

LESSON 4

Who really supplies the order?

B2B 模式：四类主体，一笔 shipment

Textbook §2.3.1 – §2.3.4 · 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

§2.3 · B2B model
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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“A business order is defined by who buys it and why — not by how large the order is.”

一句话先记住：B2B 由买家与用途定义，而不是由订单大小定义。

15 min

Warm-up: the quotation

案例开场：三份报价

A Lagos buyer needs 2,000 locks; three quotes arrive.

35 min

B2B and four actors

B2B 与四类主体

Define B2B; separate factory, stall, trader, platform.

20 min

Platform and cost

平台与成本

Membership fees as acquisition cost; B2B vs B2C.

20 min

Task and close

课堂任务与收束

Compare three quotes on five columns; recommend.

Every stage returns to the same question: who actually supplies the order, and why does the cheapest unit price not mean the cheapest order?

四个环节回到同一个问题：这笔订单到底由谁供货，为什么单价最低不等于订单最便宜？

01

State the core features of a B2B transaction and compare it with a B2C purchase.

说出 B2B 交易的核心特征，并与 B2C 购买对比。

02

Distinguish factory, trader, wholesale stall and B2B platform by role and source of income.

按角色与收入来源区分工厂、贸易商、批发档口与 B2B 平台。

03

Explain how a B2B platform charges sellers, and why that fee is an acquisition cost.

解释 B2B 平台如何向卖家收费，以及为什么这笔费用属于获客成本。

04

Compare three quotes for the same order and give a recommendation under stated conditions.

比较同一订单的三份报价，并在明确条件下给出建议。

BEFORE THIS LESSON · 前置知识 (第 3 课)

- Industrial clusters and division of labour.
产业集群与专业分工。
- The four dimensions of a transaction (§2.1).
交易的四个分类维度 (§2.1) 。
- A case where one seller coordinated five firms.
一个卖家协调五家企业的案例。

You already know that one seller can sit in front of many producers. Lesson 4 asks who those actors are, and how each earns.

WHAT THIS LESSON DOES · 本课作用

- Identify who actually supplies an overseas order.
识别一笔海外订单实际由谁供货。
- Show what each actor earns from the same shipment.
说明同一批货中每类主体靠什么赚钱。
- Give a method to compare competing quotes.
给出比较相互竞争的报价的方法。

§2.3 turns the cluster idea into a concrete question: which actor do I pay, and for what?

The cluster showed “many firms, one seller”. Lesson 4 names those firms and prices their roles.

集群让我们看到 “多家企业、一个卖家” ；第 4 课给这些企业命名，并为它们的角色定价。

THE BUYER'S NEED

2,000 door locks

拉各斯五金零售商，采购 2000 把门锁

A fictional enquiry, used for supply-chain analysis only — not a real transaction.

THREE QUOTES ARRIVE · 三份报价

A · Factory 工厂	\$3.20 / lock	MOQ 5,000 · 45 days 工厂交货 · 50% 定金
B · Yiwu stall 义乌档口	\$3.50 / lock	MOQ 2,000 · 2 weeks 拼单 · 买家自排运费
C · Trading co. 贸易公司	\$3.40 / lock	MOQ 2,000 · 25 days 清关拼柜 · 30% 定金

The lowest unit price (\$3.20) cannot even be ordered for 2,000 locks. Unit price alone does not answer the buyer's question.

最低的单价（\$3.20）在 2000 把的数量下根本无法成交。只比单价，回答不了买家的问题。

Why is “cheapest per lock” not the same as “cheapest order”?

Hold that question. The rest of the lesson gives you the vocabulary to answer it on five columns, not one.

先记下这个问题。本课其余部分会给你一套词汇，让你用五列而不是一列来回答它。

KEY POINTS · 学习重点

- B2B is defined by the buyer and the purpose, not by order size.
B2B 由买家与用途定义，而非订单大小。
- Each actor earns differently: make, consolidate, service, match.
每类主体收入来源不同：生产、拼单、服务、撮合。
- Compare landed cost, lead time, MOQ and risk — not unit price.
比较到岸成本、交期、起订量与风险，而非单价。

COMMON DIFFICULTIES · 可能的难点

- Treating B2B as “large amount” — a big personal buy is still B2C.
把 B2B 等同 “金额大” ——大额个人购买仍是 B2C。
- Seeing four actors as a fixed sequence — they overlap on one order.
把四类主体当固定顺序——同一批货可同时经过四者。
- Forgetting platform fees — they are part of acquiring a B2B customer.
算成本时忘记平台费——它属于获取 B2B 客户的一部分。

THE ONE-LINE RULE

“Cheapest per unit” is never a recommendation. A recommendation always carries a “if...”.

DEFINITION

A transaction between businesses — for example a manufacturer and a wholesaler, or a wholesaler and a retailer.

Textbook §2.3.1 adds three practical features.

企业之间的交易，如制造商对批发商、批发商对零售商；教材 §2.3.1 补充三个实际特征。

Larger quantities

数量更大

Orders are often larger than a consumer buys.

More specifications

规格更多

Buyers define the product they need, not a shelf item.

Longer lead time

交期更长

Production and approval take longer than a click.

Repeat purchasing

重复采购

Used in production, so buyers reorder over time.

These features explain why B2B pages centre on enquiry, quotation and samples — not a buy button.

这些特征解释了为什么 B2B 页面围绕询盘、报价与样品，而不是一个购买按钮。

为何重要，以及大小不是判据

WHY IT MATTERS · 为什么重要

- The buyer is an organisation buying for a purpose.
买家是为经营目的采购的组织。
- Approval, specifications and payment terms matter more than one click.
审批、规格与付款条件比一次点击更重要。
- A machine purchase may need a sign-off; price and terms are negotiable.
设备采购常需负责人签字，价格与条件可谈。

NOT DEFINED BY SIZE · 不由大小定义

- A firm buying one sample is still B2B.
企业买一件样品仍是 B2B。
- A person buying 100 items is still B2C.
个人买 100 件仍是 B2C。
- One seller can serve both at the same time.
同一卖家可同时服务两者。

TEXTBOOK §2.3.4

B2C consumers usually pay the same price for the same item; B2B firms negotiate price and payment terms — and B2B volume is far larger than B2C.

So the test is the buyer and the use, not the number of units. Keep this test; it dissolves most confusions.

因此判据是买家与用途，而非件数。记住这个判据，多数混淆会自然消散。

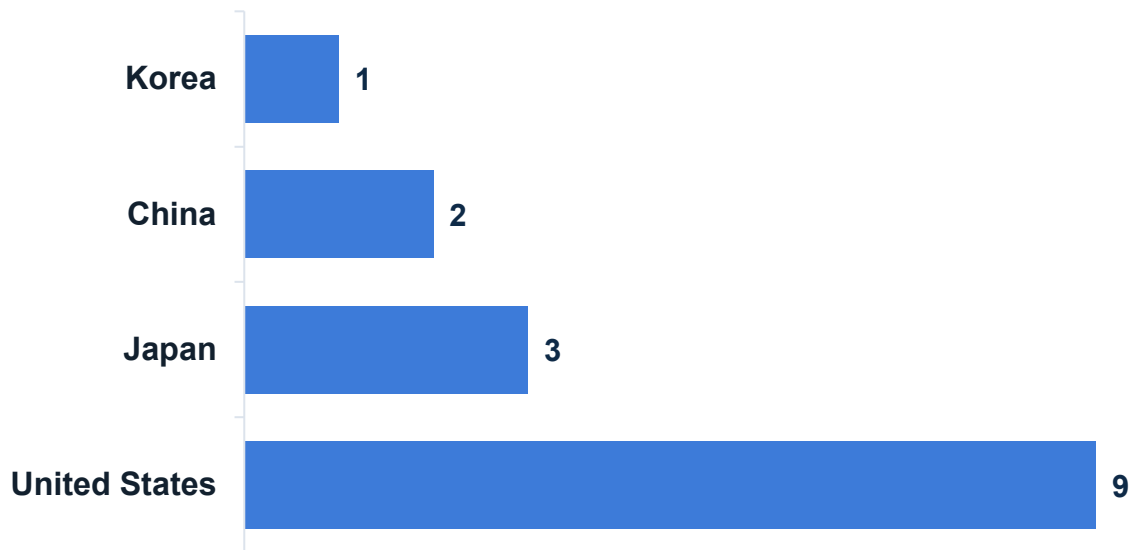
UNITED STATES, B2B

≈ \$8.3 T

美国 B2B 电商约 8.3 万亿美元

≈ 38% of the global ~\$21.84 T (B2B + B2C combined).

约占全球 (B2B+B2C 合计) 21.84 万亿的 38%。



B2B + B2C combined, approx US\$ trillion · 合计 (约万亿美元)

Read the ranking as B2B-heavy combined ecommerce. It is NOT a B2C ranking, and does not contradict “China leads in B2C online retail”.

这个排名是偏 B2B 的合计口径，不是 B2C 排行榜，也与 “中国 B2C 网络零售第一” 不矛盾。

Alibaba International

阿里巴巴国际站

International B2B market for overseas business buyers.

面向海外企业买家的国际 B2B 市场。

Charges sellers a category-based membership or service fee (textbook says up to ~¥150k / year) plus advertising.

向卖家收取按品类不同的会员或服务费（教材称最高约 15 万元/年）及广告收入。

DHgate

敦煌网

A platform built around small wholesale.

采用小批发模式的平台。

Lowers the entry size so smaller cross-border B2B can look like B2C checkout.

降低起订门槛，使较小额的跨境 B2B 看起来像 B2C 结账。

IMPORTANT CAVEAT · 重要提示

Rates and packages change. Use the official current listing (SRC-081), and do not treat the textbook figures as permanent prices.

The platform fee is a fixed cost to the seller — and that is exactly why it belongs in a unit-cost calculation.

平台费对卖家是固定成本——正因如此，它才必须进入单件成本的核算。



Goods flow

货物流

factory → consolidation → export → buyer · 由工厂流向买家

Money flow

资金流

buyer → trader/platform → factory · 由买家回流至工厂

Documents flow

单据流

contract, customs, booking through the trader or platform · 合同、报关、订舱经贸易商或平台

The four are not a fixed sequence. On one order they can overlap; the invoicing party need not be the producer.

四类主体不是固定顺序；同一笔订单中可相互叠加；开票方不一定是生产方。

Ask three questions of any quote: who produces, who consolidates, who matches — then who actually signs the contract?

对任何报价都先问三件事：谁生产、谁拼单、谁撮合——然后再问，究竟谁签合同？

Factory

Production · 生产

Production margin on capacity used

利用产能赚取生产利润

Solves: who makes it

解决：谁来制造

Trader / stall

Consolidate & export · 拼单与出口

Margin or service fee on documents & LCL

靠单据与拼柜赚取差价或服务费

Solves: category & paperwork

解决：品类与单据

B2B platform

Online match · 线上撮合

Membership / service fee + ads

会员或服务费 + 广告收入

Solves: search & verification

解决：搜索与核验

Overseas buyer

Import & resell · 批发进口

Resale profit in its home market

在本国市场赚转售利润

Bears: import & market risk

承担：进口与市场风险

Their incomes explain the price differences. A quote is not a number; it is a bundle of four different jobs.

它们的收入来源解释了报价的差异。报价不是一个数，而是四份不同工作的组合。

The same locks may pass through a factory, a Yiwu stall, a platform and a trading company at once.

Overlapping roles

角色重叠

A factory can sell direct; a trader can own a brand; a platform can offer logistics.

→ trace goods, documents and money separately

Invoicing ≠ producing

开票 ≠ 生产

The platform seller signs the contract; the factory may sit behind it.

→ trace goods, documents and money separately

Three flows, three owners

三流三主

Goods, documents and money may pass through different organisations.

→ trace goods, documents and money separately

Hidden responsibility

责任被掩盖

Ask: who signs, who inspects, who clears, who answers the claim?

→ trace goods, documents and money separately

Overlap hides responsibility. The useful habit is to draw the chain and label each actor's task, income and risk.

叠加会掩盖责任。有用的习惯是画出链条，并标注每个主体的任务、收入与风险。

TO THE SELLER · 对卖家

- A fixed annual cost to reach B2B buyers.
为触达 B2B 买家而付出的年度固定成本。
- Must be spread across the orders it helps win.
必须分摊到它帮着赢来的订单上。
- Not a commission on each transaction.
不是按每笔成交抽佣。

TO THE BUYER · 对买家

- Lowers the cost of searching and verifying suppliers.
降低搜索与核验供应商的成本。
- That is why buyers accept a price above the factory quote.
这正是买家愿意接受高于工厂报价的平台价的原因。
- Official rates vary — check SRC-081 before quoting.
官方费率会变动——报价前查 SRC-081。

Fee type
费用性质**Membership** + ads
会员/服务费加广告费To seller
对卖家**Fixed** cost
固定获客成本，分摊到订单To buyer
对买家**Lower** search
降低搜索与核验成本**When you compare platform sales with direct sales, put the membership and ad fees into the unit cost first.**

比较平台销售与直营前，先把会员费与广告费计入单件成本。

Aspect 维度	B2B 企业对企业	B2C 企业对消费者
Who buys 买家	An organisation, buying for a purpose 为经营目的采购的组织	An individual consumer 个人消费者
Price 价格	Negotiated per order 按订单谈判	Usually the same for all 通常人人相同
Payment terms 付款条件	Part of the deal (deposit, credit) 交易的一部分（定金、账期）	Paid at checkout 结账时付清
Process 流程	RFQ, samples, contract, reorder 询盘、样品、合同、返单	One click to buy 一次点击购买
Volume 业务量	Far larger in aggregate 合计规模远大于 B2C	Large but smaller 大，但小于 B2B

The same seller can run both. A garment firm may sell one shirt to a consumer (B2C) and 1,000 to a retailer (B2B) — different price, contract and delivery.

同一卖家可同时经营两者：服装企业既向消费者卖 1 件（B2C），也向零售商卖 1000 件（B2B）——定价、合同与交付都不同。

METHOD Compare on five columns, not one

用五列比较，而不是一列

The comparison method · 比较方法

Landed cost

到岸成本

goods + freight +
insurance + duty

货值+运费+保险+关税

Lead time

交期

from order to delivery

从下单到交货

MOQ

起订量

minimum the supplier
accepts

供应商接受的最低数量

Payment terms

付款条件

deposit, credit, who pays
what

定金、账期、谁付什么

Risk

风险分配

who handles failure

谁承担失败

THE RULE

“Factory is cheapest” is not a recommendation. “If you can order 5,000, wait 45 days and inspect yourself, the factory is cheapest” is.

“工厂最便宜”不是建议；“若你能订 5000 件、等 45 天并自行验货，工厂最便宜”才是。

A good comparison puts the platform fee in the right column and states the condition under which the advice holds.

好的比较把平台费或贸易商差价放在正确的一列，并写明建议成立的条件。

THE BUYER

A hardware retailer in Lagos needs 2,000 door locks.

拉各斯一家五金零售商，采购 2000 把门锁。

Fictional enquiry for supply-chain analysis only. No real prices or sales are used.

THE PROBLEM · 面临的问题

- Three quotes differ in price, MOQ, lead time, payment and export duty.
三份报价在单价、起订量、交期、付款与出口责任上不同。
- The buyer must choose — but the lowest unit price may not be the lowest landed cost or the least risk.
买家必须选择，但单价最低未必到岸成本最低或风险最小。
- This is the puzzle the lesson's vocabulary solves.
这正是本课词汇要解开的谜题。

Keep the comparison honest: we compare commercial conditions, not product quality. No real cost or sales data is used.

比较要保持诚实：我们比较的是商业条件，不是产品质量；不使用真实成本或销售数据。

Dimension 维度	A · Factory 报价 A · 工厂	B · Yiwu stall 报价 B · 义乌档口	C · Trading co. 报价 C · 贸易公司
Unit price 单价	\$3.20 / lock \$3.20/把	\$3.50 / lock \$3.50/把	\$3.40 / lock \$3.40/把
MOQ 起订量	5,000 locks 5000 把	2,000 (consolidated) 2000 (拼单)	2,000 2000
Lead time 交期	45 days 45 天	2 weeks 两周	25 days 25 天
Payment 付款条件	50% deposit 50% 定金	30% deposit 30% 定金	30% deposit 30% 定金
Export duty 出口责任	Ex-works: buyer 工厂交货：买家自理	Buyer arranges freight 买家自排运费	Docs, LCL, booking 单据·拼柜·订舱
Buyer also bears 买家另担	Freight, insurance, duty, QC 运费·保险·关税·验货	Freight & QC 运费与验货	Minimal 基本已含

For 2,000 locks, A is not executable at its price. B is fastest but leaves freight and quality to the buyer. C costs more per lock but bundles service and shifts some operational risk.

对 2000 把而言，A 在数量上不可执行；B 最快，但把运费与质检留给买家；C 单价更高，却打包服务并转移部分操作风险。

A is not executable

A 不可执行

At 2,000 locks the \$3.20 price cannot be ordered; MOQ is 5,000.

B buys speed, not safety

B 买速度不买安全

Two weeks, but freight and quality inspection stay with the buyer.

C sells a service

C 卖的是服务

Higher unit price, yet it handles documents, consolidation and booking.

Risk is shifted, not gone

风险被转移而非消除

Each quote moves some failure onto a different party.

Teacher tip: fill the five columns with students; ask what “ex-works” means and who pays freight, insurance and duty.

教师提示：把五列写在黑板上，带学生逐列填写；问“工厂交货”意味着什么，各报价下谁付运费、保险与关税。

EXAMPLE 1 · ONE PRODUCT, MANY SELLERS

- The same lock may be sold by a factory on Alibaba International, consolidated by a Yiwu stall, or quoted by a trading company.
同一把锁，可能由工厂在国际站销售、由义乌档口拼单、由外贸公司报价。
- The difference is MOQ, consolidation, export documents and who carries the risk.
差别在于起订量、拼单、出口单据与谁承担风险。
- Concepts used: four actors and actor overlap.
用到的概念：四类主体与主体叠加。

EXAMPLE 2 · 1688 IS NOT THE SAME MARKET

- 1688 serves buyers inside China — a domestic B2B platform.
1688 面向中国境内买家，是国内 B2B 批发平台。
- Alibaba International serves overseas business buyers — an international B2B market.
阿里巴巴国际站面向海外企业买家，是国际 B2B 市场。
- Similar look, different market and different currency.
界面相似，但市场与币种都不同。

1688 (SRC-082) is domestic wholesale; Alibaba International (SRC-081) is the international B2B market. Do not confuse them.

本课区分：1688 (SRC-082) 是国内批发；阿里巴巴国际站 (SRC-081) 是国际 B2B 市场；二者不可混淆。

✗ *"B2B means a large order."*

"B2B 就是大订单。"

✓ It is defined by the buyer and the purpose; a small firm purchase is B2B, a large personal buy is B2C.

由买家与用途定义；小额企业采购是 B2B，大额个人购买是 B2C。

✗ *"Lowest unit price means cheapest order."*

"单价最低就是订单最便宜。"

✓ Landed cost includes freight, duty, MOQ and risk; a low price may be non-executable at the needed quantity.

到岸成本含运费、关税、起订量与风险；低单价在所需数量下可能不可执行。

✗ *"A stall and a factory are the same."*

"批发档口与工厂是一回事。"

✓ The stall consolidates and trades; the factory produces. Cost and risk differ.

档口做拼单与贸易，工厂做生产；成本与风险不同。

✗ *"1688 and Alibaba International serve the same buyers."*

"1688 与国际站服务同一批买家。"

✓ 1688 is domestic wholesale; the International site is the overseas B2B market.

1688 是国内批发；国际站是国际 B2B 市场。

✗ *"The platform fee is a commission on sales."*

"平台会员费是按成交抽佣。"

✓ Usually a fixed membership or service fee plus ads, to be spread across orders.

通常是固定会员或服务费加广告费，需分摊到订单。

✗ *"The platform seller is the factory."*

"平台卖家一定是工厂。"

✓ The seller signs the contract; the factory may be its supplier behind it.

卖家是签约方；工厂可能是其背后的供应商。

Each of these becomes a costing or a sourcing error later in the course.

这些说法在后续课程里会分别变成成本核算或采购错误。

B2B

企业对企业

Trade between businesses, for a business purpose.

RFQ

询价请求

A buyer's request for quotes from several suppliers.

MOQ

最小起订量

The minimum quantity a supplier will accept.

Ex-works

工厂交货

Seller delivers at the factory; buyer bears the rest.

Wholesale stall

批发档口

A market booth that often consolidates and distributes.

Trading company

外贸公司

An intermediary providing export documents and LCL.

Membership fee

会员费

An annual or package fee a platform charges sellers.

Landed cost

到岸成本

Goods plus freight, insurance, duty and fees.

Deposit

定金

Part of the payment made when the order is placed.

Actor overlap

主体叠加

Several actor types appear on, or share, one order.

Anchor each term to the case: RFQ, MOQ and Ex-works describe the quotes; landed cost is the comparison column.

把每个术语锚定到案例：RFQ、MOQ、Ex-works 描述报价；到岸成本是比较的那一列。

1 For a small retailer with little cash, which of the five columns matters most?

对现金有限的小零售商，五列比较中哪一列最重要？

2 Why would a buyer pay a trading company more per lock than the factory quote?

为什么买家愿意向贸易公司支付高于工厂单价的钱？

3 In your home country, which actor is weakest — factory, trader, market or platform? What does that mean for buyers?

在你母国，哪类主体最弱：工厂、贸易商、市场还是平台？这对买家意味着什么？

4 Before trusting a stall's “two-week lead time”, what evidence would you ask for?

在相信档口“两周交期”之前，你会要求什么证据？

No single right answer. The point is to defend a column choice with the case's numbers, not with opinion.

没有唯一正确答案；要点是用案例中的数字为所选列辩护，而不是凭感觉。

3

Copy the five columns

抄下五列

Landed cost, lead time, MOQ, payment terms, risk.

4

Fill A, B, C

填写报价 A、B、C

Use the case; add freight and duty where missing.

3

Mark shifted risk

标出被转移的风险

Which risks are shifted, not eliminated?

2

Write a conditional tip

写一条有条件建议

Format: "If..., choose X, because...".

WHAT YOU PRODUCE

A completed five-column table and one conditional recommendation.

一份填好的五列表格，加一条有条件建议。

One sheet per pair, on paper.

TEACHER WATCHES FOR

- Students compare only unit price.
学生只比单价。
- Nobody adds freight or duty to A and B.
没人给 A、B 加运费与关税。
- "Cheapest" without an "if".
建议没有“如果”。

Only “it depends” followed by a clear condition counts as a good answer. Push every group to name the condition.

只有先说“看情况”、再给出明确条件，才算合格答案；务必让每组说出条件。

Which order is B2B?

哪一笔是 B2B?

A A consumer buys 100 locks
消费者买 100 把锁

B A retailer buys 2,000 for resale
零售商买 2000 把转售

C A student buys one lock
学生买 1 把锁

For 2,000 locks, which quote is not executable at its unit price?

对 2000 把, 哪份报价按单价无法成交?

A A · factory (\$3.20, MOQ 5,000)
A · 工厂 (\$3.20, 起订 5000)

B B · stall (\$3.50, 2 weeks)
B · 档口 (\$3.50, 两周)

C C · trading co. (\$3.40)
C · 贸易公司 (\$3.40)

The platform membership fee is best described as:

平台会员费最恰当的描述是:

A A commission on each sale
按每笔成交抽佣

B A fixed acquisition cost
固定获客成本

C A kind of import duty
一种进口关税

1688 differs from Alibaba International mainly in:

1688 与国际站主要区别在:

A The currency used
使用的币种

B Domestic vs overseas buyers
国内买家 vs 海外买家

C The product quality
产品质量

Answers: 1 B · 2 A · 3 B · 4 B. Question 2 is most often missed — students forget that A's price cannot be ordered at 2,000.

答案: 1 B · 2 A · 3 B · 4 B。第 2 题最常出错: 学生忘了 A 的单价在 2000 把时无法成交。

1 B2B is defined by buyer and purpose, not size.

B2B 由买家与用途定义，而不是大小。

A firm's sample is B2B; a person's bulk buy is B2C.

2 One shipment, four jobs.

同一批货，四份工作。

Factory makes, stall consolidates, platform matches, buyer resells.

3 The platform fee is a fixed acquisition cost.

平台费是固定获客成本。

Spread it across the orders it helps win — do not forget it.

4 “Cheapest” always carries an “if”.

“最便宜”永远带着一个“如果”。

Compare five columns; state the condition under which the advice holds.

BEFORE THE NEXT LESSON

Take one product you would import; fill the five columns for two suppliers.

选一件你会进口的商品，为两家供应商各填五列。

Read: §2.3 again, then §2.4

阅读：§2.3 复习，再读 §2.4

ONE SENTENCE TO REMEMBER

**A quote is a bundle of four jobs,
not a single number.**

报价是四份工作的组合，不是一个数字。

Next lesson applies the five columns to a real category and asks which actor you would pay first.

下一课把五列应用到真实品类，并问你最该先付钱给哪一类主体。

Textbook §2.3.1–§2.3.4

教材 §2.3.1—§2.3.4

B2B definition, global status, big companies, B2B vs B2C.

B2B 定义、全球现状、大平台、B2B 与 B2C 对比。

UNCTAD (via textbook §2.3.2)

UNCTAD (教材 §2.3.2 引)

US B2B ≈ \$8.3 T, ~38% of global ~\$21.84 T; country ranking.

美国 B2B 约 8.3 万亿、约占全球 38%；各国合计排名。

SRC-081

阿里巴巴国际站官网

International B2B market; current membership and ad terms.

国际 B2B 市场；当前会员与广告条件以官方公示为准。

SRC-082

1688 官网

Domestic B2B wholesale platform inside China.

中国境内的国内 B2B 批发平台。

Course teaching case

课程教学案例

The 2,000-lock enquiry: fictional, for analysis only.

2000 把门锁询价：教学虚构，仅用于分析。

Platform figures are textbook snapshots; always check the official current listing before quoting real prices.

平台数字为教材快照；引用真实价格前，务必核对官方最新公示。

Thank you

谢谢

Next: put the five columns to work on a real product and its two suppliers.

Read before next lesson · §2.3 again, then §2.4

Bring your five-column sheet · 带上你的五列表格

Course · 跨境电商概论 Cross-border Ecommerce · Lesson 4

