****Determinants of the internal migration of the population in modern Russia****

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Over the past five years, China’s cross-border e-commerce imports and exports have grown nearly tenfold, with their share of total foreign trade increasing from less than 1% in 2015 to 4.9% in 2021. The COVID-19 pandemic has accelerated digital transformation, driving global consumer demand for online services and creating new opportunities for the development of cross-border e-commerce. However, SMEs still face challenges such as taxation policies, limited resources, and technological infrastructure. This study extends the TOE framework by incorporating inter-organizational factors and proposing six hypotheses. Using survey data from Chinese SMEs and SPSS analysis, it evaluates data reliability and employs regression analysis to identify key factors influencing cross-border e-commerce performance. The findings indicate that IT capability, decentralization, and innovation positively impact SMEs' performance in cross-border e-commerce. This study aims to leverage digital technologies such as intelligent logistics, automated customer service, and data analytics to help SMEs improve operational efficiency, optimize decision-making processes, and ultimately enhance overall business performance.

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