

govern is constrained, political stability is lacking, and there are conflicts between countries for territorial, religious and ethnic reasons. India, on the other hand, is more stable but has a wide range of domestic political forces, uneven development and more acute internal conflicts. The situation in Southeast Asia has remained basically stable, but is under pressure from political and economic development transitions, and uncertainties have increased. The Central Asian region has remained generally stable in recent years, with religious extremism and terrorism being the greatest threats. The uncertainty in West Asia continues unabated, and the future development trend remains uncertain.

**Economic risks.** Countries along the Belt and Road have different levels of economic development: South Asian countries generally face problems such as slow economic growth, severe infrastructure shortage, energy shortage, currency weakness and high inflationary pressure. Most of the Southeast Asian countries have a single economic structure, with weak endogenous dynamics, and are overly dependent on foreign investment, making them less resilient to external shocks. For example, every time the Federal Reserve releases a "quantitative easing" signal, it will trigger volatility in the stock and currency markets of other countries, including the Belt and Road countries.

**Social risks.** The outbreak of the New Crown epidemic in 2020 and its global spread have resulted in countries taking control measures, stopping non-essential production and business activities, restricting the entry of foreigners and reducing flights, which has greatly affected and delayed the development of many outbound investment projects, as well as making it difficult for many ongoing projects to start and resume work and facing the risk of default. However, China's outbound investment and contracting business will still be greatly affected.

**Technical risks.** The recognition of technical standards in countries along the Belt and Road differs from that in China, and different projects have different requirements for the implementation of specifications.

In Belt and Road projects, there may be problems with acceptance due to differences in technical standards between the two sides. At the same time the geographical environment of some countries determines problems such as high construction difficulties and high construction costs. During the project implementation, there may also be situations involving design changes or disagreements between the two sides, which poses a major problem for the smooth implementation of the project.

Strategies for dealing with project risks:

1. Reducing the impact of exchange rate fluctuations.
2. Optimising asset allocation.
3. Explore the establishment of a new financing model.
4. Matching international standards and improving technology.

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### 识别和管理企业的竞争优势（以亚马逊为例）

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**Summary.** Amazon company introduction, the concept of competitive theory, competitiveness, competitive advantage, and how to manage amazon's competitive advantage, analyze the amazon current situation, through the SWOT model.

亚马逊（英文名称：Amazon），是一家总部位于美国西雅图的跨国电子商务公司，成立于 1995 年，27 年时间里，已经成为全球商品品类最多的网上零售商和全球互联网企。

亚马逊和其他卖家提供数百万种独特的全新、翻新及二手商品，类别包括图书、影视、音乐和游戏、数码下载、电子和电脑、家居和园艺用品、玩具、婴幼儿用品、杂货、服

饰、鞋类、珠宝、健康和美容用品、体育、户外用品、工具、以及汽车和工业产品等。

竞争(英文名称: **Competition**)的概念是: 个体或群体间力图胜过或压倒对方的心理需要和行为活动。即每个参与者不惜牺牲他人利益, 最大限度地获得个人利益的行为目的在于追求富有吸引力的目标。

竞争力(英文名称: **Competitiveness**)的概念是: 参与者双方或多方的一种角逐或比较而体现出来的综合能力。它是一种相对指标, 必须通过竞争才能表现出来, 笼统地说竞争力有大有小或强或弱。但真正要准确测度出来又是比较难的, 尤其是企业竞争力。竞争力是对象在竞争中显示的能力。

竞争优势(英文名称: **Competitive Advantage**)是一种特质。竞争力大或强的才有优势, 那么这种优势就是独特的, 否则它就不可能有更大或更强的竞争力。一般地说, 只要竞争者在某些方面具有某种特质, 它就具有某种竞争优势。因此, 也可以说, 竞争力是一种综合能力, 而竞争优势只是某些方面的独特表现。

电商平台相较于传统销售的普遍竞争优势在于网络销售系统, 没有物理空间的微量库存, 精准的大数据推荐等, 而亚马逊相较于其他电商平台的竞争优势在于它拥有最全的品类, 这让亚马逊领先于同行业其他平台。

如何在如今全球经济大环境下扩大竞争优势或保留竞争优势成为亚马逊的首要目标, 单纯的扩大品类并非最优解, 要领先于同行业要考虑增加自身竞争力, 从而扩大自己的竞争优势。

那么如何提高自身竞争力, 扩大自身竞争优势呢?

亚马逊已经做过了许多尝试, 例如, 提高产品质量。2020年5月10日, 亚马逊发布了2020年品牌保护报告, 报告显示, 仅2020年, 亚马逊就在全球投入了7亿美元, 拦截了超100亿件可疑商品上架, 超1万名员工投入打击包括售假在内的欺诈行为, 维护了品牌形象的同时也提升了自身的竞争力, 扩大了竞争优势。

通过SWOT分析, 亚马逊的优势在于技术的强势, 其强大的云计算能力为跨境服务提供了可靠的信息支持, 降低卖家的固定费用支出的同时也提高了信息安全性。而劣势在于跨境物流的仓储成本较高, 而且换货周期长, 不利于亚马逊的全球业务发展。

机遇则是受疫情影响, 传统消费模式受到重创, 反之, 疫情的原因刺激了消费模式的转变, 电商行业则是蓬勃发展, 俄罗斯农业部联邦农工综合体产品出口发展中心(Agroexport)研究报告显示, 2020年经过电子渠道实现的全球销售额增长26%, 达到2.439万亿美元。

而亚马逊的提高竞争优势的机会则在于弥补自身的短处, 例如, 提高物流服务, 扶持卖家建立海外仓, 提高物流服务质量外, 还能提高退换货服务效率, 有利于提升自身的竞争优势。

作为全球市场的先行者和优胜者, 亚马逊需要不断的扩大自身的优势, 才能在未来立于不败之地, 确保电商行业的领头地位。