

LESSON 2

Why can a seller quote 5,000 toy cars in three days?

产业集群、专业分工与跨境电商的四种分类

Textbook §1.3 · §1.8 · §2.1 · a 90-minute bilingual lesson for international students

90 minutes
一课时

English first, Chinese support
英文在前 · 中文在后

§1.3 · §1.8 · §2.1
教材小节

2026 – 2027 Semester 1
2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

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“Traditional commerce is often conducted more locally; cross-border ecommerce is done at a wider, national or even international level.”

教材 §1.3 原文：传统商务往往在本地进行，跨境电商则在更宽的国家乃至国际层面完成。

15 min

Warm-up: the quotation

案例开场：一份三天报出的报价

A buyer asks for 5,000 toy cars. Five firms answer.

35 min

Cluster and division of labour

集群与专业分工

Why proximity and specialisation cut time and cost.

25 min

Four ways to classify a transaction

四个分类维度

Direction, actors, ownership, category width (§2.1).

15 min

Task and close

课堂任务与收束

Draw the chain, move it apart, compare lead times.

Every stage answers the same question: what makes a three-day quotation possible — and what makes it fail?

四个环节回答同一个问题：三天报出价格靠的是什麼，又会在哪里失败？

- 01 Explain how geographic concentration and specialised steps cut the time and cost of an overseas order.
解释地理集中与专业分工如何降低海外订单的时间与成本。
- 02 Distinguish a cluster from one large factory, and say what a cluster still has to coordinate.
区分产业集群与单个大工厂，并指出集群仍需哪些协调。
- 03 Classify one transaction on four dimensions: direction, actors, ownership, category width.
从货物流向、交易主体、所有权与品类宽度四个维度分类一笔交易。
- 04 Use a cluster as a case that shows structure — not as evidence of an export ranking.
把产业集群当作说明结构的案例，而不是出口排名的证据。

THE BUYER'S ENQUIRY

5,000 toy cars

五千辆玩具车

- Custom stickers 定制贴纸
- Retail packaging 零售包装
- Delivered to Hamburg 运至汉堡

- “Can you quote?” “能报价吗？”

A seller with no factory of its own answers in three days.

THE QUOTATION, STEP BY STEP · 报价由五步组成

Tooling 开模	mould shop	7 d
Sticker printing 贴纸印刷	printer	3 d
Assembly 组装	assembly workshop	5 d
Packaging 包装	packaging supplier	2 d
Consolidation 拼柜	freight forwarder	2 d

About 19 days of work — quoted in 3 days.

No single firm owns these five steps. The seller sells a network, not a factory.

没有任何一家企业拥有这五道工序；卖家卖的是一张网络，而不是一家工厂。

1 Who coordinated the five firms?

谁协调了这五家企业？

2 What changes if they sit in five provinces?

若五家企业分处五省，会改变什么？

3 Which step can proximity not speed up?

哪一步无法靠邻近加速？

TRADITIONAL COMMERCE · 传统商务

- Conducted locally, within reach of the shop.
在本地进行，限于店铺可触达的范围。
- Reach equals footfall and distance travelled.
触达范围等于客流与顾客愿意走多远。
- Intermediaries sit between producer and buyer.
生产者与买家之间隔着中间商。
- Growth means another shop, another city.
增长意味着再开一家店、再进一座城。

ECOMMERCE · 电商

- Conducted at a national or even international level.
在国家乃至国际层面进行。
- Cheaper, more efficient distribution channels.
分销渠道更便宜、更有效率。
- Small firms with narrow reach gain a wider presence.
触达窄的小企业也能获得更广的市场存在。
- Growth means another market, not another shop.
增长意味着再开一个市场，而不是再开一家店。

Textbook sentence: ecommerce gave firms with a narrow reach a wider presence, via cheaper and more efficient distribution.

教材原句：电商通过提供更便宜、更有效率的分销渠道，帮助触达范围窄的企业获得更广的市场存在。

AND A DIGITAL MARKETPLACE BEHAVES LIKE A MARKET FAIR

Xianyu
闲鱼

eBay
eBay

Etsy
Etsy

Many buyers and sellers meet in one place, as they once did at a fair — the platform only supplies the ground and the rules.

众多买家与卖家在同一场所相遇，如同昔日的集市；平台只提供场地与规则。

DEFINITION

Many linked firms and institutions concentrated in one place, running the chain from materials to sales — with specialised markets and services nearby.

大量相互关联的企业与机构集中在同一地理区域，从原材料、配件到销售形成链条，附近常有专业市场与服务商。

Chenghai toys, Yiwu small commodities.

澄海玩具、义乌小商品。

Geographic concentration

地理集中

Firms sit within minutes of each other, not provinces apart.

Linked firms

相互关联的企业

Each does one step of the same product.

A full chain

完整链条

Materials, parts, processing, sales — all present locally.

Specialised markets

专业市场

A stall or market where many suppliers can be found at once.

Support services

支撑服务

Tooling, printing, testing, freight, finance — also nearby.

A cluster is neither one big factory nor a shopping mall. It is a production-and-trade network; the market is only its most visible node.

集群既不是一家大工厂，也不是一座商场，而是生产与贸易网络；市场只是其中最容易看见的节点。

The two look similar from the buyer side: same product, same price range. They differ in who owns what, and therefore in what can go wrong.

Question 问题	One big factory 单个大工厂	An industrial cluster 产业集群
Who owns the machines? 谁拥有机器?	One owner owns all of them. 同一所有者拥有全部设备。	Independent firms each own one step. 独立企业各自拥有一道工序。
How is quality held? 质量如何保证?	By internal rules and hierarchy. 靠内部规章与层级管理。	By standards, samples and repeated dealing. 靠标准、样品与长期反复交易。
Can output change fast? 产能能否快速调整?	Only by investing or idling its own lines. 只能靠投资或让自有产线闲置。	Work moves to whichever firm has capacity. 订单流向尚有产能的企业。
What is the main risk? 主要风险是什么?	A single breakdown stops everything. 单点故障即全线停摆。	A handover fails; no one owns the delay. 交接失败，而无人对延误负责。
Who carries the coordination? 谁承担协调?	The management of the one firm. 由这一家企业的管理层承担。	A trader, a stall or a platform seller. 由贸易商、档口或平台卖家承担。

Flexibility is bought with coordination. That is why the coordinator, not the factory, is the interesting actor in a cluster.

灵活性是用协调换来的；因此在集群里，值得研究的角色是协调者，而不是工厂。

Tooling开模
模具厂

7 d

Stickers贴纸印刷
印刷厂

3 d

Assembly组装
组装车间

5 d

Packaging包装
包装供应商

2 d

Consolidation拼柜
货代

2 d

WHY THE UNIT COST FALLS

- Each firm buys only the machine its step needs.
每家企业只买本工序需要的设备。
- Workers repeat one task and make fewer errors.
工人重复单一任务，出错更少。
- No firm pays for capacity it cannot fill.
没有企业为闲置产能付费。

WHAT IT COSTS

- Every handover needs a specification and a check.
每次交接都需要规格与检验。
- More steps mean more waiting between steps.
工序越多，工序之间的等待越多。
- Small orders may not be worth splitting at all.
订单太小时，拆分反而不值得。

Days of work
工序总天数**19** days

五道工序相加，非并行

Days to quote
报价用时**3** days

协调者已有现成的工序清单

Firms involved
参与企业**5** +

无一家拥有全部工序

Specialisation lowers the cost of doing each step; it raises the cost of joining the steps. Both effects are real.

专业化降低每道工序的成本，同时抬高把工序接起来的成本；两者都是真实的。

INSIDE A CLUSTER

Re-cut a sample

重打一个样品

hours

Replace a defective part

更换一个不良配件

same day

Re-print wrong labels

重印错误的标签

hours

Load an extra pallet

临时加装一板货

same day

FIVE PROVINCES APART

Re-cut a sample

重打一个样品

3 – 5 days

Replace a defective part

更换一个不良配件

2 – 4 days

Re-print wrong labels

重印错误的标签

3 – 5 days

Load an extra pallet

临时加装一板货

2 – 3 days

The saving is not freight alone. It is the waiting between steps — the cost that never appears on an invoice.

省下的不只是运费，而是工序之间的等待——这笔成本从不出现在发票上。

Multiplied over five steps, days of waiting decide whether a small order can be promised at all.

把五道工序的等待相加，天数决定了小额订单究竟能不能承诺。

This is the mechanism behind the textbook phrase “cheaper and more efficient distribution channels”.

这正是教材“更便宜、更有效率的分销渠道”背后的机制。

Specification

规格

Two firms read the same drawing differently; the sticker does not fit the shell.

→ a delay that no single firm owns

Sample approval

样品确认

Nobody is empowered to sign off, so production starts on a guess.

→ a delay that no single firm owns

Sequence and queue

排队顺序

Each step is fast; the order waits behind other clients' orders.

→ a delay that no single firm owns

Consolidation cut-off

拼柜截关

One late carton misses the container and waits a week for the next.

→ a delay that no single firm owns

SO SOMEONE MUST COORDINATE

In most Chinese clusters that role is played by a trading company, a stall in the specialised market, or a platform seller — rarely by the factory itself.

The cluster is flexible because firms are independent; it is reliable only because someone absorbs the cost of coordination.

集群之所以灵活，是因为企业彼此独立；它之所以可靠，只因为有人承担了协调成本。

**Goods flow**

货物流

from the parts supplier downstream to the buyer · 由配件供应商流向买家

Money flow

资金流

from the buyer back to the seller and to each service provider · 由买家回流至卖家与服务商

Information flow

信息流

both ways: listing, order, sample approval, tracking, dispute · 双向：上架、订单、样品确认、跟踪、纠纷

Read the first three boxes as production, the fourth as aggregation, the fifth as demand — name the failing box first.

前三个框是生产，第四个是聚合，第五个是需求；任何一个框都可能失败，先指出框，再谈“物流不好”。

In the Chenghai case the five boxes sit within one district; moving them to five provinces adds transport, handling and quality risk between every pair of boxes.

在澄海的案例里，五个框都在同一个区；若把它们分散到五个省，每两个框之间都会增加运输、搬运与质量风险。

WHAT SITS INSIDE THE DISTRICT

- Mould shops 模具厂
- Sticker printers 贴纸印刷厂
- Assembly workshops 组装车间
- Packaging suppliers 包装供应商
- Freight forwarders 货代

All five steps of the toy order, minutes apart.

WHAT IS DOCUMENTED · 有来源的事实

A provincial pilot of “cross-border ecommerce + industrial belt”, as described by the Shantou municipal government.
汕头市政府称其为省级“跨境电商 + 产业带”试点。

A large share of China’s plastic toys is produced here.

全国很大比例的塑料玩具在此生产。

Its products are sold to more than 140 countries and regions.

产品销往 140 多个国家和地区。

Source: SRC-044 (Shantou municipal government), cited in the course teaching plan — not the textbook.

上述三条陈述来源为 SRC-044（汕头市政府），由课程教案引用，非教材原文。

WHAT THE CASE IS FOR · 这个案例用来做什么

Show a mechanism

说明机制

why a seller without a factory can still quote fast

Not prove a ranking

不证明排名

fame is visibility, not market share

Locate coordination

定位协调

the seller is the only actor who sees all five steps

A STALL IS A SHOPFRONT FOR MANY WORKSHOPS

- One buyer can assemble a whole product line in one building.
买家可在一栋楼里配齐一整条产品线。
- Each stall sits in front of hundreds of small suppliers.
每个档口背后是数百家小供应商。
- Small orders can be combined, so a single carton is possible.
小额订单可以合并，一箱也能出货。
- Price comparison happens by walking, not by searching.
比价靠走，而不是靠搜索。

WHY IT MATTERS FOR CROSS-BORDER SELLING

A foreign buyer does not need to visit hundreds of factories. The market performs the matching, and the seller performs the coordination.

海外买家不必拜访上百家工厂：市场完成匹配，卖家完成协调。

Yiwu is the physical version of the “market fair” in §1.3.

The textbook compares digital marketplaces to a market fair — Yiwu is that fair built of buildings and stalls.

教材把数字市场比作集市；义乌展示的是这座集市由楼宇与档口构成时的样子。

What the buyer gets

买家得到什么

variety, small minimums, one place to compare

What the cluster gets

集群得到什么

demand that no single workshop could reach

What it cannot do

它做不到什么

guarantee quality or a fixed lead time without a coordinator

MECHANISM CLAIM

“How does this work?”

- A single case is enough, if the steps are observable.
只要工序可观察，一个案例就够了。
- Evidence: the chain, the owners, the lead times.
证据：链条、主体、交期。
- Example: “five firms, minutes apart, quote in three days”.
例：“五家企业相距几分钟，三天报出价格”。

MAGNITUDE CLAIM

“How large is it compared with...?”

- Cases are never enough; you need comparable statistics.
案例永远不够，需要可比统计。
- Evidence: year, scope, source, coverage.
证据：年份、口径、来源、覆盖范围。
- Example: “toys are our largest export category” needs customs data.
例：“玩具是第一大出口品类”需要海关数据。

THE ONE-SENTENCE TEST

Would more cases change my claim? If yes, it is a magnitude claim and needs statistics. If no, the case is enough.

“Yiwu is famous” is about visibility; “Yiwu exports the most” is about size. Only the second needs comparable statistics.

“义乌很有名”是关于可见性的陈述；“义乌小商品出口第一”是关于规模的陈述；只有后者需要可比统计。

01

Direction

货物流向

Which way does the goods go?

Export or import?

§2.1

02

Actors

交易主体

Who is on each side?

B2C, B2B or C2C?

§2.1

03

Ownership

所有权

Who owns the goods on the platform?

Platform, platform + direct, or direct?

§2.1

04

Category width

品类宽度

How wide is the catalogue?

Comprehensive or vertical?

§2.1

The four are not alternatives. One order can be export, B2B, third-party platform and a vertical category at the same time.

四者不是互斥选项：一笔订单可以同时是出口、B2B、第三方平台与垂直品类。

This is why the textbook calls the participants dimension the most popular classification: it is the one used in everyday business language — but it answers only one of the four questions.

教材称“参与主体”维度最为流行：它是日常商业语言中最常用的一种，但它只回答了四问中的一问。

第一问：货往哪走？

EXPORT ECOMMERCE

Home market → abroad

出口电商：把本国商品卖到海外

- Export declaration, foreign standards, longer transit.
出口申报、他国标准、较长在途时间。
- Payment comes back in foreign currency or via a platform.
货款以外币或经平台回流。

IMPORT ECOMMERCE

Abroad → home market

进口电商：把海外商品引入本国市场

- Import duty, labelling and product standards bite here.
进口关税、标签与产品标准在此生效。
- Trust and after-sales are usually the hard part.
信任与售后通常是最难的部分。

THE SAME GROUP CAN RUN BOTH · 同一集团可以同时做两种

alibaba.com

exporting B2B

出口 B2B

AliExpress

exporting B2C

出口 B2C

Tmall Global

importing B2C

进口 B2C

Kaola

importing B2C

进口 B2C

Textbook example: Alibaba runs both directions — alibaba.com and AliExpress export; Tmall Global and Kaola import.

教材例：阿里同时经营两个方向——alibaba.com 与速卖通做出口，天猫国际与考拉做进口；考拉 2019 年被阿里以 20 亿美元收购。

Direction is the first question because it decides which customs, which tax and which standards apply.

之所以先问流向，是因为它决定适用哪一套海关、税务与标准。

第二问：交易双方是谁？

B2C

企业对消费者

A business sells to an individual consumer.

企业向个人消费者销售。

A shop selling shoes to a student.

网店把鞋卖给一个学生

decision maker: the household

B2B

企业对企业

A business sells to another business.

企业向另一家企业销售。

A factory quoting 5,000 units to a wholesaler.

工厂向批发商报 5000 件

decision maker: the buyer's firm

C2C

消费者对消费者

A consumer sells to another consumer.

消费者向另一名消费者销售。

Selling old furniture on eBay.

在 eBay 上卖掉旧家具

decision maker: another person

DERIVATIVES YOU WILL MEET · 常见衍生模型

D2C / DTC

direct to consumer

品牌直接触达消费者

B2B2C

business via business to consumer

企业经中间企业触达消费者

C2B

consumer to business

消费者向企业提供或定制

The textbook calls this the most popular classification in cross-border ecommerce — and it is, in ordinary business language.

教材称这是跨境电商中最流行的分类；在日常商业语言中确实如此。

Platform model

平台模式

The platform only provides the space;
sellers own the goods.

平台只提供场地，商品归卖家所有。

Amazon, Taobao, Tmall

亚马逊、淘宝、天猫

Platform + direct

平台 + 自营

The operator sells its own goods and also
invites other sellers.

平台自营，同时引入其他卖家。

Jingdong (jd.com, jd.hk)

京东

Direct operating

自营模式

The operator buys from producers and
owns all the goods it sells.

自营方从生产商采购，拥有全部在售商品。

Walmart, Sheln, Lightinthebox

沃尔玛、希音

	Platform model 平台模式	Platform + direct 平台 + 自营	Direct operating 自营
Who sets the price? 谁定价?	The seller 卖家	Both 两者都有	The operator 自营方
Who owns the customer? 客户归谁?	The seller 卖家	Shared 共享	The operator 自营方
Who carries returns? 退货由谁承担?	The seller 卖家	Split 分担	The operator 自营方

Ownership decides who controls the listing, the price and the customer data — not who appears on the page.

所有权决定谁控制商品页、价格与客户数据，而不是谁出现在页面上。

COMPREHENSIVE · 综合平台

Horizontal platform

- Sells general products across many categories.
销售多个品类的一般商品。
- Competes on traffic, logistics and price.
以流量、物流与价格竞争。
- Buyers arrive to search, not to browse a niche.
买家来搜索，而不是逛一个细分市场。

VERTICAL · 垂直平台

A niche market

- Focuses on one category: 3C, fashion, mother and baby, wedding dress.
聚焦单一品类：3C、时尚、母婴、婚纱。
- Competes on depth of assortment and expertise.
以品类深度与专业度竞争。
- Risk: a narrow category can shrink under it.
风险：品类过窄时，市场收缩会直接冲击平台。

THE TEXTBOOK EXAMPLE · 教材例子

Sheln was one of the most successful vertical fashion platforms; since the end of 2022 it has been reported to expand beyond fashion categories.

希音曾是最成功的垂直时尚平台之一；据报道，2022 年底以来它已开始向时尚以外的品类扩展。

WHY WIDTH IS A SEPARATE QUESTION

Width decides how a buyer searches and compares — and whether a seller competes on breadth of stock or on depth in one line.

THE ORDER

A German buyer orders 500 toy cars from a Chenghai factory through a third-party B2B platform.

德国买家通过第三方 B2B 平台，向澄海工厂订购 500 辆玩具车。

Four answers, one order.

Direction
货物流向

Export
出口

export declaration, foreign product rules

Actors
交易主体

B2B
企业对企业

the buyer is a firm, not a household

Ownership
所有权

Platform model
平台模式

the factory owns the goods; the platform owns the rules

Category width
品类宽度

Vertical
垂直

toys only, not a general catalogue

Change one label and the order changes: a household buyer makes it B2C; the factory's own site makes it direct.

改变任一标签，订单就变：买家换成家庭即 B2C；改为工厂自有站点即自营；平台兼卖杂货即综合平台。

This is what §2.1 is for: not to memorise four lists, but to ask four questions before comparing two orders that look alike.

这就是 §2.1 的用处：不是背四张清单，而是在比较两笔看似相同的订单之前，先问四个问题。

每个标签都改变一件具体的事

Direction 货物流向	Customs, duty, standards and transit time. 报关流程、关税、产品标准、在途时间。	You price an export order at domestic cost. 用国内假设去报一笔出口订单。
Actors 交易主体	Who decides; order size; payment terms. 谁做决策、订单规模、付款条件、售后路径。	You build a retail page for a B2B buyer. 给采购经理准备了一个零售页面。
Ownership 所有权	Who controls listing, price and customer data. 谁控制商品页、价格与客户数据。	You blame the platform for the seller price. 把卖家定的价格怪到平台头上。
Category width 品类宽度	How buyers search; depth versus breadth. 买家如何搜索与比较；深度还是广度。	You plan stock for a niche that browses. 为一个靠逛而非靠搜的细分市场备货。

A wrong label does not just misdescribe the order; it misplaces the cost, the risk and the responsible party.

标签贴错不只是描述错误，它会把成本、风险与责任方都放错位置。

Ecommerce

电商

The online purchase and sale of goods and services via the Internet.

通过互联网在线买卖商品与服务。

unit: A transaction

Ebusiness

电子商务（企业）

The entire process of running a company via the Internet and intranet.

通过互联网与内网运营一家企业的全过程。

unit: A firm

Digital commerce

数字商务

Ebusiness and ecommerce conducted digitally, seen as flows of data.

以数字化方式开展，并从数据流视角看待的商务活动。

unit: Information

THE TEXTBOOK SENTENCE

'Ecommerce could be one part of running an ebusiness.' Digital commerce covers a much broader scope, including businesses such as game playing.

WHY THIS MATTERS FOR A SUPPLIER · 对供应商为什么重要

Joining a platform is only the ecommerce part. Whether the seller can actually coordinate five firms depends on internal systems, e-documents and stock visibility — the ebusiness part.

入驻平台只是“电商”那一部分；卖家能否真正协调五家企业，取决于内部系统、电子单据与库存可见性——那是“电商企业”那一部分。

So the supply advantage of a cluster is geographic and organisational at the same time.

因此，产业集群的供给优势同时是地理的，也是组织的。

Draw the chain, then move it apart

画出链条，再把它拆开

12 minutes, in groups · 12 分钟小组任务

3

List the five steps

列出五道工序

For 5,000 toy cars: tooling, stickers, assembly, packaging, consolidation.

4

Put each step in a box

每步放进一个框

Write who does it and how many days it takes (use your own indicative numbers).

3

Move the boxes to five provinces

把五个框移到五个省

Add transit and handling days between every pair of boxes.

2

Name the worst step

指出受影响最大的一步

Which step suffers most, and what new coordination task appears?

WHAT YOU PRODUCE

Two versions of the chain —
concentrated and dispersed — each
with a lead-time estimate.

两版链条：集中与分散，各附一个交期估计。

One diagram per group, on paper.

WHAT WE COMPARE AFTERWARDS

- Which step did every group call worst?
各组都认为哪一步最糟？
- Did anyone add quality inspection?
有小组加了质检吗？
- Which step can distance not speed up?
哪一步与距离无关？

The point is not exact days: a dispersed chain adds steps that produce nothing — handling, waiting and checking.

重点不是算出正确天数，而是看见：分散的链条增加了并不产出的环节——搬运、等待与检验。

Five things that are usually wrong

五个常见错误说法

✗ *"A cluster is just one giant factory."*

“集群就是一家巨型工厂。”

✓ It is a network of independent firms; the key capability is coordination, not ownership.

它是独立企业的网络；关键能力是协调，而不是所有权。

✗ *"Being close always lowers total cost."*

“靠得近总能降低总成本。”

✓ Proximity cuts transport and waiting, but adds coordination, inspection and capacity risk.

邻近减少运输与等待，却增加协调、检验与产能风险。

✗ *"The four dimensions are four separate lists."*

“四个维度是四张互斥清单。”

✓ They are four questions about one order. One order carries four labels at once.

它们是对同一笔订单的四个问题；一笔订单同时带四个标签。

✗ *"A famous cluster must export the most."*

“著名集群的出口一定最多。”

✓ Fame is visibility. Rank needs comparable statistics with a year and a scope.

知名度是可见性；排名需要注明年份与口径的可比统计。

✗ *"Division of labour means offshoring."*

“专业分工就是把工序外包到国外。”

✓ It can happen inside one city — Chinese clusters are the clearest case.

分工可以在同一座城市内发生，中国集群就是最清楚的例子。

Each of these turns into a statistical or an analytical error later in the course.

这些说法在后续课程里会分别变成统计错误或分析错误。

Industrial cluster

产业集群

Linked firms and institutions concentrated in one area, with markets and services nearby.

Division of labour

专业分工

Production split into steps, each done by a specialised firm.

Specialised market

专业市场

A physical market where many suppliers of one product line trade.

Lead time

交期

The time from order to delivery, including waiting between steps.

Consolidation

拼柜 / 集运

Combining several shipments into one container or one departure.

Export ecommerce

出口电商

Selling domestic goods into an overseas market.

Import ecommerce

进口电商

Bringing overseas goods into the domestic market.

Platform model

平台模式

The platform supplies space and rules; sellers own the goods.

Direct operating

自营模式

The operator buys the goods, owns them and sells them itself.

Vertical platform

垂直平台

A platform focused on one category rather than many.

Anchor each term to its object: a cluster is a network, a platform model is ownership, a vertical platform is width.

记定义时要带上它作用的对象：集群是网络，平台模式是所有权安排，垂直平台是宽度。

Which observation best shows that a cluster, not one factory, produced the quote?

哪一项最能说明报价来自集群而非一家工厂？

A A low price
价格低

B Five firms, each one step, handing over within hours
五家企业各做一步，数小时内交接

C A long delivery time
交货期长

A German firm buys 500 toy cars through a third-party B2B platform. Which set of labels fits?

德国企业通过第三方 B2B 平台购买 500 辆玩具车，标签组合是？

A Export · B2B · platform · vertical
出口 · B2B · 平台 · 垂直

B Import · B2C · direct · comprehensive
进口 · B2C · 自营 · 综合

C Export · C2C · platform · comprehensive
出口 · C2C · 平台 · 综合

Which claim needs comparable customs statistics?

哪一句需要可比的海关统计？

A “Five firms are needed for this order.”
“这笔订单需要五家企业。”

B “Proximity shortens sampling.”
“邻近缩短打样时间。”

C “Toys are Chenghai’s largest export category.”
“玩具是澄海最大的出口品类。”

Why is division of labour not the same as offshoring?

为什么专业分工不等于外包到国外？

A Because wages abroad are lower.
因为国外工资更低。

B Because it can happen inside one city.
因为它可以在同一座城市内发生。

C Because it removes all coordination.
因为它消除了全部协调。

Answers: 1 B · 2 A · 3 C · 4 B. Question 3 is most often missed — a magnitude claim dressed as a description.

答案：1 B · 2 A · 3 C · 4 B。第 3 题最常出错：它其实是披着描述外衣的规模主张。

1 A cluster is a network, not a factory.

集群是网络，不是工厂。

The seller sells five firms' capacity, and buys their coordination.

2 Proximity buys time, not just freight.

邻近买来的是时间，不只是运费。

Sample, replacement and loading happen in hours instead of days.

3 Coordination is the real product.

协调才是真正的产品。

Without a coordinator, independence becomes delay.

4 Every order carries four labels.

每笔订单带四个标签。

Direction, actors, ownership, width — and each one changes a cost.

BEFORE THE NEXT LESSON

Pick one product to buy at home and one to sell abroad; label both on four dimensions.

选一件本国能买到、一件能卖到国外的商品，按四个维度贴标签。

Read: §2.2.2 – 2.3.2 (B2C and B2B)

阅读：§2.2.2—2.3.2 (B2C 与 B2B)

ONE SENTENCE TO REMEMBER

A three-day quotation is a coordination result, not a factory result.

三天报出的价格，是协调的成果，不是工厂的成果。

Next lesson turns to scale: how large is this trade, and why two correct numbers can still be incomparable.

下一课转向规模：这个市场到底有多大，以及为什么两个都正确的数字依然无法比较。

Textbook §1.3

教材 §1.3

Difference with traditional commerce; digital marketplaces as a market fair.

与传统商务的区别；数字市场如同集市。

Textbook §1.8

教材 §1.8

Ecommerce, ebusiness and digital commerce.

电商、电商企业与数字商务的辨析。

Textbook §2.1

教材 §2.1

Four ways of classifying cross-border ecommerce; Alibaba, JD, Sheln examples.

跨境电商的四种分类；阿里、京东、希音的示例。

SRC-044

汕头市政府

Chenghai as a provincial pilot of “cross-border ecommerce + industrial belt”.

澄海为省级“跨境电商 + 产业带”试点。

Course teaching case

课程教学案例

The 5,000-toy-car enquiry: fictional, used for analysis only.

5000 辆玩具车的询价：教学虚构，仅用于分析。

Cluster facts come from the teaching plan and its cited sources, not the textbook — keep that distinction.

集群相关事实来自课程教案及其引用来源，不是教材原文；写作时要把这一区别标清楚。

Thank you

谢谢

Next: how large is cross-border ecommerce — and why two correct numbers can still be incomparable.

Read before next lesson · §2.2.2 – 2.3.2

Bring your labelled product · 带上贴好四个标签的商品

Course · 跨境电商概论 Cross-border Ecommerce · Lesson 2

