

GUILIN TOURISM UNIVERSITY · 桂林旅游学院

CHAPTER 1

Ecommerce and Cross-border Ecommerce

电商与跨境电商

A bilingual lecture series for international students · 面向留学生的双语课程 (6 sessions)

2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

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“The “e” in ecommerce has been an overwhelming success around the world.”

教材开篇语：把商务电子化，是过去三十年最成功的一次技术改造。

04

SESSION 04 OF 6

1994, three stages, and the four trends of §1.4

90 minutes

讲授 + 课堂任务 + 收束

Chapter 1

How the industry got here

行业如何走到今天

IN THIS SESSION · 本节目标

- 1 Describe the three stages of ecommerce and one defining feature of each.
描述电商三个阶段，并各说出一个特征。
- 2 Explain what each stage changed about the binding constraint.
说明每个阶段改变了哪个瓶颈。
- 3 Place a business model in its stage and justify the placement.
把商业模式放回其阶段，并给出理由。
- 4 Name the four current trends and the evidence behind each.
说出当前四个趋势及各自证据。

15 min
Warm-up
案例开场

35 min
Concept
概念讲解

30 min
Task
课堂任务

10 min
Wrap
收束

THE FIRST ONLINE SALE

11 Aug 1994

A man sold a Sting CD to a friend through his website NetMarket, an American retail platform.

一个人通过自己的网站 NetMarket 把一张 Sting 的 CD 卖给了朋友。

The first consumer purchase from a business over the web.

1993

Merriam-Webster records the first known use of the word “ecommerce”.

《韦氏词典》首次收录 ecommerce 一词。

1994

Amazon is founded in Seattle; NetMarket completes the first online sale.

亚马逊在西雅图成立；NetMarket 完成首笔在线销售。

Late 1994

AT&T, Volvo and Sprint place the first banner advertisements on Hotwired.

AT&T、沃尔沃、Sprint 在 Hotwired 投放首批横幅广告。

Early 1995

Netscape and InfoSeek begin selling banner ad space.

网景与 InfoSeek 开始出售横幅广告位。

The industry is younger than most of its own students’ parents’ careers — which is why the vocabulary is still unstable.

这个行业比多数学生父母的工作年限还短——这正是术语至今不稳定的原因。

A USEFUL CORRECTION TO A COMMON BELIEF

Ecommerce began in the United States and prospered in China, which produces and sells China-made goods to the world. The sequence is not the same as the location of the largest market today.



Each stage is defined by what stopped growth — bandwidth, then business model, then distribution of attention.

每个阶段由“什么卡住了增长”来定义：先是带宽，再是商业模式，最后是注意力分发。

Stage 阶段	Binding constraint 瓶颈	Enabling technology 使能技术	Business logic 商业逻辑
1995–2000 Invention 发明期	Bandwidth; simple goods only 带宽不足，只能卖简单商品	Static web pages, weak search, dial-up 静态网页、弱搜索、拨号上网	Vision of profit from new technology, high visibility, first-mover advantage 靠技术获利的愿景、追求曝光、先发优势
2001–2006 Consolidation 整合期	Business model; trust and profit 商业模式；信任与盈利	Broadband, search advertising, rich media, behavioural targeting 宽带、搜索广告、富媒体、行为定向	Traditional firms use the web to strengthen position; brand extension beats new brands 传统企业用网络强化地位；品牌延伸胜于造新牌
2007–now Reinvention	Attention; differentiation	Smartphones, social networks, apps, cloud, analytics	Social, mobile, local; user-generated content; on-demand services

Read the column “binding constraint” downwards: the industry did not get easier, it changed which problem had to be solved

注意读“瓶颈”一列：行业并没有变容易，只是必须先解决的问题换了。

Layer 3 2007 –

Social, mobile, local 社交、移动、本地

Live-stream selling, social feeds, app-based local services, on-demand delivery.

直播带货、社交信息流、基于应用的本地服务、按需配送。

Layer 2 2001 – 2006

Search and rich media 搜索与富媒体

Search advertising, video ads, behavioural targeting, e-mail campaigns.

搜索广告、视频广告、行为定向、邮件营销。

Layer 1 1995 – 2000

Static catalogue 静态目录

A product page, a shopping cart, a payment form — still the base of every order.

商品页、购物车、支付表单——仍是每笔订单的底座。

THE TEST

Which layer does this model actually depend on? A live-stream seller still needs layer 1 to take the order.

WHY IT IS NOT A LADDER

No firm switched on a date. Layers accumulate; older logic keeps running underneath.

FOR YOUR ANALYSIS

Dating a model tells you which costs it was designed to avoid.

01 Social, mobile, local

社交、移动、本地

Growth concentrates in new markets — the Middle East, South-East Asia and Africa; most social commerce happens locally in apps.

增长集中在中东、东南亚与非洲等新兴市场；社交电商多以本地应用形式发生。

Regional growth

区域增长

02 The app ecosystem

应用生态

Almost 2.8 billion people used mobile apps in 2020; mobile marketing and advertising kept growing at very high rates.

2020 年全球约 28 亿人使用移动应用；移动营销与广告持续高速增长。

2.8 bn users

28 亿用户

03 Data safety and privacy

数据安全和隐私

Data is treated as part of national security and of individual rights; consumers in the EU and North America withdraw trust after a leak.

数据被视为国家安全与个人权利的一部分；欧美消费者在泄露后迅速失去信任。

Trust as an asset

信任即资产

04 ESG concerns

ESG 议题

Fast fashion is producing more clothes and more pollution; labour protection and local market protection attract more attention.

快时尚带来更多衣物与污染；劳动保护与本地市场保护受到更多关注。

Green and low-carbon

绿色低碳

Note what the textbook does not claim: these are directions, not forecasts with dates. Treat them as questions to test.

注意教材没有说的事：这些是方向，不是带日期的预测；应当作待检验的问题。

CAUTION 1 · 提醒一**Not every market climbs the same ladder.**

A market can adopt mobile payment before desktop retail matures, then backfill the web layer. Reading the three stages as a queue misreads that market.

有的市场先普及移动支付，再补网页零售；把三阶段当队列会看错它。

CAUTION 2 · 提醒二**A trend is not a prediction.**

“Social, mobile and local will grow” is a direction. It gives you no number, no date and no threshold — so it cannot be tested, only observed.

“会增长”是方向，不给数字、不给时点、不给阈值，因此只能观察不能检验。

SO WHAT SHOULD YOU DO WITH A TREND CLAIM? · 拿到趋势论断该怎么处理**1****Convert it into a measurable statement**

转换成可测量的陈述

“Social commerce in South-East Asia grew by X% in year Y.”

“东南亚社交电商在 Y 年增长 X%。”

2**Check the scope before the size**

先看口径，再看大小

Does it include services? Which markets? Which platform?

是否含服务？哪些市场？哪个平台？

3**Ask who benefits from the framing**

问谁从这种表述中获益

A platform's own report is marketing as well as data.

平台自报既是数据，也是营销。

A A live-stream seller with a shopping cart in the stream

直播间挂购物车

Stage: _____ Why: _____

阶段 / 理由

B A brand's static catalogue site with a cart and a payment form

品牌静态目录站, 带购物车与支付表单

Stage: _____ Why: _____

阶段 / 理由

C A retailer bidding on search keywords and running video ads

零售商竞投搜索关键词并投视频广告

Stage: _____ Why: _____

阶段 / 理由

D A QR-code order at a table in the same city

同城扫码点单

Stage: _____ Why: _____

阶段 / 理由

THE POINT OF THE EXERCISE

Every one of the four still runs on the 1995 layer. The stage tells you which cost the model was built to avoid — not how modern it is.

Model C is the hardest: search advertising is a consolidation-era tool still used inside reinvention-era businesses.

C 最难: 搜索广告是整合期工具, 却仍在重构期的企业里使用。

Term 中文	Working definition 简要定义
Dot-com crash 互联网泡沫破裂	The 2000 collapse of internet-company valuations. 2000 年前后互联网公司估值大幅下跌。
Venture capital 风险资本	Money invested in young firms for equity, high risk. 以股权投资早期企业的高风险资金。
Consolidation 整合期	2001–2006: business-driven, broadband, search ads. 2001—2006：业务驱动、宽带、搜索广告。
Reinvention 重构期	2007–: social, mobile, local; user-generated content. 2007 年后：社交、移动、本地；用户生成内容。
Web 2.0 Web 2.0	Applications that let users generate and share content. 使用户生成与分享内容的应用。
Banner advertisement 横幅广告	A display ad placed on a web page, first sold in 1994–95. 网页上的展示广告，1994—95 年首次出售。
ESG 环境、社会与治理	Environmental, social and governance criteria. 环境、社会责任与公司治理标准。

THREE THINGS TO KEEP

- Each stage changed the binding constraint.
每个阶段改变的是瓶颈。
- Layers accumulate; nobody switched on a date.
层次会叠加，没有谁在某一日期切换。
- A trend is a direction, not a forecast.
趋势是方向，不是预测。

BEFORE SESSION 5

Find one headline with an ecommerce number in it. Bring the number, the year and who published it.

找一条含电商数字的新闻标题，带来数字、年份与发布者。

05

SESSION 05 OF 6

Table 2-1, scale versus penetration, and the data gap

90 minutes

讲授 + 课堂任务 + 收束

Chapter 1

How big is it, really?

到底有多大

IN THIS SESSION · 本节目标

- 1 Separate scale (how much money) from penetration (share of retail).
区分规模（多少钱）与渗透率（占零售多少）。
- 2 Compare at least three economies on 2020 data and explain why the ranking changes with the metric.
用 2020 年数据比较至少三个经济体，并解释换指标排名为何变化。
- 3 Explain why domestic online retail data cannot stand in for cross-border data.
解释为什么国内网络零售数据不能代替跨境电商数据。
- 4 Read a connectivity indicator for what it can and cannot support.
说明连接度指标能支持与不能支持什么结论。

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HEADLINE A

“Worldwide ecommerce sales passed US\$5 trillion in 2022, more than a fifth of all retail.”

2022 年全球电商销售额突破 5 万亿美元，超过零售总额的五分之一。

HEADLINE B

“B2C ecommerce was only about 18% of global retail in 2022.”

2022 年 B2C 电商仅占全球零售约 18%。

A student concludes that ecommerce is both enormous and small. Is one of the two wrong?

THE ANSWER · 答案

Neither is wrong. A counts worldwide ecommerce sales (B2B and B2C together) as a share of all retail. B counts only B2C as a share of retail. Different numerator, different denominator.

WHAT A ADDS THAT B DOES NOT

- Business-to-business transactions: components, supplies, resale.
企业间交易：零部件、耗材、转售。
- Wholesale volumes that never reach a consumer.
从未到达消费者的批发额。

WHAT B ADDS THAT A DOES NOT

- A retail denominator, so the share means something.
以零售为分母，占比才有意义。
- A consumer-only numerator, so it maps onto shopping.
仅计消费者，才对应“购物”。

SCALE · 规模

Online retail sales, usually in US dollars

Answers: how much money is moving through online channels in this market?

回答：这个市场有多少钱通过线上渠道流动？

PENETRATION · 渗透率

Online retail divided by total retail

Answers: how deeply have online channels replaced offline retail in this market?

回答：线上渠道替代线下零售的深度有多大？

penetration = online retail sales ÷ total retail sales — with the two numbers from the same year, in the same country, over the same definition of retail

Growth is a third metric

增速是第三个指标

A market can grow in value while penetration falls, if offline grows faster.

若线下增长更快，金额增长时渗透率可能下降。

Scope decides the ranking

口径决定排名

Include services, or exclude informal retail, and the order can change.

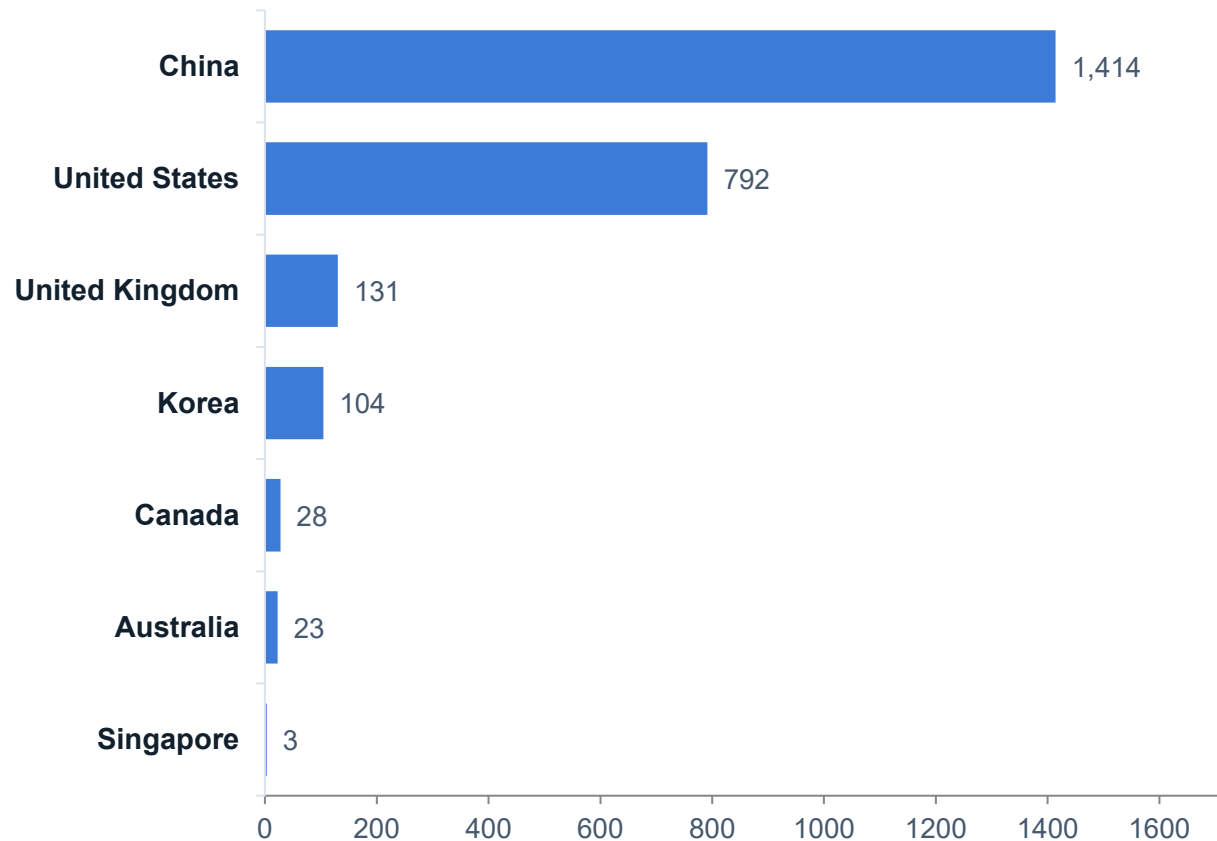
是否含服务、是否计非正规零售，都会改变排序。

Penetration is not maturity

渗透率不等于成熟度

High penetration can sit on a small, urban, high-income market.

小而城市化、高收入的市场也可能渗透率很高。

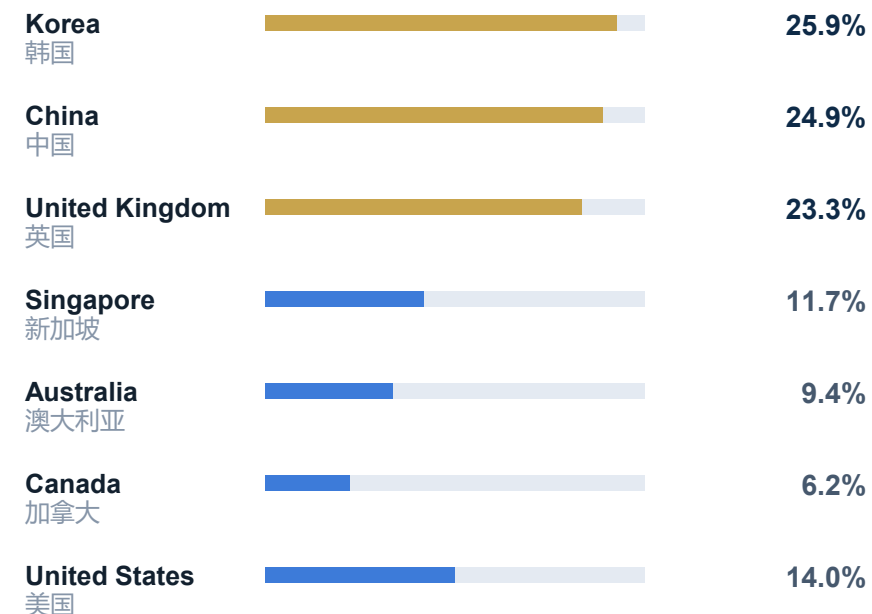


B2C online retail sales, 2020. Bars show scale only.
柱长为网络零售额（十亿美元）。

Both rankings are correct. They answer different questions — that is the whole lesson of this session.

两种排名都正确，只是回答不同问题——这就是本次课的全部要点。

THE SECOND RANKING: PENETRATION



READ THE TWO TOGETHER

China is the largest market by value; Korea and the UK are at least as digital by share.

Read the bars

读柱长

China is about 1.8× the United States and about 13.5× Korea. On scale, the gap is an order of magnitude, not a margin.

中国约为美国的 1.8 倍、韩国的 13.5 倍；规模差距是数量级，不是小幅领先。

Read the percentages

读百分比

Korea 25.9% is slightly above China 24.9%; the UK is 23.3%; the United States is only 14.0%.

韩国 25.9% 略高于中国 24.9%，英国 23.3%，美国仅 14.0%。

Read what is missing

读它没说的事

No growth rate, no profit, no cross-border trade. The chart measures 2020 online retail value and share, nothing else.

没有增速、没有利润、没有跨境贸易；它只测 2020 年的网络零售额与占比。

THE ONE SENTENCE THAT SURVIVES ALL THREE READINGS

“In 2020, China was the largest B2C online retail market in this table with a 24.9% penetration rate, while Korea and the UK were at least as deeply digitalised.”

01

Object

对象

What is being measured?

测量对象是什么?

The world / a country / a platform / a firm

全球 / 国家 / 平台 / 企业

02

Metric

指标

Which indicator exactly?

具体是哪个指标?

GMV, revenue, retail sales, penetration, users

成交额、收入、零售额、渗透率、用户数

03

Year

年份

When was it measured?

哪一年的数据?

2020 and 2022 are not comparable without care

2020 与 2022 不能随意并列

04

Source

来源

Who published it, and is it a re-quote?

谁发布, 是否为转引?

Statistics office / platform / industry estimate

统计部门 / 平台 / 行业估算

THEN — AND ONLY THEN — COMPARE

This routine is slower than reading a headline. It is also the difference between a finding and a coincidence.

- Most errors disappear at step 2, when the metric is named.
多数错误在第 2 步就消失: 说清指标。
- The rest disappear at step 4, when the source is checked.
其余在第 4 步消失: 核对来源。

If a comparison fails any one of the four labels, write “not comparable” and stop. That is a correct answer, not a failure.

四项中任一项不匹配, 就写 “不可比” 并停下——这是正确答案, 不是失败。

1 Domestic market size

国内市场规模

Source: national statistics and
来源: 国家统计与 UNCTAD

In Table 2-1, China is the largest B2C online retail market in 2020: US\$1,414.3 bn, 24.9% of retail.

表 2-1 中, 2020 年中国是全球最大的 B2C 网络零售市场: 14,143 亿美元, 占零售 24.9%。

2 Platforms and firms

平台与企业

Source: company disclosures
来源: 企业披露

Chinese platforms operate internationally; their GMV can include sales in many countries.

中国平台在国际上经营, 其 GMV 可能包含许多国家的销售。

3 Cross-border export capability

跨境出口能力

Source: customs statistics
来源: 海关统计

Customs statistics measure trade between customs territories — a different object from domestic retail.

海关统计衡量关境之间的贸易, 与国内零售是不同对象。

THE ERROR THIS PREVENTS

“China's cross-border ecommerce is as large as its domestic online retail.”

The two are counted by different authorities, on different objects, and neither covers the other.

Domestic online retail counts purchases inside China.
境内购买

Cross-border counts transactions between customs territories.
关境之间的交易

Platform GMV may include many countries; customs data may include many platforms. They do not line up neatly.

B2C is visible; B2B is larger

B2C 看得见, B2B 更大

Why the global figures are so much bigger than shopping

B2C · 企业对消费者

Visible, familiar, countable

- You are the buyer, so you can see the transaction.
你就是买家, 交易看得见。
- Measured by household surveys and platform reports.
靠住户调查与平台报告统计。
- About 18% of global retail in 2022.
2022 年约占全球零售 18%。

B2B · 企业对企业

Larger, quieter, harder to count

- You never see it; you only see its output.
你看不到它, 只看到它的产出。
- Long-term contracts, not single orders.
长期合同, 而非单笔订单。
- Makes global “ecommerce sales” much larger than shopping.
使全球 “电商销售额” 远大于购物规模。

AND THE FIRMS ARE NOT RANKED BY ONE METRIC EITHER

Alibaba, Amazon, JD, Pinduoduo, eBay, Rakuten, Mercado Libre — ranking them depends on whether you use GMV, revenue or market value.

阿里、亚马逊、京东、拼多多、eBay、乐天、Mercado Libre: 用 GMV、收入还是市值排序, 结论并不相同。

THE PRACTICAL RULE

Never mix a B2B-inclusive global figure with a single country's B2C retail figure. The difference between them is not growth.

Kenya
肯尼亚

35.0 %

互联网使用率 · internet use

Nigeria
尼日利亚

41.2 %

互联网使用率 · internet use

Bangladesh
孟加拉国

53.4 %

互联网使用率 · internet use

WHAT IT CAN SUPPORT · 能支持

- How many people could, in principle, reach an online store.
多少人原则上能够访问线上商店。
- A precondition for ecommerce, and a constraint on it.
电商的前提条件，也是约束条件。
- Comparison over time within one country.
同一国家跨时间的比较。

WHAT IT CANNOT SUPPORT · 不能支持

- How much anyone spends online.
任何人在线花了多少钱。
- Whether payment, delivery or trust actually work.
支付、配送与信任是否真正可用。
- A market size, a growth rate, or a comparison with China.
市场规模、增速，或与中国比较。

When no comparable ecommerce figure exists, the honest answer is “no comparable data” — not zero, and not a neighbour’s number.
没有可比数据时，诚实的答案是“无可比数据”，既不是零，也不是邻国的数字。

AND A WARNING ABOUT THE INDICATOR ITSELF

Survey years and methods differ between countries; missing years are gaps to be shown, not values to be interpolated without a note.

Three headlines, one wrong division

三条标题，一次错误的除法

A worked error · 教材数字的转述，非实时新闻

A 2022 global ecommerce sales above US\$5 trillion, including B2B and B2C

2022 年全球电商销售额超 5 万亿美元，含 B2B 与 B2C

B 2020 China B2C online retail US\$1,414.3 bn, 24.9% of retail

2020 年中国 B2C 网络零售 14,143 亿美元，占零售 24.9%

C 2024 Kenya internet use 35.0%

2024 年肯尼亚互联网使用率 35.0%

THE STUDENT'S MOVE

B ÷ A = “China is about a quarter of global ecommerce.”

She divides 2020 one-country B2C retail by 2022 global ecommerce including B2B.

WHY THE DIVISION IS MEANINGLESS

OBJECT

One country vs the world

一国 vs 全球 · 对象

METRIC

B2C retail vs all ecommerce including B2B

B2C 零售 vs 含 B2B 的全部电商 · 指标

YEAR

2020 vs 2022

2020 vs 2022 · 年份

SOURCE

A national table re-quoted vs an industry estimate

国家统计局转引 vs 行业估算 · 来源

Four labels, four mismatches. The problem is not the arithmetic — the question cannot be answered with these inputs.

WHAT CAN BE SAID INSTEAD

“In 2020, China was the largest B2C online retail market in Table 2-1, with a 24.9% penetration rate.”

“2020 年中国是表 2-1 中最大的 B2C 网络零售市场，渗透率 24.9%。”

THE BRIEF

Each group writes one ecommerce claim it has heard — from a news story, a platform, a lecturer.

每组写出一条听过的电商论断：来自新闻、平台或课堂。

Then label it: object · metric · year · source.

FOUR TIMED STEPS · 四步计时

- 2** Write the claim in one sentence.
把论断写成一句话。
- 4** Underline every number; write the four labels beside it.
划出每个数字，旁边写四个标签。
- 2** Mark it: supported / unsupported / cannot be answered.
标注：有支持 / 无支持 / 现有数字无法回答。
- 2** Rewrite one unsupported claim so that it holds.
把一条无支持的论断改写成成立的句子。

HOW YOU ARE GRADED ON THIS

Answering “this cannot be answered with these numbers” counts as a correct answer.

说“用这些数字无法回答”，是正确答案。

A GOOD REWRITE LOOKS LIKE THIS

✗ “China dominates global ecommerce.”

✓ “In 2020, China had the largest B2C online retail value among the seven economies in Table 2-1.”

NOTE

Two or three groups read theirs aloud. Listen for the year and the source — that is where most claims break.

1 Which indicator is closest to “the total value of goods traded on a platform”?

哪个指标最接近“平台成交商品的总价值”？

A Platform net profit

B GMV

C Revenue

D Average order value

2 In Table 2-1, what share of total retail did China’s online retail represent in 2020?

表 2-1 中，2020 年中国网络零售占零售总额的比例是？

A 14.0%

B 18.0%

C 24.9%

D 25.9%

3 China’s domestic B2C online retail can stand in for its cross-border ecommerce. True or false?

中国国内 B2C 网络零售数据可以直接代表其跨境电商规模。

A True

B False

4 Which best describes the period after 2007?

以下哪项最符合 2007 年后的阶段？

A Social, mobile and local

B Static web ads only

C First venture capital

D Ordering by telegraph

5 Which pair can be compared without any adjustment?

哪一组比较无需任何调整即成立？

A 2022 global incl. B2B vs 2020 China B2C

B 2024 Kenya connectivity vs 2020 China penetration

C 2021 global retail ecommerce vs 2025 China exports

D 2020 China penetration vs 2020 Korea penetration

Answers: 1-B, 2-C, 3-False, 4-A, 5-D.

答案：1-B, 2-C, 3-错误, 4-A, 5-D。

Term 中文	Working definition 简要定义
Online retail sales 网络零售额	Retail value transacted through online channels. 通过线上渠道完成的零售金额。
Penetration 渗透率	Online retail divided by total retail. 网络零售占零售总额的比例。
GMV 成交总额	Total value of goods sold on a platform; not its revenue. 平台成交商品总额，不等于平台收入。
B2C / B2B 企业对消费者 / 企业对企业	Selling to consumers vs selling to businesses. 面向消费者销售 / 面向企业销售。
Digital buyer 数字买家	A person who buys online in a given period. 在特定时期内在线购买的人。
Connectivity 连接度	Share of a population using the internet. 使用互联网的人口比例。
Data gap 数据缺口	No reliable comparable data — not a value of zero. 缺少可靠可比数据，而非数值为零。

THREE THINGS TO KEEP

— Scale and penetration answer different questions.
规模与渗透率回答不同问题。

— Four labels before any comparison.

比较前先贴四个标签。

— A gap is not a zero.

缺口不等于零。

BRING TO SESSION 6

Your chain diagram and the four labels you wrote.
Session 6 puts a price and a risk on every box.

带上你自己的链条图与四个标签，第六次课给每一格定价、定风险。

06

SESSION 06 OF 6

§1.6 – 1.8, the chapter in one page, and the group workshop

90 minutes

讲授 + 课堂任务 + 收束

Chapter 1

Advantages, challenges, synthesis

优势、挑战与综合

IN THIS SESSION · 本节目标

- 1** State five advantages and seven challenges, and say who bears each.
说出五项优势与七项挑战，并说明各自由谁承担。
- 2** Explain the social cost of ecommerce without collapsing into optimism or alarm.
说明电商的社会成本，既不盲目乐观也不危言耸听。
- 3** Apply one four-question routine to any claim about cross-border ecommerce.
用一套四问法检验任何跨境电商论断。
- 4** Present a group assessment of one order chain, with risks and remedies.
小组汇报一条订单链的评估、风险与对策。

15 min
Warm-up
案例开场

35 min
Concept
概念讲解

30 min
Task
课堂任务

10 min
Wrap
收束

01 Convenience

便利

24 hours a day, 7 days a week; revenue while you sleep.

全天候营业，睡觉时也能成交。

Benefits: Buyer and seller

买卖双方

02 More selections

更多选择

Online stores carry a wider array than a shop, plus exclusive inventory.

线上品类多于实体店，还有独家库存。

Benefits: Buyer

买家

03 Low start-up cost

启动成本低

No storefront: no rent, insurance, building maintenance or property tax.

无需门店：省去租金、保险、维护与房产税。

Benefits: Seller

卖家

04 International sales

国际销售

As long as you can ship — international logistics, overseas warehouse, or FBA.

只要能发货：国际物流、海外仓或 FBA。

Benefits: Seller

卖家

05 Easier retargeting

更易再营销

Ads, directed campaigns and pop-ups follow the browsing customer.

广告、定向活动与弹窗可跟随浏览者。

Benefits: Seller

卖家

Four of the five advantages are the seller's. Only one is purely the buyer's — remember that when a platform advertises

“五项中有四项是卖家优势”，只有一项纯属买家——平台宣传“消费者获益”时可留意这一点。

Challenge 挑战	What it means in practice 具体表现	Borne mainly by 主要承担者
Limited customer service 客服受限	No one to demonstrate the product in person; chat is a substitute, not an equivalent. 无人当面演示；在线客服只是替代品。	Buyer 买家
No instant gratification 缺乏即时满足	Waiting for delivery; on international routes it can run into months. 等待收货；跨境线路可能长达数月。	Buyer 买家
Cannot touch the product 无法接触商品	Images do not tell the whole story; return logistics is slow and expensive. 图片无法反映全貌；逆向退货慢且贵。	Buyer, then seller 买家，其次卖家
Fierce competition, strict rules 竞争激烈、规则严格	Low entry attracts competitors; SEO and PR become permanent costs; supervision tightens. 低门槛引来竞争者；SEO 与公关成为长期成本；监管趋严。	Seller 卖家
Moral and social problems 道德与社会问题	Local shops close; unemployment rises; privacy and data protection are at risk. 本地店铺关闭；失业上升；隐私与数据风险。	Government, society 政府与社会
High traffic cost 流量成本高	Search and social advertising get more expensive every year. 搜索与社交广告费用逐年上升。	Seller 卖家

Four of the seven fall on the seller. That is why the “low barrier to entry” advantage and the “fierce competition” challenge are the same fact.
前中有四项目落在卖家身上——这正是“门槛低”与“竞争激烈”其实是同一个事实。

What it gives

它带来什么

- Access for small firms that no shop could offer
- 小企业获得门店无法给予的触达
- Lower search cost for buyers in thin markets
- 稀薄市场中的买家搜索成本下降

What it takes

它拿走什么

- Footfall from local shops, and the jobs attached
- 本地店铺的客流与随之的就业
- Tax base, when sales shift to foreign platforms
- 销售转向境外平台时的税基

What policy does

政策做什么

- Tariff and tax rules on low-value parcels
- 低值包裹的关税与税收规则
- Consumer protection and data rules
- 消费者保护与数据规则

THE BALANCED SENTENCE · 平衡的表述

Ecommerce lowers the cost of reaching a buyer and raises the cost of being found. Whether that is good depends on who you were before it arrived.

电商降低了触达买家的成本，却抬高了被发现的成本；好坏取决于你在它到来之前是谁。

The textbook lists both the advantages and the drawbacks; a good answer does the same, and then says who bears which.

教材同时列出优势与弊端；好的回答也如此，并进一步说明各自由谁承担。

Four questions for any claim

任何论断都先过四问

The whole chapter in one routine

1

Which scope?

哪一种口径?

Platform, journey, or firm-wide?

平台、旅程，还是企业整体?

2

Which element makes it cross-border?

哪一要素使其跨境?

Customs territory, settlement, delivery — and the evidence.

关境、结算、交付——以及证据。

3

Which box in the chain?

链条上的哪一格?

Who controls it, what record proves it.

谁控制，什么记录能证明。

4

Which metric, year and source?

哪个指标、年份与来源?

And is it comparable with the other number?

与另一个数字是否可比?

RUN THE FOUR IN ORDER — THEY ARE NOT INTERCHANGEABLE

Most bad arguments skip question 1 and jump to question 4, then compare two numbers that were never the same thing.

SO WHAT DOES A COMPLETE ANSWER TO THE PHONE CASE LOOK LIKE? · 手机壳案例的完整回答长什么样

Scope

口径

Broad ecommerce, one transaction

广义电商，一笔交易

Elements

要素

All three hold, each with a record

三项齐备，各有记录

Chain

链条

Eight boxes; weakest link named

八个环节；指出最弱一环

Metric

指标

Not in the retail statistics; customs data

only
不进零售统计，仅进海关数据

THE TASK

Take your chain from Session 2. Put a cost line and a risk on every box, then choose the three that matter most.

给每一格标一条成本线与一项风险，再选出最重要的三项。

Buyer

买家

What you paid, and what you did not expect.

Seller

卖家

What you control, and where cash is trapped.

Platform

平台

Which rules you set, and which you only enforce.

Clearance / carrier

通关 / 承运

Which delay is yours, and which is the consignment's.

DELIVERABLE · 产出

- One diagram with cost lines
一张标注成本线的链条图
- Three risks, ranked by time-to-cash-gap
三项风险，按“多久变成现金缺口”排序
- One remedy per risk, with the party who must act
每项风险一条对策，并写明由谁行动
- Two minutes to present
两分钟汇报

HOW GROUPS ARE SCORED

- ✓ Names a box, not a mood
指出具体环节，而不是情绪
- ✓ Separates what the seller controls from what it does not
区分卖家可控与不可控
- ✓ Prices the risk, even roughly
给风险定价，哪怕只是粗略
- ✓ Says who must act, and what they must do
说明由谁行动，做什么

1.1 Definition of ecommerce 电商的定义 Electronic completion, not the object.	1.1.1 Narrow sense 狭义 Third-party platform transactions.	1.1.2 Broad sense 广义 Marketing to after-sales.	1.1.3 Pan-ecommerce 泛电商 Any digitally conducted business.	1.2 Cross-border ecommerce 跨境电商 Three elements, all three.	1.2.1 Participants 参与主体 Sellers, platforms, buyers, services.	1.2.2 Ecosystem 生态系统 Figure 1-3; four flows and services.
1.3 Traditional commerce 与传统商务的区别 Reach, channel, intermediaries.	1.4 Trends 趋势 Social, mobile, local; apps; data; ESG.	1.5 Development 发展 Invention, consolidation, reinvention.	1.6 Advantages 优势 Five, and mostly the seller's.	1.7 Challenges 挑战 Seven, and four fall on the seller.	1.8 Three words 三者辨析 Ecommerce, ebusiness, digital commerce.	2.x Measurement 测量 Scale, penetration, scope, gaps.

If you can answer the four questions in the previous slide, you can place any claim on this map.

只要能回答上一页的四问，任何论断都能放回这张地图。

WHAT COMES NEXT

Chapter 2: business models and market size — B2B, B2C, C2C, platform and direct-to-consumer, and the numbers behind them.

第二章：商业模式与市场规模——B2B、B2C、C2C、平台与直营，以及背后的数据。

Bring: your chain diagram, your four labels, and one claim you could not verify.

Textbook

教材

Chapter 1 §1.1–1.8 and Chapter 2 §2.2.2–2.2.3, §2.3.2, §2.8; Figure 1-3, Figure 1-4, Table 2-1.

第一章 §1.1—1.8、第二章 §2.2.2—2.2.3、§2.3.2、§2.8；图 1-3、图 1-4、表 2-1。

Laudon & Traver (2022)

教材引用

Stages of ecommerce development, Figure 1-4, p. 64.

电商发展阶段，图 1-4，第 64 页。

eMarketer

行业数据

Global ecommerce forecast 2022: US\$5 trillion, 2.56 billion participants, US\$7 trillion by 2025.

2022 年全球电商预测：5 万亿美元、25.6 亿参与人口、2025 年 7 万亿美元。

UNCTAD

国际组织

B2C online retail statistics, Table 2-1 (2020 data).

B2C 网络零售统计，表 2-1（2020 年数据）。

World Bank WDI

世界银行

Internet users (% of population), IT.NET.USER.ZS, 2024.

互联网使用率，IT.NET.USER.ZS，2024 年。

The Economist (2021)

拓展阅读

“The future of global ecommerce: retailers everywhere should look to China.”

《全球电商的未来：各地零售商都应看向中国》，教材阅读材料。

Where a number has no source in this list, treat it as a claim to be checked — including any number you hear in class.

凡不在上述来源中的数字，都应视为待核查的说法——包括课堂上听到的数字。

END OF CHAPTER 1

Thank you.

谢谢。

Six sessions, one order, four questions.

六个课时，一笔订单，四个问题。

NEXT SESSION

下次课

Chapter 2 · business models B2B / B2C / C2C

BRING

请携带

Your chain diagram and four labels

OFFICE HOURS

答疑

By appointment · 预约

Ecommerce and Cross-border Ecommerce · Chapter 1 · 跨境电商概论

桂林旅游学院 · 2026—2027 学年第一学期 · 宋友开