

# Research on the Path of Standardization Promoting the International Operation and Management of Service Trade Enterprises



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**Abstract:** Currently, as a special new form of foreign trade, service trade has led to growing attention on the international operation and management of service trade enterprises amid the development of China's service trade. How to narrow the trade deficit, promote service trade exports, and explore how service trade enterprises can enhance their competitiveness in the process of international operation and management have become current research hotspots. Based on the theory of enterprise international operation and management, this paper analyzes the mechanism by which standardization promotes the development of international operation and management of service trade enterprises. Through the analysis of this mechanism, three main paths are proposed: the standardization certification path for service trade enterprises, which enhances their competitiveness in international operation and management; the standardization path for service trade enterprises, which improves the operational efficiency of their international operation and management; and the standardization-driven innovation path for service trade enterprises, which addresses internal obstacles and challenges through institutional and technological innovation, with "dual-drive" standardization facilitating service trade enterprises to achieve international operation and management.

**Keywords:** standardization, service trade, enterprise international operation and management

## 1. Introduction

In the "Internet +" era, the international operation and management of enterprises is one of the core themes driven by entrepreneurship and innovation that enterprises must involve in. It is also a key strategic decision determining whether enterprises can achieve long-term development under the background of the "Internet +" era. Many enterprises decide to "go global", and there are significant "differences" in their choices of international operation and management routes and the adoption of relevant measures. Therefore, in the research on the theme of enterprise globalization and international operation and management, many scholars have combined globalization, internetization with enterprises' international operation and

management activities. Measuring the degree of enterprises' international operation and management has always been a topic of interest to scholars. From different theoretical perspectives, scholars pay close attention to the degree of enterprises' international operation and management and its potential impacts, especially the relationship between international operation and management activities and innovation efficiency, as well as the universally applicable concepts for measuring the degree of international operation and management, which have been the focus of academic circles in recent years. The international operation and management of enterprises is inseparable from foreign trade. Whether in a market economy or a planned economy, the historical background of enterprises' international operation and management is related to foreign trade.

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Under the planned economy, a limited number of state-owned foreign trade enterprises enjoyed privileges to operate directly abroad. In contrast, foreign trade enterprises under the market economy are relatively free to conduct diversified direct investments and service trade in the international market. Different economic models also affect the degree of enterprises' international operation and management. As a special new form of foreign trade, the international operation and management of service trade enterprises has attracted attention with the development of China's service trade. Therefore, studying the relationship between the standardization of service trade enterprises and their international operation and management has important practical significance.

## 2. Literature Review

Tai Yujiao (2025) took cross-border e-commerce enterprises as the research object and studied the impact of relevant policy evolution on the development process and performance of the international operation and management of cross-border e-commerce enterprises, especially small and medium-sized enterprises, from the perspective of policy evolution as a mediating and moderating variable. This literature sorted out the development track of China's cross-border e-commerce policies in different stages and periods, summarized the multiple dimensions of the impact of policy development on the performance of small and medium-sized enterprises' international operation and management, and proposed the international operation and management development strategies that relevant enterprises should adopt. Some scholars have conducted research from the perspective of the enterprise financing environment. For example, Xia Zihang (2025) analyzed the development of the international operation and management of leading enterprises. Taking some high-tech enterprises and manufacturing enterprises as specific research objects, he analyzed the international operation and management of leading enterprises and concluded that optimizing the overseas cross-border financing

environment for enterprises with international operation and management can promote the domestic industrial upgrading and industrial export transfer of these enterprises. This literature confirmed the positive supporting role of the domestic financial service system in the development of enterprises' international operation and management. At the theoretical model level, academic circles have explored the combined impact of international institutional open innovation, international dynamic capabilities, and innovation-driven speed on the performance of specific enterprises' international operation and management (Noor Ul Hadi; Imtiaz Ali, 2025). In recent years, the development of the international operation and management of family enterprises has also become a research hotspot. For example, Zhu Yinghuan et al. (2025) studied the active layout of family enterprises in the international market through international operation and management under the background of constructing a new development pattern. Based on an empirical study of listed family enterprises on the Shanghai and Shenzhen A-shares from 2014 to 2023, this research tracked and investigated the impact of foreign shareholding on the development of the international operation and management of family enterprises, and empirically analyzed its internal mechanism. The research found that foreign shareholding can significantly promote the performance of family enterprises' international operation and management and improve the degree of their international operation and management. The analysis of the transmission mechanism shows that foreign shareholding can overcome the institutional gap in enterprises' international operation and management, alleviate the capital and technical constraints of enterprises with international operation and management, thereby promoting enterprises' international operation and management. There is a positive correlation between the speed of enterprises' international operation and management and expected performance (Zhang Ying; Cheng Cong, 2025). Some scholars believe that the performance of family enterprises' international operation and

management is related to top management governance, that is, top management governance power moderates the feedback of international operation and management performance and the international operation and management of family enterprises. Empirical research shows that the performance of international operation and management largely depends on the ability of top management to obtain governance power. If top management governance power leads to cognitive biases, it may indirectly cause top management to adopt a self-enhancement path instead of choosing the international operation and management path (Anita Kerai; Nycil George, 2025). Huang Manli (2025) conducted research from the perspective of competition, which is also the focus of academic attention. The focus of enterprises' international operation and management development mainly lies in "external involution" or "involution going overseas", and the dual structure has become a new path for enterprises' international operation and management. Yang Xuesong's (2025) research confirmed that the Belt and Road Initiative has provided a new strategic development opportunity for enterprises' international operation and management. From the perspective of environmental protection, with the improvement and strictness of green environmental protection standards in the international market, especially in the EU economic area, the green supply chain has become a green standard threshold for enterprises to develop international operation and management and participate in global market competition. A growing number of studies have shown that the green supply chain has become a necessity for enterprises' international operation and management, and building a green and low-carbon supply chain system is a new path for enterprises' international operation and management. Further empirical research found that the deep integration of green supply chains and digitalization can significantly enhance the depth of enterprises' international operation and management paths. The mechanism lies in that the digitalization of green supply chains improves management

efficiency through information sharing, thereby eliminating information asymmetry, and the balanced and stable effect of supply and demand in the international market can promote collaborative innovation and form a coupling-driven effect. Heterogeneity analysis found that the effect of the deep integration of green supply chains and digitalization varies significantly in terms of relevant enterprise attributes, labor intensity, and regional competition (Wang Tingdong, Yin Lili, 2025; Yaxin Xie; Ruochen Zeng, 2025). The digitalization of green supply chains will enhance enterprises' international operation and management tendencies, and the promotion effect on enterprises with a higher intensity of international operation and management orientation is more significant (Heidi Coral Thornton; Yue Zhao, 2025). In recent years, academic circles have also studied the impact of trademark international operation and management on enterprise performance, and the mediating and moderating role is also the focus of research. At the empirical level, taking manufacturing enterprises from 2010 to 2021 as samples, scholars studied the mediating effect of overseas income from trademark international operation and management on the promotion and significant impact of the performance of enterprises with international operation and management (Han Mucheng, 2025). Academic circles have also conducted research from the perspective of game theory, identifying three mediating effect channels through which game preferences strengthen the performance of enterprises' international operation and management: spillover effect, market expansion effect, and innovation-driven incentive effect (Qianbin Feng, 2025).

Current academic circles have carried out extensive research on enterprises' international operation and management, but there are few relevant studies focusing on service trade enterprises. Moreover, there are limited studies analyzing the path of standardization promoting the international operation and management of service trade enterprises from the perspective of standardization.

Therefore, this study has certain innovative significance and can contribute to the existing literature.

### **3. Theory of Enterprise International Operation and Management**

As a popular research phenomenon, enterprise international operation and management has attracted the attention and research of academic circles in the past few decades, resulting in various viewpoints and the formation of the theory of enterprise international operation and management, which is used to guide the current issues and practical activities of enterprises' international development. International operation and management has been extensively studied, covering both large enterprises and small and medium-sized enterprises. According to the theory of international operation and management, the international operation and management of enterprises falls within the scope of entrepreneurial activities, referring to the cross-border expansion of business activities in terms of geographical location. The international operation and management of enterprises is an inevitable path for most entrepreneurial entities, and the key to the decision-making of enterprises' international operation and management lies in their long-term strategic decisions, which determine the direction and path of enterprises' development towards globalization and international operation and management.

The international operation and management path of enterprises and the activities of enterprise entities in the global market are mainly affected by two factors: on the one hand, the external environment; on the other hand, the enterprises themselves as entrepreneurial entities. Therefore, this study will conduct specific analysis based on these two factors.

The theory of enterprise international operation and management further classifies enterprises with international operation and management into two categories according to stages: one is incrementally globalizing companies, and the other is born-global

companies. Incrementally globalizing companies refer to those that sell products or services in the domestic market in the early stage of entrepreneurship and then gradually expand to seek new overseas markets. According to the product life cycle theory, the process of international operation and management of enterprises follows the development of the product life cycle but has "heterogeneity". Such enterprises usually launch new products only in the domestic market, and the final maturity stage of the products occurs overseas, that is, the success of international operation and management is positively correlated with product maturity. Standardization is an explicit manifestation of product maturity, which lays the research foundation for this paper's study on the relationship between international operation and management and standardization.

The second type is born-global companies, which do not follow the "incremental stage" theory. That is, such enterprises often participate in international business activities from the very beginning, rather than gradually expanding their scale before establishing transnational enterprises. These companies are defined as born-global companies, and their biggest feature is that they regard the world market as their target market from the start of entrepreneurship, while the domestic market serves as a support for their international business.

### **4. Analysis of the Mechanism by Which Standardization Promotes the Development of International Operation and Management of Service Trade Enterprises**

The 8th China Service Trade Standardization Forum in 2024 pointed out that under the background of the new era, service trade enterprises must strengthen and improve their international operation and management and standardization levels to enhance their adaptability. For the entire service trade industry, strengthening service standardization is a supply-side top-level design. Through the development of service standards, it is necessary to

strengthen standard supply and promote the implementation and application of standards in the field of service trade. From the perspective of international operation and management, the international operation and management of service trade enterprises can integrate domestic and foreign resources, smooth the supply and demand functions of service trade, further densify the global network of service trade, expand the international "customer base", provide convenience for Chinese service trade enterprises to participate in the formulation of international rules and standards, and offer feasibility for deepening standardization exchanges and promoting the cooperation in international operation and management of service trade enterprises.

The mediating factor in this mechanism is service trade, that is, standardization drives service trade, which in turn promotes international operation and management. Relevant research by the Department of Service Trade and Commercial Services of the Ministry of Commerce in 2024 shows that by participating in the formulation and implementation of unified service trade standards, service trade enterprises can more effectively cross national borders, thereby achieving more efficient international service trade exchanges, deeper international trade cooperation, and promoting the development of international operation and management of service trade enterprises. From the perspective of the entire service trade industry, the long-term development of standardization has also effectively improved the overall level of the service trade industry. Standardization has strongly led advanced service trade industries to achieve clustered and high-quality development, and ultimately promoted the high-quality and sustainable development of China's service trade.

The mechanism by which standardization promotes the development of international operation and management of service trade enterprises is also reflected in the mutual promotion effect between "service trade development" and "standard international operation and management cooperation". Service trade is inseparable from

standardization, and the service trade standards formulated through standardization are an important technical foundation for international cooperation and development among economies with different levels of service trade economic development, different cultural backgrounds of service trade entities, and different service trade market systems. The key reason why standardization can promote the interconnection of service trade economies at the international level lies in the "technical" attribute of standards. As a technical support for service trade, standards provide an indispensable technical and material foundation for the sustainable and inclusive development of service trade and innovation-driven high-quality development.

## **5. Path Suggestions**

### **5.1 Standardization certification for service trade enterprises: a key path to enhance competitiveness in international operation and management**

In today's fiercely competitive international operation and management market, the standardization level certification of service trade enterprises is an important criterion for measuring their comprehensive strength in international operation and management and core competitiveness in the international market. The standardization certification of service trade enterprises not only affects the improvement of their internal management efficiency, but also indirectly and long-term affects the shaping of their brand image in international operation and management, the expansion of overseas markets, and determines their long-term development potential by influencing their competitiveness in international operation and management. It is evident that the standardization level certification of service trade enterprises plays a very important positive role in promoting the development of service trade enterprises and enhancing their competitiveness in international operation and management.

First, the standardization level certification of service trade enterprises is a form of measurement

that can directly reflect their competitive strength in international operation and management and build their reputation in the international market. In the context of globalization, information has become increasingly transparent in the "Internet +" era. According to the theory of international operation and management, consumers and strategic partners in the market are increasingly inclined to choose service trade enterprises that have obtained authoritative international standardization certification. The reason is that such standardization certification intuitively indicates that service trade enterprises have reached high standards and industry recognition in terms of service quality, service level, and service supply chain management system, and also confirms the mechanism by which standardization drives service trade and then promotes international operation and management.

### **5.2 Standardization of service trade enterprises: improving operational efficiency of international operation and management**

In the field of international trade, standardization can also serve as a strategic tool to help service trade enterprises enhance the operational efficiency of their international operation and management. In the globalized and internationalized business environment, service trade enterprises face increasingly fierce export competition and rapidly changing external environments for international operation and management brought about by technological changes. According to the theory of enterprise international operation and management, the international operation and management paths of enterprises and the activities of enterprise entities in the global market are mainly affected by two factors: the external environment and the enterprises themselves as entrepreneurial subjects. Therefore, the standardization of service trade enterprises is also influenced by these two factors. To improve their competitiveness in the trade environment, service trade enterprises must enhance their operational efficiency, and the implementation of standardization strategies has gradually become an important starting point for the international operation and management

of service trade enterprises. Service trade standardization can optimize the allocation of service trade resources, improve service trade quality and standards, and ultimately achieve the goals of reducing service trade operational costs and improving the operational efficiency of international operation and management.

The specific implementation of service trade standardization strategies can promote relevant service trade enterprises to formulate unified service trade standards in aspects such as direct service supply, indirect enterprise management, and supply production, maintaining the stability of product and service quality. In addition, service trade standardization also involves the formulation of standards for service trade processes and other multiple levels, ultimately realizing the Pareto allocation of resources in the industrial chain and value chain, improving the efficiency of service trade management, and driving the high-quality development of enterprises' international operation and management.

Standardization of service trade-related subjects: By formulating clear specifications and quality standards for service trade subjects, ensure the consistency of service trade subjects across different batches and levels, and reduce errors in the production of service trade subjects.

Standardization of service trade supply chain processes: Optimize the internal supply chain processes of service trade enterprises, improve the efficiency of service trade supply chain processes, and reduce deviation rates and time lags by formulating standardized quantitative operating procedures.

Standardization of service trade customer service management: Implement unified service standards in the customer management and process services of service trade enterprises, and improve service management performance by enhancing the experience and satisfaction of service trade enterprise customers.

### **5.3 Standardization-Driven innovation path for service trade enterprises**

The promotion and implementation of standardization strategies in service trade enterprises often face many internal obstacles and challenges, and there is an urgent need to rely on the "dual-drive" of institutional innovation and technological innovation to promote the standardization of service trade enterprises. Firstly, employees and management of service trade enterprises often have resistance to standardization strategy changes in the short term. Especially in traditional service trade enterprises, changes in corporate culture and organizational behavior habits often require a certain adaptation period. Therefore, institutional innovation is needed to drive the implementation and sustainable development of service trade enterprise standardization. Secondly, due to the complex and volatile external international operation and management environment faced by service trade enterprises, the formulation of service trade enterprise standards is also complex and uncertain. In the long run, different international market demands, service trade environmental conditions and rules indirectly pose great challenges to the formulation and specific implementation of service trade enterprise standards. Therefore, service trade enterprises need to conduct sufficient research and comprehensive analysis for standardization, and use advanced technological innovations such as big data and blockchain to ensure the universality and practicality of service trade enterprise standards. Finally, many enterprise practices have shown that excessive standardization may inhibit service trade innovation. Therefore, service trade enterprises need to maintain a certain degree of flexibility when implementing service trade standardization to respond to changes in the external service trade market.

### **6. Conclusion**

Based on the theory of enterprise international operation and management, this paper analyzes the mechanism by which standardization promotes the

development of international operation and management of service trade enterprises. The research finds that the process of international operation and management of service trade enterprises is accompanied by the smooth function of service trade supply and demand. In addition, the promotion of standardization on the development of international operation and management of service trade enterprises is not a direct effect, but an indirect guidance with service trade as the mediating factor. The research also finds that there is an "interaction" between standardization and international operation and management, that is, the mechanism by which standardization promotes the development of international operation and management of service trade enterprises is also reflected in the mutual promotion effect between "service trade development" and "standard international operation and management cooperation".

Based on the analysis of the mechanism, this paper concludes that the paths through which standardization promotes the international operation and management of service trade enterprises are: (1) The standardization certification path for service trade enterprises, which is a key to enhancing the competitiveness of service trade enterprises in international operation and management. (2) The path of service trade enterprise standardization to improve the operational efficiency of service trade international operation and management, which is a "starting point" for service trade enterprises to reduce costs and improve performance in international operation and management. (3) The standardization-driven innovation path for service trade enterprises' international operation and management, which mainly addresses internal obstacles and challenges through institutional innovation and technological innovation, and uses "dual-drive" standardization to promote service trade enterprises to achieve international operation and management.

### **Conflict of Interest**

The author declares that she has no conflicts of interest to this work.

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**How to Cite:** Zeng, S. (2025). Research on the Path of Standardization Promoting the International Operation and Management of Service Trade Enterprises. *Journal of Global Humanities and Social Sciences*, 6(7), 402-409  
<https://doi.org/10.61360/BoniGHSS252019310709>