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# Research on Continuous Use of B2B Platform in Chinese Intelligent Engineering Companies Based on the Theory of Resource Complementary

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# Full Research Paper

# Research on Continuous Use of B2B Platform in Chinese Intelligent

# **Engineering Companies Based on the Theory of Resource Complementary**

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Abstract: What factors affect the continuous use of B2B platforms by intelligent engineering companies is an important issue. Based on the theory of resource complementarity, a model of influencing factors for intelligent engineering companies to continue using the B2B platform is constructed, and four influencing factors including the complementary resources given by the platform, the complementary resources given by the company, interaction quality, and exploration and exploitation capability are analyzed. Using SmartPLS 3.0 to analyze 217 survey data, the results show that the complementary resources given by the platform and companies have positive impact on the interaction quality, and the complementary resources given by the platform have positive effect on the exploration and exploitation capabilities. Interaction quality has positive impact on the company's continuous use intention of the B2B platform. The complementary resources given by the company have no positive impact on the exploration and exploitation capabilities, and the exploration and exploitation capabilities have no positive impact on the company's continuous use intention of the B2B platform. Finally, some suggestions are proposed to increase the company's continuous use intention of B2B platform.

Keywords: Intelligent engineering company, B2B platform, theory of resource complementarity, continuous use intention.

# 1. INTRODUCTION

In recent years, China's B2B transaction service revenue has shown a year-on-year growth trend. In 2019, the transaction size of China's B2B market reached 25.94 trillion yuan, a year-on-year increase of 21.39% [1]. With the rapid development of B2B platforms, industries such as agriculture, automotive, and intelligent engineering industries have actively joined various B2B platforms to develop their own B2B e-commerce. As an emerging field, the intelligent engineering company is developing rapidly, but has problems such as difficulty in obtaining information [2] and poor service quality [3]. The advantages of the B2B platform that are conducive to the company's digitalization [4], integrate the relationship between all parties in the company operation [5], and improve the quality of management decision-making [5]. So it can to help companies integrate information and improve service quality [6, 7]. The B2B platform improves corporate performance by saving costs [8] and reducing the risk of credit and capital in the transaction process [9]. The B2B platform and the intelligent engineering company have formed a complementary relationship of resources through cooperation, generating synergy effects and promoting each other's development. Resource complementarity has significant positive impact on the cooperative innovation performance of high-tech companies [10]; organizations can gain resource value through complementary effects, thereby improving cooperation performance [11]; resource complementarity enables individuals to break through their own capabilities and enhance the overall level of cooperation [12]. The existing literature mainly studies how resource complementarity can improve the performance of company, but has not used the theory in the research between companies and B2B platforms. This is the innovation of this research.

At present, scholars mainly apply the Technology Acceptance Model (TAM) [13], Theory of Rational Action (TRA) [14], Theory of Planned Behavior (TPB) [15], and Diffusion of Innovations (DI) [16] and other theories

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(models) study the continuous use intention of individuals. In the study of the continuous use intention of the companies, Wu Chaoyan and Huang Lei (2015) applied the value adoption model (VAM) and the expectation confirmation model (ECM) theory to analyze the intention of retail companies' continuous use of mobile social media, and found that both perceived value and satisfaction helped to increase the continuous use intention of retail companies [17]. Pei Qian and Hu Yanhua (2020) found through overall analysis and industry comparison that feedback to logistics companies on the use of government service items will increase logistics companies' intention to continue using government service items [18]. The theory of resource complementarity refers to the fact that a single resource cannot exert its maximum utility. Only when it is combined with other resources to produce complementarity has been used to explore the relationship between ERP and e-commerce [20] and company performance [21], but rarely used to analyze companies' continuous use of B2B e-commerce platforms. B2B platforms and companies maximize the utility of resources by complementing each other's resources, which not only promotes the development of each other, but also brings higher benefits to themselves. Therefore, this article applies the theory of resource complementarity to explore the factors that affect the intention of intelligent engineering companies' continuous use of B2B e-commerce platforms. The research's objectives are:

- 1. Based on the theory of resource complementarity, explore the factors influencing companies' continuous use of B2B platforms;
- 2. Analyze the four influencing factors that affect the companies' continuous use of the B2B platform, that is, the relationship between the complementary resources given by the platform, the complementary resources given by the companies, interaction quality, and exploration and exploitation capability;
- 3. Provide countermeasures and suggestions for improving the intelligent engineering companies' continuous use of B2B platforms;
  - 4. Expand the application scenarios of resource complementarity theory.

The research route of this article is as follows: The first part is introduction, which introduces the research background, the problems to be studied, the goals, and the significance of the research. The second part is literature review, which reviewing the important contributions in this field. The third part is research hypothesis and model. Based on previous research results, it proposes the factors affecting the intelligent engineering companies' continuous use of B2B e-commerce platforms, and constructs a model of the factors. The fourth part is data collection and analysis. Finally are research conclusions and limitations.

#### 2. LIERATURE REVIEW

#### 2.1 The Theory of Resource Complementarity

The theory of resource complementarity was proposed in the 1990s. It means that a single resource cannot exert its maximum utility. Only when it is combined with other resources to produce complementary effects, can it create greater value and realize resource appreciation [19]. Complementary resources are not a single resource, but a collection formed by the aggregation of many resources, which are the value added by the existence of other resources [22]. In recent years, the research directions mainly include the following:

The first is to choose a more suitable partner by studying the complementation of heterogeneous resources. Liu Keyin (2016) found the three key factors that determine the complementary matching of resources in cooperation-resource heterogeneity, resource relevance, and various transaction costs of acquiring and applying resources. Based on this, they proposed the Euclid cooperation distance evaluation method and the partner attraction method. That improves the scientificity and accuracy of the company's selection of partners [23]. For companies facing a clear task, it is very convincing to analyze their resource needs and use this information to evaluate the performance results of alternative partners [24]. In a survey, it was found that the higher the matching between tasks and resources, the greater the probability of contact between partners. When companies require

partners to have different resources, contact will drop. The higher the matching of resources and capabilities with key companies and tasks, the partnership will be more stable and firm [25].

The second is to promote cooperation through the theory of resource complementarity. Complementary resources and complementary capabilities between companies have positive impact on the cooperative relationship [26]. Dussauge (2000) believes that greater resource complementarity can lead to less knowledge overlap, and less knowledge overlap is one of the starting points for companies to adopt cooperation. Different alliances can interact to develop complementary resources and credit [27]. Complementary resources can improve the credit and performance of the alliance and promote better cooperation between companies [28]. By matching satisfactory partners and strengthening the cooperative relationship between companies, the alliance can develop better and obtain higher economic benefits.

The third is that the theory of resource complementarity can improve alliance performance. The performance of the joint venture is driven by the ability of the joint venture partners to create synergies by adding complementary resources. The complementary resources of the two partners have both independent and joint impact on the performance of the joint venture [29]. It shows that the synergy effect of the complementary resources of the partners on the performance of the joint venture is substantial. Under the premise that the partners' behavior is less uncertain, and there is strong local system development and moderate government support, resource complementarity can improve alliance performance [30].

Resource complementarity can help companies choose better partners, promote cooperation, and improve alliance performance. However, there are still few studies on the theory of resource complementarity for continuous use. Complementation of resources is to generate synergy through the complementary resources provided by the two parties. In the cooperative relationship between the company and the platform, the company provides users to increase the flow of the platform, and the platform provides the company with a safer and more reliable trading place and customers Information help companies conduct transactions quickly and efficiently. In 2020, the top domestic intelligent engineering industry and finance platform, Yigongcheng, has accumulated nearly 1.3 billion yuan in matching transaction projects. Yigongcheng platform and intelligent engineering companies achieve a win-win situation through complementarity of resources, which can improve efficiency and maintain a long-term and stable cooperative relationship. This reflects the research significance of this article. Through this kind of resource complementary cooperation relationship between the company and the platform, we can discover the factors that affect the continuous use of the platform by the company, and provide suggestions to improve the intention of the company to continue using the platform.

# 2.2 Continuous Use Intention

For a long time, companies have paid attention to the factors that influence the continuous use intention of users. The research on the continuous use intention is mainly divided into two categories: the continuous use intention of individuals and the continuous use intention of companies.

Regarding the individual's continuous use intention, improving the user's perceived ease of use can increase user's satisfaction, and then enhance the user's continuous use intention [31]. Gbongli et al. (2019) investigated 539 virtual currency users by extending the original technology acceptance model and using the structural equation-artificial neural network method, confirming that perceived usefulness can affect continuous use [32]. Consumers' perceived ease of use of bike-sharing will affect consumers' behavioral intentions, which in turn affects consumers' continuous use behavior [33]. Qi et al. (2020) based on the theory of planned behavior (TPB) and found that consumers only decide whether to use plastic surgery apps after considering factors such as physical satisfaction and perceived convenience, which will also affect the length of time consumers use apps[34].

For companies' continuous use intention, perceived usefulness, perceived ease of use, satisfaction, etc.

have significant impact on retail companies and logistics companies' intention of continue using mobile social media and Internet of Things Technologies [21, 35]. Factors such as the government's preferential policies, service quality, and technological innovation services will affect the intention of companies to continue using government service projects [18].

Most of the existing literature on the continuous use intention research is aimed at individual users, and there are few studies about the companies. Research on the continuous use of B2B platforms by companies can help B2B platforms increase usage of platform services, the number of users, and improve operating benefit. This article discusses the factors affecting the continuous use of B2B platforms by intelligent engineering companies based on the theory of resource complementarity, and provides some suggestions for enhancing the companies' use intention.

#### 3. RESEARCH DESIGN

#### 3.1Research model

In the process of using the B2B platform, intelligent engineering companies have formed complementary resources, including the resources given by the platform and the resources given by the company. Complementary resources will affect the interaction quality between companies and platforms and their exploration and exploitation capabilities,

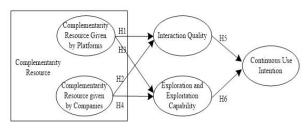


Figure 1. Research model

and will increase the intention of intelligent engineering companies to continue using the B2B platform. The research model is constructed as shown in Figure 1.

#### 3.2 Research hypothesis

# 3.2.1 Complementary resources and interaction quality

In this study, complementary resources include two parts: the resources given by the platform and the resources given by companies. Interaction quality refers to the communication quality and conversation level between intelligent engineering companies and B2B platforms [36]. More resource complementarity can bring less overlap of knowledge, and can more easily absorb and transform each other's resources. Frequent exchanges between the two parties promote the improvement of the interaction quality [23]. Therefore, this research proposes the following hypotheses:

- H1: The resources given by the platform have significant positive impact on the quality of interaction.
- H2: The resources given by the company have significant positive impact on the quality of interaction.

#### 3.2.2 Complementary resources and exploration and exploitation capabilities.

Exploration capabilities include things captured by terms such as search, change, risk-taking, experiment, flexibility, discovery, and innovation. Exploitation capabilities include refinement, production, efficiency, selection, implementation, execution, etc. [37]. Complementary resources between companies can ensure the effective development of cooperative utilization and cooperative exploration activities [38]. Due to lack of resources, companies have always competed fiercely for resources such as capital, technology, and management. For managers, pursuing both exploration and exploitation capabilities at the same time will be a challenge. The key to solving this problem is to seek external resource supply, achieve cooperation, and use the complementary resources to improve exploration and exploitation capabilities [37,39]. After acquiring resources, the capabilities of companies and platforms in the application of existing knowledge and the development of innovative activities will be greatly improved, that is, complementary resources will promote the exploration and development of capabilities. Therefore, this research proposes the following hypotheses:

H3: The resources given by the platform have significant positive impact on the exploration and exploitation capabilities.

H4: The resources given by companies have significant positive impact on the exploration and exploitation capabilities.

#### 3.2.3 Interaction quality, exploration and exploitation capabilities and continuous use intention.

In the existing research, scholars have done lots of research about interaction quality on satisfaction, and satisfaction is one of the key factors affecting continuous use. Bhattacherjee (2001) believes that perceived usefulness and satisfaction will affect users' intention to continuous use of information systems [40]. Different types of interactivity can positively affect users' immersion and satisfaction. Immersion and satisfaction are regarded as the important factors that affect continuous use of information systems [41]. The three dimensions of interactivity have varying degrees of influence on immersion and satisfaction, and immersion and satisfaction have positive effect on continuous use [42]. Therefore, this research proposes the following hypotheses:

H5: Interaction quality has significant positive impact on continuous use intention.

The interaction between exploration and development capabilities will have a positive impact on a company's sales growth rate [43]. Exploitation capabilities provide a basis for the development of exploration capabilities, and exploration capabilities have positive impact on product innovation and market performance [44]. The strength of the exploration and exploitation capability will directly affect the sales growth rate, product innovation and market performance of the company. If the exploration and exploitation capability is stronger, the company can get more returns, then the company is more willing to continue use the B2B platform continuously. Therefore, this research proposes the following hypotheses:

H6: Exploration and exploitation capabilities have significant positive impact on the continuous use intention.

#### 3.3 Questionnaire design

The questionnaire is divided into two parts: the basic information of the company and the measurement items. The basic information of the company includes the nature of the company, the time it was established, the scale of the company, and the time of entering the platform. The measurement items are shown in Table 1. There are 5 dimensions, including resources given by the platform, resources given by the company, interaction quality, exploration and exploitation capabilities, and continuous use intention. Experts are invited to review the translated content for all items. Using Likert 7-level scale, 1 means "completely disagree", 4 means "neutral", and 7 means "completely agree".

Number Reference Dimension Item  $CRP_1$ The online payment function provided by the platform is safe and fast.  $CRP_2$ The potential market demand within the platform is large, the market prospect is broad, and the market resources are abundant. complementary  $CRP_3$ The cooperative customers in the platform are loyal and credible. Harrison (2001) resource given by the The platform has powerful interactive functions, and it is convenient for  $CRP_4$ platform(CRP) companies to communicate on the platform.  $CRP_5$ The platform provides resources that the company does not have, and makes a significant contribution to the company.  $CRC_I$ The service quality of the company is great, and platform orders can be met in time.  $CRC_2$ The products or services output by the company to the platform are of high quality. complementary resource given by the  $CRC_3$ The brand influence of companies on the platform is strong. Harrison (2001) The presence of companies can expand the market share and influence of company(CRC)  $CRC_4$ the platform.  $CRC_5$ The resources provided by companies that are not available on the platform themselves are a significant contribution to the platform.  $IQ_I$ Companies and platforms can instantly share market information or interaction quality (IQ) customer demand information with each other. Dussauge (2000) Companies and platforms can share information about technological  $IQ_2$ 

Table 1. Dimensional measurement

		changes in important products and services.	
	$IQ_3$	The interaction between the company and the platform is seamless and the	
		communication is constructive.	
	$IQ_4$	The connection between the company and the platform is very close.	
	$EEC_I$	After entering the platform, the company's ability to develop new markets	
		has become stronger.	
	$EEC_2$	After entering the platform, companies have become more capable of	
		reducing costs.	
exploration and	$EEC_3$	After entering the platform, companies are more capable of improving	
exploitation capability		product flexibility and personalization.	March (1991),
(EEC)	$EEC_4$	After companies settled on the platform, the platform's operational	Gupta (2006)
(EEC)		capabilities and scope have been improved.	
	$EEC_5$	After companies settled on the platform, the platform has strengthened its	
		ability to improve product and service quality.	
	$EEC_6$	The business that the platform gives to the company is taking up an	
		increasing proportion of the overall business of the company.	
	$CUI_{I}$	The intention is to continue using the platform instead of discontinuing it.	
continuous use intention (CUI)	$CUI_2$	Intend to continue to use this platform instead of using any other channels	Bhattacherjee
		or platforms.	(2001)
mention (COI)	$CUI_3$	Recommend other companies to use this platform.	(2001)
	$CUI_4$	If possible, plan to stop using the platform. (reverse coding)	

#### 4. DATA COLLECTION AND ANALYSIS

#### 4.1 Data collection

This research takes company registered on the intelligent engineering B2B platform-Yigongcheng (https://www.yigongcheng.com/) as the survey objects, conducts surveys through Internet, and distributes the questionnaires by email, WeChat, QQ and other social software. The survey started in December 2018 and lasted for one month. A total of 300 questionnaires were distributed and 217 valid questionnaires were returned. The effective response rate of the questionnaire was 71.6%.

In terms of the nature of companies, the percentages of private companies, joint ventures, sole proprietorships and state-owned companies in the survey were 38.2%, 34.6%, 20.3%, and 6.9% respectively. According to the proportions of various types of companies in my country, the surveyed companies among them, private companies and joint ventures account for a relatively large proportion, while state-owned companies account for a small proportion, indicating that the structure of the sample conform to the actual situation. From the perspective of the establishment time of companies, most companies are established in the two intervals of 3 years or less and 5-10 years, accounting for 67.8% of the total. From the perspective of company scale structure, 30.4% have 100 or less employees, 28.1% have 101-300 employees, and 34.6% of the companies have 301-500 employees. From the perspective of the time of companies entering the B2B platform, the largest part is within 1-3 years, accounting for 32.7%. In this period, e-commerce was developing rapidly, attracting a large number of companies to settle on the B2B platform. The mean value of each dimension in this study tends to the middle value of 5, and there are no extreme values and missing values. Generally speaking, the data of the questionnaire basically obeys the normal distribution, and subsequent research and analysis can be carried out.

# 4.2 Reliability and validity analysis

#### 4.2.1 Reliability test

The reliability of the data is tested by the Cronbach's  $\alpha$  value and the CITC value of the total correlation coefficient of the corrected term. First, check Cronbach's  $\alpha$  value. If it is higher than 0.8, the reliability is high; if it is between 0.7 and 0.8, it is good; if it is between 0.6 and 0.7, it is acceptable; if it is less than 0.6, it is not good. Secondly, the CITC value is generally greater than 0.5. In addition, observe the Cronbach's  $\alpha$  value of the item and the Cronbach's  $\alpha$  value after the item is deleted. If the Cronbach's  $\alpha$  value of the item is less than the Cronbach's  $\alpha$  value after the item is deleted, then the item should be deleted. The Cronbach's  $\alpha$  value of CRP, CRC, IQ, EEC and CUI are all greater than 0.6, indicating that the credibility is acceptable. The Cronbach's  $\alpha$  value after the item is deleted of IQ2 and EEC6 is greater than the Cronbach's  $\alpha$  value, and the

CITC value of CUI<sub>2</sub> and CUI<sub>6</sub> is less than 0.5, so the item IQ<sub>2</sub>, EEC<sub>6</sub>, CUI<sub>2</sub> and CUI<sub>4</sub> must be deleted. Table 2 shows the reliability test of deleting items IQ<sub>2</sub>, EEC<sub>6</sub>, CUI<sub>2</sub> and CUI<sub>4</sub>.

Table 2. Reliability test after deleting item	IO <sub>2</sub>	IO2, EEC6.	CUL	. CUI4
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Dimension	Number	CITC	Cronbach's α after deleting the item	Cronbach's α
complementary resource	$CRP_1$	.796	.868	
given by the	$CRP_2$	.767	.874	
platform(CRP)	$CRP_3$	.782	.871	0.900
	$CRP_4$	.659	.897	
	$CRP_5$	.755	.877	
complementary resource	$CRC_I$	.733	.857	
given by the	$CRC_2$	.678	.870	
company(CRC)	$CRC_3$	.770	.848	0.884
	$CRC_4$	.647	.876	
	$CRC_5$	.782	.845	
interaction quality (IQ)	$IQ_I$	.793	.757	
	$IQ_3$	.735	.812	0.863
	$IQ_4$	.694	.850	
exploration and	$EEC_I$	.787	.855	
exploitation capability	$EEC_2$	.678	.881	
(EEC)	$EEC_3$	.736	.869	0.891
	$EEC_4$	.710	.873	
	$EEC_5$	.776	.858	
continuous use intention	$CUI_I$	.569		0.724
(CUI)	$CUI_3$	.569		0.724

#### 4.2.2 Validity test.

In this study, statistical analysis software SPSS26.0 was used to test the validity of the sample data. The KMO statistic was 0.736, the value of Sig was less than 0.001, and the Bartlett sphere test was significant, indicating that the data is suitable for factor analysis. After rotating and deleting the factors of items less than 0.5, the factor load matrix after rotating shows that the range of factor load is 0.614-0.830. Extracting 5 factors, the total explained variance is 68.961%, and the load of each index on the corresponding factor is greater than the cross load on the other factors, indicating that the questions have good validity.

### 4.2.3 Convergent validity and discriminative validity.

The test criteria for convergent validity are combined reliability (CR) and average variance extracted (AVE). When the CR value and the AVE value are greater than 0.7 and 0.5, It shows that the data has good convergent validity. The results of the convergent validity test are shown in Table 3. The CR values of the sample data are all greater than 0.7, and the AVE values are all greater than 0.5, indicating that each dimension has good convergent validity.

Table 3. Convergent validity test

Dimension	Number	CR	AVE
	$CRP_I$		
complementary resource given	$CRP_2$	0.871	0.575
by the platform(CRP)	$CRP_3$		
by the platform(CKF)	$CRP_4$		
	$CRP_5$		
	$CRC_I$		
	$CRC_2$		
complementary resource given	$CRC_3$	0.873	0.578
by the company(CRC)	$CRC_4$		
	$CRC_5$		
	$IQ_I$		
interaction quality (IQ)		0.750	0.504
	$IQ_3$ $IQ_4$		
	$EEC_I$		
	$EEC_2$		
exploration and exploitation capability (EEC)	$EEC_3$	0.874	0.539
	$EEC_4$		
1 2 7	$EEC_5$		
	$EEC_6$		

Dimension	Number	CR	AVE
	$CUI_I$		
continuous use intention (CUI)	$CUI_2$	0.802	0.576
	$CUI_3$		

The discriminative validity is shown in Table 4. The correlation coefficient between each dimension and other dimensions is significantly smaller than the arithmetic square root of its AVE value, indicating that the scale has good discriminant validity.

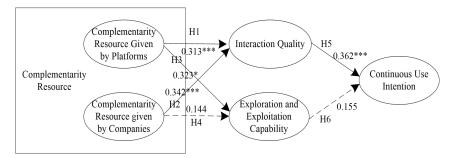
**Table 4. Discriminant validity** 

	CRP	CRC	IQ	EEC	CUI
CRP	0.758				
CRC	0.612	0.760			
IQ	0.502	0.464	0.709		
EEC	0.411	0.343	0.536	0.734	
CUI	0.369	0.329	0.372	0.356	0.759

Note: The bold numbers on the diagonal are the arithmetic square roots of AVE

#### 4.3 The structural model

Using SmartPLS 3.0 to test the hypotheses, the results are shown in Figure 2. H1, H2, H3, and H5 are supported, and H4, H5 are rejected. The hypotheses testing results are shown in Table 5.



Note: \*\*\*: P<0.001,\*\*: P<0.01,\*: P<0.05

Figure 2. The structural model testing results

Table 5. Hypotheses testing results

Hypothesis	Causal path	Path coefficient	P	Result
H1	CRP→IQ	0.313	0.000	Supported
H2	CRC→IQ	0.342	0.000	Supported
Н3	CRP→EEC	0.323	0.012	Supported
H4	CRC→EEC	0.144	0.245	Not supported
H5	IQ→CUI	0.362	0.000	Supported
Н6	EEC→CUI	0.155	0.126	Not supported

# 5. CONCLUSIONS

This study draws on research results in relevant fields in China and abroad, and studies the factors that influence the continuous use of B2B platforms by intelligent engineering companies through empirical and theoretical aspects. Based on the theory of resource complementarity, a research model of factors affecting the continued use of B2B platforms by intelligent engineering companies was constructed and the model was verified. Conclusions are as following.

First, the resources given by the platform have a positive impact on the interaction quality and the exploration and exploitation capability. This is consistent with the view of Harrison (2001), March (1991) and others. The platform provides companies with secure payment venues, complete information of the market and customers, and products and services that can increase the company's trust in the platform. The increase in trust can make the communication between the platform and the company more constructive, and the information sharing will be more accurate and complete. Complementary resources such as complete information and

high-quality services obtained by companies can help companies improve their ability to change, improve product flexibility, and open new markets, which has significant impact on their exploration and development capabilities.

Second, the resources given by companies have positive impact on the quality of interaction, but they have no positive impact on the exploration and exploitation capabilities. It has positive impact on the interaction quality because the high-quality products provided by the company, corporate brand influence and other resources can help the platform expand its market share and influence, and connect the platform and the company more tightly, which is similar to Lavie (2006) and Gupta (2006)'s conclusion. The main reason why the resources given by companies do not have positive impact on exploration and exploitation capabilities is that the intelligent engineering industry is an emerging industry, and the platform has not yet formed an effective system to use this new type of complementary resources provided by the intelligent engineering industry. Complementary resources cannot be used to their maximum effect, and ultimately failed to improve the platform's exploration and exploitation capabilities.

Third, the interaction quality has positive effect on the company's continuous use intention, but exploration and exploitation capabilities have no positive impact on the company's continuous use intention. The good interactive communication between the platform and the company can help the company obtain market information, customer demand information, and important product and service technological change information, which is conducive to improving the decision-making quality of managers, improving the overall rapid response ability of the company, and helping the company improve market competition. This enhances the company's intention to continuous use of the platform. The interaction quality positively affects the continuous use intention, which is consistent with the research conclusions of Lu (2010), Chunmei Gan (2015) and others. The exploration and exploitation capability has no effect on the company's intention to continuous use of the platform. If a platform is limited to its exploration and exploitation capabilities, companies will continue to explore new platforms.

#### 6. RECOMMENDATIONS

First, the platform should guarantee the stability of the security payment venues, the complete information of markets and customers, product services and other resources, and improve it on this basis. For example: Maintain the platform payment environment regularly to prevent others from using vulnerabilities to damage the interests of the platform or companies. A secure payment environment is crucial for the platform and companies. Develop a complete information collection process to ensure the integrity and credibility of the information. The internal information can be collected by interviewing relevant personnel of the company and issuing questionnaires. For external information, it can be collected through product information, service concepts, marketing strategies, etc. released by the company on the official website. Develop an information report and publish it on the platform, which is conducive to quickly understanding supplier company information. Develop different service strategies for different companies, provide platform financial credit services, and stimulate online transactions of small and medium companies. Develop margin strategies for purchasers to ensure the fairness of transactions. Develop strategies to increase platform exposure for suppliers and increase the opportunities for suppliers to obtain orders.

Second, the supplier companies that settle on the platform should focus on improving the quality of their products or services, respond in a timely manner to buyers' questions about products, and deal with orders in a timely and effective manner. Attach importance to the buyer's experience and evaluation after the transaction is completed, provides timely feedback and resolves unsatisfactory orders, establishes a good reputation, and reaches a friendly cooperative relationship with buyers. The purchaser company should pay the deposit or

security deposit for the transaction on time, and complete the payment of the balance payment in time after the transaction is completed to improve the corporate reputation. Good cooperation between purchaser companies and supplier companies will increase their trust in the platform, believing that the platform is a convenient, fast and safe trading place. At the same time, it will improve the market influence and competitiveness of the platform.

Third, the platform and companies should strengthen communication and exchanges to realize information sharing. In terms of data information, platforms and companies must share non-confidential data and information with each other as much as possible. The frankness of both parties can enhance the quality of communication. The platform should set up a separate question answering webpage to help newly settled companies or companies that are not familiar with the platform operation process to adapt to the platform's trading mode more quickly. Companies should also have specialized personnel to regularly provide the platform with the latest information on corporate products and services to ensure the accuracy and effectiveness of corporate information on the platform. Promote the formation of good communication between the platform and the company can strengthen the company's continuous use intention.

#### 7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This article is based on the theory of resource complementarity to study the companies' intention to continue to use, while the existing literature mainly applies the technology acceptance model and the theory of rational behavior to study continuous use intention. In future research, it may use other theories to investigate in-depth research on continuous use intention. For the research objects, it is mainly aimed at companies in the intelligent engineering industry. There is lack of research on the intention of companies in the fields of medicine, machinery, and transportation to continuous use of B2B platforms. In further research, the theory of resource complementarity can be applied to analyze and explore companies in other fields. This research confirms that complementary resources can improve the interaction quality, and the interaction quality has a significant impact on the company's continuous use intention. The performance impact of complementary resources on the platform and the company has not yet been studied and analyzed, so the next research will focus on whether the complementary resources have a significant impact on the performance of platforms and companies.

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