implement tax reduction and fee reduction measures to reduce logistics tax and fee costs. Implement preferential tax and fee policies. Reduce passage costs. Reduce and standardize charges. Strengthen the supervision of charging behaviors. (D). Strengthen the opening and sharing of information to reduce logistics information costs. (E). Promote the efficient connection of logistics facilities to reduce logistics combined transport costs. Improve the standard system of logistics standards. Promote the quality and efficiency of the logistics industry, reduce the comprehensive cost of logistics. Improve the development of the supply chain. Develop smart logistics and green logistics.

Economic (E)

In recent years, China's economy has developed rapidly and continuously, and its economic strength and comprehensive national strength have been strengthened. The infrastructure and urban and rural landscape have undergone great changes. The sudden outbreak of COVID-19 in 2020 has had a huge impact on the economy. In this context, the express industry, as one of the representative industries of China's new economy, has become an important infrastructure for economic and social operation. Under the "double circulation" development pattern, it vigorously promotes the internal

circulation of economic development and stimulates the domestic consumer market. As an important part of domestic consumption, express delivery will also usher in an important development opportunity. With the continuous improvement of national per capita disposable income, the consumption capacity has also been improved, providing a strong driving force for the development of express delivery. A large part of the reason why J&T is well-known is that many sellers of Pinduoduo choose J&T, which is much cheaper than other express companies at that time, in order to reduce logistics costs. The improvement of people's consumption capacity drives the development of e-commerce, and J&T also expands.

Social (S)

In recent years, China's e-commerce penetration has been continuously improved. With the continuous sinking and marginal expansion of market consumption, it has brought new growth for the development of the express industry, and the space for e-commerce is still considerable. In addition, in recent years, the rapid rise of China's cross-border e-commerce and new e-commerce, such as live e-commerce and social e-commerce, has injected new impetus into the express industry. Under the influence of the COVID-19 epidemic, the contactless economy has developed rapidly, and consumers' acceptance and dependence on online shopping has been greatly improved, presenting a new and diversified new form of online shopping. Today's society has a large mobility of personnel, and the demand for cross-regional flow of items is increasing; the pace of life is accelerating, people's sense of time has been strengthened, and they care more about timeliness and service quality; with the development of the economy, people's consumption concept is also changing, and they pay more attention to convenient life and online shopping, which promotes the development of the express industry. With the effective transformation of traffic on Douyin, Kuaishou, Bilibili and other video platforms, the live economy, the network economy and the fan economy have developed explosively, and live delivery under the flow has become a highly industrialized marketing model. Especially during the epidemic, it is advocated to minimize the amount of going out, and the "home economy" has begun to spread. Live broadcast has entered daily life, forming explosive growth, and driving the prosperity of e-commerce is the basis for the growth of the express industry.

Technological (T)

With the rapid growth of the number of patents applied by the express industry in recent years, new

technologies continue to emerge, promoting the express industry to high-quality development. Enhanced logistics technology level: the previous industry status is low in technology content, and the current logistics industry's informationization level has gradually increased, and the automation level and logistics integration have been greatly improved. Not only will the logistics infrastructure develop rapidly, but also the integration of information network technology and the logistics industry will be further accelerated. Most logistics enterprises accelerate the application of Internet, Internet of Things, Internet of vehicles, cloud computing, big data and other technologies, and with the gradual popularization of 5G technology, the application of unmanned technology will be technically supported. The development of technology not only reflects in timeliness, but also in data processing and other aspects. J&T seize the opportunity to keep up with the updated technology to expand the timeliness and service.

SWOT Analysis

This study uses SWOT analysis; S (Strength), W (Weakness), O (Opportunities), T (Threatens). Reflects the current situation of the micro environment faced by the enterprise. See SWOT analysis Table 1 ; J&T SWOT strategies Table. 2:

Strength (S)

J&T has a fast development speed and strong momentum. The current market share is comparable to that of traditional established enterprises, and the position of the express industry in China has gradually improved. J&T has the support of BBK enterprises behind it. In terms of capital, it has a relatively strong strength, and the managers have rich operation experience and dealer system. Price advantage, although some adjustment in the later stage, but still generally lower than the old-established enterprises. The acquisition of Best, market share expanded. According to Pinduoduo official, denied the investment relationship with J&T, but from the proportion of Pinduoduo merchants using express, it can be seen that Pinduoduo sellers are more enthusiastic about using J&T, which is

closely related to the low price of Pinduoduo, the merchant strategy is to sell more with small profits, and the low price of J&T express business meets their needs. The government policy for the industry to issue relevant laws and regulations, to provide favorable support for the development of the logistics industry.

Weakness (W)

The price is low, but compared with other enterprises, the service quality is poor, which is not conducive to the long-term development of the express industry, which belongs to the service industry. At present, although the business volume of J&T has increased, but the business line is still more single, whether in international express or special product freight lack. Low safety, not favored by the customer groups with high safety requirements. Slow transportation speed, easy to damage goods, the service quality is relatively low (Wang, 2021). Single business line, in recent years the logistics is hot new retail has not been arranged.

Opportunity (O)

Acquiring Best at a price of 6.8 billion increases its market share, and Best can also bring J&T scale effect. As a new enterprise taking over an established enterprise is conducive to a deeper understanding of the Chinese market, expanding the scale of customer groups and increasing business volume, and a clear future development path. With the development of e-commerce, the express industry closely related to e-commerce ushers in a new round of development (Hou, 2017). According to the official website of J&T, in recent years, the enterprise has continued to do public welfare, help many people in difficulties, and established a good corporate image (J&T Express, 2024).

Threatens (T)

There are many negative news and public praise declines. The expansion of market demand brings about the lack of human resources. While growing, we need to have a matching talent training program.

Table 1. J&T SWOT analysis

| | Strength (S) | Weakness (W) |
|---|---|---|
| Interior | ①The development is fast and the momentum is sufficient | ①The service quality is low |
| Exterior | ②Large market share | ②Single business volume |
| | ③Strong capital strength | ③Poor security |
| | ④Low price | |
| Opportunities (O) | SO strategy | WO strategy |
| ①The development of e-commerce has increased rapidly and steadily | Leverage your strengths and take advantage of opportunities | Take advantage of opportunities and overcome weaknesses |
| ②The living standards of the people are improved | | |
| ③Value is being discovered | | |
| ④Acquisition of Best Express business | | |
| Threatens (T) | ST strategy | WT strategy |
| ①Update of consumer values | Use strengths and avoid threats | Reduce weaknesses and avoid threats |
| ②Negative news | | |
| ③Lack of talent | | |
| ④Market competition is fierce | | |

Table 2. J&T SWOT strategies

| SWOT strategy | |
|----------------------|--|
| SO | Low price is one of the advantages of J&T. While maintaining this advantage, J&T has done a good job in service improvement, tapped potential value, paid attention to image building in social media, and obtained the trust of consumers. |
| WO | Improve service quality, acquisition of old enterprise express business opportunity will extend business lines, broaden channels, to meet customer privacy protection needs. |
| ST | Consumers' attitudes and social media environment are constantly improving and changing. Marketers should keenly perceive the changing trend of the environment, track and grasp consumer psychology, and follow the trend to carry out precise marketing. |
| WT | Pay attention to the training of talents, do a good job in introducing outstanding talents, avoid the appearance of negative news, actively do a good job in public relations and brand publicity, and establish a good corporate image. |

Questionnaire Analysis

Questionnaire Preparation

The focus of this questionnaire is to investigate the customer satisfaction with J&T. After collecting relevant literature and news reports, it is found that there are mixed opinions about the express company J&T. The mainstream opinions are: (1) J&T is cheaper than other express companies, and e-commerce sellers cooperate with J&T to reduce logistics costs.(2) Although J&T is cheap, its customer service is not good, including but not limited to long logistics time, poor packaging of goods that is easy to damage the contents, poor attitude of express personnel and other issues. The 17 most popular issues are discussed in the development of the questionnaire. The poor packaging causes damage to goods, which is not conducive to the seller to save costs and the buyer to obtain satisfaction, and reduces the customer satisfaction with J&T. Therefore, this

questionnaire focuses on investigating the customer satisfaction with J&T.

Distribution And Recovery

This questionnaire was designed and distributed in April. There is no limit on the objects to fill in the questionnaire, but the main focus is on the people who contact the express more frequently.120 strangers and 12 online shop operators and people with high online shopping frequency were invited to fill in the questionnaire.132 questionnaires were recovered, with a recovery rate of 100%. All of them are valid questionnaires and are analyzed by Questionnaire Star.

RESULTS

In a survey of practices that improve satisfaction with J & T [multiple choice]: The highest option was "Packaging improvement" (40.15%), followed by " Increasing the density of distribution

points" (37.88%), "Improving operational efficiency" (34.09%), " Providing on-site service" (33.33%), "Improving the quality of couriers" (31.06%), "Transport is not violent " (29.55%), "Reduce freight rates"

(26.52%), and the lowest option was "8 information update not in time" (15.15%). The results of this questionnaire are analyzed as shown in Figure 1:

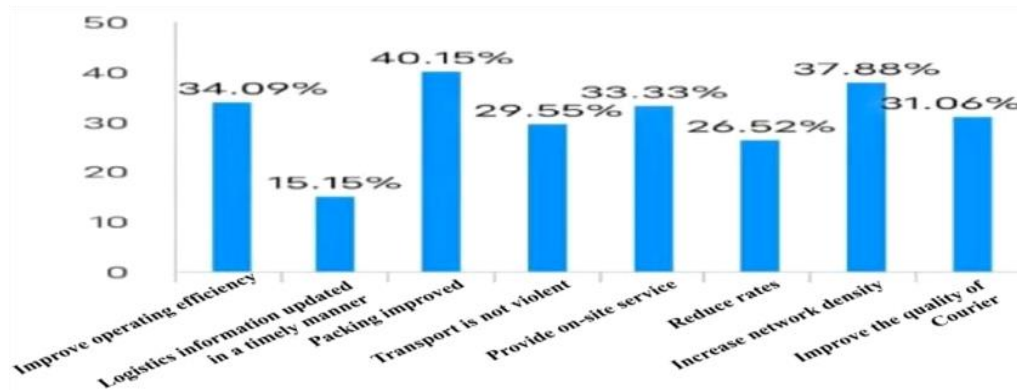


Figure 1. Results of the questionnaire

SUMMARY

From the macro and micro environment analysis and the data obtained through the distribution of the questionnaire, the main advantage of J&T is the price advantage over the competitors in the industry, and J&T has also experienced price increases in the past year, and the difference with competitors has narrowed a lot at present. When the advantage is obvious, it is the first choice for some items, but when the price advantage is not obvious, the disadvantages will be exposed: poor packaging, logistics violence, high loss rate. If we want to further develop the logistics industry with fierce competition, it is imperative to improve the quality of service.

OPTIMIZATION OF J&T MARKETING STRATEGY

No product in the market can meet the needs of all people. According to J&T's STP; T: Targeting target market segment S: Segmenting, the product focus on the positioning of the target audience's preference P: Positioning.

STP

Segmentation (S)

From the perspective of consumers, customers are classified according to different characteristics. Each segment market is a group of consumers with similar demand tendencies. See J&T STP strategy Table. 3.

Targeting (T)

Evaluate the attractiveness of different market segments and select target customers and services accordingly. Select the target market and make clear what kind of users should be served and what kind of demands they should meet.

Positioning (P)

Different positioning requires different strategic policies. At the same time, we should also realize that our target market may be constantly changing. In the implementation of service strategies, there should be a constantly changing positioning plan, and strive to develop new markets in the constantly changing market.

Table 3. J&T STP strategy

| J&T STP strategy | |
|------------------|--|
| Segmentation (S) | <p>① Geographical factors: China is large and abundant, and the transportation network is developed and complex. Geographical environment, economic conditions and transportation conditions in different regions are greatly different, which will affect the speed and network density of J&T. According to local differences, local marketing strategies are developed.</p> <p>② Demographic factors: people of different ages and income levels have different demands for consumption and express delivery;</p> <p>③ Customer factors: The size of the customer population should also be taken into account, different sizes have different requirements for express delivery, and bargaining power will affect J&T's development of marketing strategies</p> <p>④ Content differences: different items have different requirements for express delivery, such as fragile express collision prevention requirements are high, the shape of the item is not easy to change and the express price is more sensitive.</p> |

| | |
|-----------------|---|
| Target (T) | <p>① The market segmentation is not enough, the choice of market is also very important. The survey found that the public's understanding of J&T Express is mainly through online shopping on the Pinduoduo shopping platform, which is undoubtedly a good way to publicize, but it is easy to label J&T: Pinduoduo Express.</p> <p>② J&T is placed in a restricted space, so J&T needs to have more choices for the target market, not only the price will choose, so that other customer groups can also take J&T into account when choosing express delivery and expand the customer base.</p> |
| Positioning (P) | <p>① Product differentiation strategy. As mentioned above, the need to expand the customer base does not mean that there is no differentiation. J&T has its own unique brand identity and has greater advantages than competitors in specific customer groups</p> <p>② Service differentiation strategy. J&T's reputation in the logistics industry is slightly worse than others, and the service quality is in urgent need of improvement to improve customer satisfaction.</p> |

P Strategy

This paper analyzes the concept of 4P marketing mix of J&T; P (Product), P (Price), P (Place), P (Promotion), and 4P combination of different marketing mix strategies. J&T 4P strategies as Table. 4.

Product

The development function should be emphasized, and the product should have a unique selling point. The functional appeal of the product should be emphasized in the first place. The quality of products and services itself is the most important.

Price

Market segmentation, according to the different market positioning, the development of different pricing strategy, the product pricing is based on the brand

strategy of the enterprise, focusing on the value of the brand.

Place

The enterprise does not directly face the consumer, but focuses on the cultivation of dealers and the establishment of the sales network, the contact between the enterprise and the consumer is carried out through distributors. Establish a reasonable distribution channels, broaden the marketing channels.

Promotion

Promotion in a broad sense refers to the marketing means including brand publicity, public relations, etc., using promotion, brand publicity advertising and other means to promote.

Table 4. J&T 4P strategies

| 4P strategies | |
|---------------|---|
| Product | J&T should focus on the function of product development to make its products have unique selling points Customer demands should also be considered during development Starting from market demand Meet the diversity of customers, reflect the customer-oriented, but also to improve the quality of service |
| Price | Reduce costs, reasonable pricing Transportation links reduce costs and optimize transportation networks Improve efficiency from the distribution process Provide special services, such as receipts and other value-added services |
| Place | Establish reasonable distribution channels Broaden the channels of marketing promotion, and diversify the e-commerce and video platforms under economic development Reasonable use of various platforms to promote J&T products and services |
| Promotion | Use promotional means to promote Make full use of promotional means for marketing Actively promote J&T brand awareness and diversify the forms of promotion Through joint cooperation with other enterprises |

MARKETING STRATEGY IMPLEMENTATION

Accelerate The Development of Key Products

Products need to have a foothold in the market to have a characteristic, J&T into the Chinese market but

two years rose to the status of the four roads and one way, at the beginning by the price war. Use the price below the market to stand firm in the logistics industry, but the price war can not go far, after the rectification of the price advantage becomes less obvious, will focus on the quality of service. The above mentioned customer

satisfaction with J&T is not high, the main reason is that the quality of service can not keep up with the competition, especially in the price advantage is not obvious, this drawback will lead to the rapid loss of customers, accelerate the development of key products, focus on service in order to avoid the decline in competitiveness behind other enterprises in the same industry.

Broaden The Breadth and Depth of Pipeline Development

According to the survey object, J&T express outlets are sparse, and the distribution personnel are few. To solve this problem, we need to improve the density of outlets, broaden the business pipeline, strengthen and improve the core competitiveness, and enrich their own advantages to attract customers.

Strengthen the Construction of Marketing Team

In order to strengthen the popularity, marketing is indispensable, attach importance to the importance of marketing, and build an excellent J&T marketing team. Establish a sound management system and assessment mechanism, and cultivate personnel with team spirit for the company. Standardize the performance assessment, establish the elimination mechanism, update the encouragement means, and encourage both spiritually and economically. Establish a positive corporate image, carry forward good enterprise spirit and culture, and promote positive marketing.

Reduce Costs and Increase Efficiency in The Whole Process

Nowadays, more and more attention is paid to environmental protection in the country and society. It is advocated to develop green logistics, packaging materials should be environmentally friendly, and the utilization rate of transportation should be improved, but the timeliness of express delivery should not be ignored.

CONCLUSION AND PROSPECT

Conclusion

Based on the research results, this paper shows that J&T's price advantage is becoming less and less significant, its disadvantages are prominent, and its customer satisfaction is not high. In the choice of express delivery, it cannot give priority to competitors or even be far behind. In the short term, it will rank among the top logistics industry echelon, and also bring the once Best Express into its arms. But in order to achieve sustainable development, it is still urgent to optimize itself.

Research Limitations

J&T has only two years of development in China. Although it has a successful development, it is limited by the lack of more wide-ranging data for comparison, and the repeated epidemic, so it cannot be expanded for deeper and more thorough analysis.

Research Outlook

Li Jie, the founder of J&T, said that he wants to make J&T the third "China's franchised express" after ZTO and Yunda, and try to go public in the middle of 2022. It is expected that J&T can do better and better, and contribute to the development of the logistics industry, which is also a vision that benefits ordinary people. The development of e-commerce and express delivery is conducive to helping improve people's lives.

REFERENCES

1. Hou J. (2017). Express logistics into the e-commerce strategy research. Doctoral dissertation, University of International Business and Economics. DOI:CNKI:CDMD:2.1017.005238
2. iResearch. (2016). Special topic: 2016 China E-commerce Vitality Report.
3. J&T Express. (2024). About J&T. January, 10, 2024: //www.jtexpress.com/distM/index.html
4. Kotler P., & Armstrong G. (2009). Principles of Marketing. Pearson Education
5. Li T., & Shi D. (2012). J & T "fierce", the express delivery industry "Pinduoduo" What's the trouble? *Business Management Review*,(06):15~19. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7104883657>
6. Li X. (2021). Low price is not a panacea, J & T needs to improve service quality to stay customers. *Securities Times*, 2021-04-24. <http://www.stcn.com/article/wx/qszg.html>
7. Ministry of communications. Implementation opinions on further reducing logistics costs, June 08, 2020. https://www.gov.cn/zhengce/2020-06/08/content_5517889.htm
8. Post office express. (2012). E-commerce and Express Delivery Services. Beijing University of Posts and Telecommunications Press, 208.
9. Wang Q (2021). J & T fierce best "Into the cage". *Business Management Review*, 2021,(12):24~27. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7106210080>
10. Xia Q. (2018). Study on the Impact of Express Service Quality on Online Shopping Customer Satisfaction. Doctoral dissertation, Lanzhou Jiaotong University. DOI:CNKI:CDMD:2.1017.234026.
11. Xu X. (2022). J & T's rapid speed. *China Storage and transportation*. (02):53-54. <http://qikan.cqvip.com/Qikan/Article/Detail?id=7106691485>
12. Zhang S. (2015). Research and Application of China's Modern Logistics and Express Delivery

Industry under E-commerce. Unpublished Doctoral dissertation, Chongqing University.

13. Zhou X. (2021). J & T Rise: A Chinese-style expansion of an Indonesian company. *CHINA SOE*,

(23):80~81.

<http://qikan.cqvip.com/Qikan/Article/Detail?id=7106341479>