

GUILIN TOURISM UNIVERSITY · 桂林旅游学院

LESSON 7

From ecosystem to order flow

生态系统与订单流程 · 上中下游 · 六步流程 · 三种流动 · PESTEL

Textbook §1.2.1, §1.2.2, §1.7, §2.1, §2.2.4 · a 90-minute bilingual lesson

90 minutes
一课时

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

§1.2 · ecosystem & flow
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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“The ecosystem is a map; the order is a clock. This lesson turns the map into a sequence.”

一句话先记住：生态是地图，订单是钟；本课把地图变成按时间排列的序列。

15 min

Warm-up: the 14-day trip

案例开场：14 天旅程

One backpack, two borders, six organisations.

30 min

Actors & the chain

主体与链条

Upstream / midstream / downstream; core vs support.

25 min

Order flow & three clocks

订单流程与三种钟

Six steps; goods, money and info move apart.

20 min

Task and close

课堂任务与收束

Draw the 14-day timeline; tag the weak link.

Every stage returns to one question: at this step, who acts, what record is made, and which clock is running?

四个环节回到同一个问题：这一步谁行动、产生什么记录、哪只钟在走？

- 01** Identify upstream, midstream and downstream actors, and separate core actors from supporting services.
识别上游、中游与下游主体，并区分核心主体与支撑服务。
- 02** Arrange a cross-border B2C order into six steps and name the actor that acts at each step.
把一笔跨境 B2C 订单排成六步，并为每一步指定行动主体。
- 03** Explain why goods and money move on different clocks in B2C and in B2B.
解释 B2C 与 B2B 中货与钱为何按不同节奏移动。
- 04** Use PESTEL to tell which step a macro change hits first, and what cost it changes.
用 PESTEL 判断一项宏观变化最先影响哪一步，以及改变哪项成本。

Each objective maps to §1.2.1, §1.2.2, §2.1, §2.2.4 or §1.7 and to one column of the 14-day timeline.

BEFORE THIS LESSON · 前置知识 (第 1、5—6 课)

- The ecosystem: who is in it and the three paths goods can take.
生态系统：有哪些主体，以及商品可走的三条路径。
- Platform, seller and brand are different roles (Lesson 6).
平台、卖家与品牌是不同角色（第 6 课）。
- You know the map. Lesson 7 asks who moves when an order is placed.
你已认识地图；第 7 课问下单后谁在行动。

The ecosystem is a map of actors. An order is a sequence of actions over time.

WHAT THIS LESSON DOES · 本课作用

- Turn the static map into a time-ordered flow.
把静态地图变成按时间排列的流程。
- Separate the step (a task) from the actor (an organisation).
把步骤（任务）与主体（组织）分开。
- Show why goods and money do not move together.
说明货与钱为何不一起移动。

§1.2 asks “who is in it”; the order asks “who acts, when, and on what record?”

Lesson 6 named the roles; Lesson 7 puts them on a timeline and watches the money lag behind the goods.

第 6 课点出角色；第 7 课把他们放到时间线上，并看到钱落后于货。

THE ORDER

\$38 backpack

Ama in Accra → Shenzhen seller

Day 0 order and card authorisation; Day 14 delivery and platform settlement.

Two 两道海关边界
borders crossed

Six+ 至少六家组织
organisations

14 十四天
days door to door

The buyer sees one seller. If it breaks, the cause may sit with the bank, forwarder, airline, customs or local courier.

买家只看到一个卖家；一旦出问题，原因可能在银行、货代、航司、海关或本地快递。

Where in the 14 days is the order most fragile? Who is responsible when it breaks?

This lesson gives you three distinctions to answer that: step vs actor, goods vs money, domestic vs cross-border.

本课给你三个区分来回答：步骤与主体、货与钱、国内与跨境。

KEY POINTS · 学习重点

- The chain is a division of labour: each actor does one task and hands over one record.
链条是分工：每个主体完成一项任务并交接一份记录。
- Goods and money move on different clocks; the gap is the source of cash and trust problems.
货与钱按不同节奏移动；这个时间差是现金流与信任问题的来源。
- PESTEL is not a list to recite; each factor must land on a concrete step.
PESTEL 不是背诵清单；每个因素都要落到具体步骤。

COMMON DIFFICULTIES · 可能的难点

- Drawing the chain as one straight line and forgetting the platform coordinates, not transports.
把链条画成直线，忽略平台是协调者而非运输者。
- Assuming the buyer's payment reaches the seller at once; the settlement window and deposit are ignored.
以为买家付款立即到卖家账；结算窗口与定金被忽略。
- Reciting PESTEL as six words with no factor tied to a step or a cost.
把 PESTEL 背成六个词，却没有把任何因素落到步骤或成本。

THE ONE-LINE RULE

A step is a task; an actor is an organisation. Find the step first, then ask who did it.

UPSTREAM

上游 · 供应商 · 制造商 · 品牌

Supplier / maker / brand

Owns capacity and the product.

拥有产能与产品。

MIDSTREAM

中游 · 跨境电商平台

Cross-border platform

Coordinates the transaction.

协调这笔交易。

DOWNSTREAM

下游 · 终端消费者

End consumer

Owns demand and the wallet.

拥有需求与钱包。

Goods

货物

Flow downstream to the consumer.

向下游流向消费者。

Demand & money

需求与资金

Flow upstream to the maker.

向上游流回制造端。

Information

信息

Platform coordinates both ways.

平台双向协调。

CAVEAT · 注意

Vertical integration blurs the positions: a brand may produce, sell and run its own site at once.

垂直一体化会模糊位置：一个品牌可能同时生产、销售并运营自有网站。

A seller on a platform is downstream of the platform but upstream of the consumer. Position depends on which deal you analyse.
平台上的卖家相对平台在下游，相对消费者在上游；位置取决于你分析的是哪笔交易。

CORE · 核心

- Buyer and seller
买家与卖家
- Meet and trade
相遇并交易
- The platform links them
平台连接二者

Even if they agree, one failed support service still breaks the order.

SUPPORT · 支撑 (每单必需)

- Logistics
物流
- Payment
支付
- Customs
通关
- Finance
金融
- Marketing
营销

PERIPHERY · 外围 (非每单必需)

- Advertising
广告
- Translation
翻译
- Macro (PESTEL) surrounds all
宏观环境包围所有主体

Actors overlap: a platform may provide logistics and payment; a forwarder may also arrange customs.

主体会重叠：平台可能提供物流与支付，货代也可能安排清关。

**READ IT AS TASKS · 读成任务，不是企业**

Each box is a task. One step may involve several firms; one firm may do several steps.

每个框是一项任务。一个步骤可能涉及多家企业；一家企业也可能做多步。B2B 另有合同与验厂。

A handoff between boxes is where a record is made. Records are what make a delay traceable.

框与框之间的交接处产生记录；记录让延误可被追踪。

GOODS

货物

Move forward to the buyer.

向买家向前移动。

MONEY

资金

Move backward, but staggered — not with the goods.

向后移动，但错峰——不与货同步。

INFORMATION

信息

Moves both ways for tracking and disputes.

双向移动，用于追踪与纠纷。

B2C · 消费者先付

- Buyer pays at once.
买家立即付款。
- Seller is paid after the platform settlement window — often after delivery.
卖家在平台结算窗口后收款，常在交付后。

B2B · 定金加尾款

- Deposit plus balance is common.
常用定金加尾款。
- Letters of credit may govern the payment.
信用证可能约束付款。

The gap between payment and settlement is a real cost: it sets working capital and explains why sellers watch platform payout rules like a price.

付款与结算之间的时间差是真实成本：它决定周转资金，也解释卖家为何像关心价格一样关心平台放款规则。

DOMESTIC ORDER · 国内订单

- One set of customs and consumer rules.
一套海关与消费者保护制度。
- Buyer can touch the goods; seller can see the buyer.
买家摸得着货，卖家看得见买家。
- One payment clock, fewer handoffs.
一只付款钟，交接更少。

CROSS-BORDER ORDER · 跨境订单

- Two borders: export and import.
两道边界：出口与进口。
- Each border adds declaration, tariff, standards, data rules.
每道边界带来申报、关税、标准与数据要求。
- More time and uncertainty; support costs rise.
更多时间与不确定性，支撑成本更高。

A cross-border order is not a longer domestic order. It is a different set of borders, duties and payment rhythms.

跨境订单不是运输更久的国内订单；它多出两道边界、关税、合规与不同的付款节奏。

P · Political · 政治

Factor: Trade policy, sanctions

因素：贸易政策与制裁

Hits step: Clearance, market access

击中步骤：清关与市场准入

E · Economic · 经济

Factor: Exchange rate, demand

因素：汇率与需求

Hits step: Pricing, inventory

击中步骤：定价与库存

S · Social · 社会

Factor: Payment habit, trust

因素：支付习惯与信任

Hits step: Settlement, returns

击中步骤：结算与退货

T · Technological · 技术

Factor: Network, algorithms

因素：网络与平台算法

Hits step: Discovery, last-mile

击中步骤：发现与末端

E · Environmental · 环境

Factor: Packaging rules

因素：包装规则

Hits step: Materials, clearance

击中步骤：材料与清关

L · Legal · 法律

Factor: Privacy, consumer law

因素：隐私与消费者法

Hits step: Marketing, after-sales

击中步骤：营销与售后

PESTEL is a scanning tool, not a proof. It tells you where to look; evidence still decides the effect.

PESTEL 是扫描工具，不是因果证明；它指出该看哪里，影响仍须证据。



WHY A SEQUENCE, NOT A MAP · 为何是序列而非地图

Six steps, several organisations, one order. The map shows who is in it; the sequence shows who acts when.

六步、多家组织、一笔订单。地图显示谁在生态里；序列显示谁在何时行动。

Each handoff makes a record: order no., payment auth, collection scan, declaration no., flight no., clearance notice, sign receipt.

每次交接产生记录：订单号、支付授权、揽收扫描、申报号、航班号、清关通知、签收单。

Next: three distinctions that turn “cross-border is complex” into questions you can actually test.

下一步：三个区分，把“跨境很复杂”变成可以检验的具体问题。

Step vs actor

步骤与主体

A step is a task; one step may involve several firms, one firm may do several steps.

步骤是任务：一个步骤可能涉及多家企业，一家企业也可能做多步。

When it breaks, find the step first, then the actor.

出问题先定位步骤，再定位主体。

Goods vs money

货与钱

Goods move forward; money moves backward and on a different clock.

货物向前；资金向后且按不同节奏移动。

The settlement gap sets working capital and trust.

结算时间差决定周转资金与信任。

Domestic vs cross-border

国内与跨境

Cross-border adds two borders: export and import, with duties and rules.

跨境多出两道边界：出口与进口，带来关税与规则。

It is not a longer domestic order; it is a different regime.

它不是更久的国内订单，而是不同制度。

例 1 · 同一步骤，不同主体

THE SITUATION

- Import clearance may be handled by a forwarder, a customs broker, or the platform's logistics arm.
进口清关可能由货代、报关行或平台物流部门处理。
- The step is the same; the responsible firm and the contact change.
步骤不变，但责任企业与出问题时的联系人变了。

THE LESSON

- Do not blame “the platform” for a customs delay.
不要把海关延误归咎于“平台”。
- Ask who declared the goods and who can answer the customs query.
问谁申报、谁能回答海关询问。

Concept used: a step is a task, not a firm. One step, several possible actors.

Concepts used: step vs actor.

用到的概念：步骤与主体。

THE CHANGE

- The destination country lowers its de-minimis threshold.
目的国降低免征额。
- Low-value parcels now owe tax.
低值包裹现在要缴税。
- Sellers may shift from direct mail to an overseas warehouse.
卖家可能从直邮转向海外仓。

THE TRACE

- Factor is legal — the de-minimis rule.
因素是法律的——免征额规则。
- First hit: import clearance and the direct-mail cost model.
首先击中：进口清关与直邮成本模型。
- A factor, a step, and a cost — PESTEL leaves the list.
一个因素、一个步骤、一项成本——PESTEL 不再是清单。

Without this trace, PESTEL stays a list of six words. With it, a policy change becomes a concrete step and cost.

没有这条追踪，PESTEL 仍只是六个词；有了它，政策变化变成具体步骤与成本。

THE SETUP

Ama in Accra orders a \$38 backpack from a Shenzhen seller via a cross-border B2C platform.

阿克拉的 Ama 通过跨境 B2C 平台向深圳卖家订购一只 38 美元背包。

Fictional comparison for step–actor mapping. No real tracking or cost data is used.

THE PROBLEM · 面临的问题

- The order crosses two borders and involves at least six organisations.
订单跨越两道边界，至少涉及六家组织。
- If delayed or broken, the buyer sees one seller — but the cause may sit elsewhere.
若延误或破损，买家只看到一个卖家，但原因可能在别处。
- Before blaming anyone, map the step, then the actor, then the record.
归责前先定位步骤，再找主体，最后看记录。

We compare steps, actors and records, not product quality. No real tracking or cost data is used.

比较的是步骤、主体与记录，不是产品质量；不使用真实追踪或成本数据。

Day 日期	Step 步骤	Actor 主体	Record 记录
D0 第 0 天	Order & card auth 下单与刷卡授权	Buyer, platform, bank 买家·平台·银行	Order no., pay auth 订单号·支付授权
D1–3 第 1—3 天	Prep, collect, export 备货·揽收·出口	Seller, forwarder, customs 卖家·货代·海关	Scan, decl. no. 揽收扫描·申报号
D4 第 4 天	Flight departs 航班起飞	Airline 航空公司	Flight no. 航班号
D8 第 8 天	Arrive intl hub 到达国际枢纽	Airline, hub 航司·枢纽	Arrival scan 到达扫描
D11 第 11 天	Accra · clearance 阿克拉·清关	Import customs 进口海关	Clearance notice 清关通知
D13 第 13 天	Motorcycle delivery 摩托派送	Local courier 本地快递	Dispatch scan 派送扫描
D14 第 14 天	Sign & settle 签收与结算	Buyer, platform 买家·平台	Sign receipt, payout 签收单·放款

Each handoff makes a record. The seller controls prep and handoff; the platform controls order and payout; forwarder, customs and courier control transport and clearance.

每次交接产生记录；卖家控制备货与交接，平台控制订单与放款，货代、海关与快递控制运输与清关。

Q1 Group the six steps into: core action, logistics support, customs support, money support.
把六步归入：核心主体行动、物流支撑、海关支撑、资金支撑。

Q2 Which step is most likely to fail for lack of a document, and why?
哪一步最可能因缺少单据而失败？为什么？

Q3 If the cedi devalues within 14 days, which step and which party is hit first?
若 14 天内塞地贬值，最先影响哪一步、哪一方？

Q4 To prove the delay is not the seller's fault, which records would you request?
要证明延误不是卖家的责任，你会索取哪些记录？

✗ *The platform transports the goods.*

平台负责运输货物。

✓ The platform coordinates info and money; a logistics firm moves the goods.

平台协调信息与资金；物流服务商运输货物。

✗ *The seller receives the buyer's payment at once.*

卖家立即收到买家的付款。

✓ B2C platforms pay after a settlement window; B2B uses deposit and balance.

B2C 平台在结算窗口后放款；B2B 用定金与尾款。

✗ *Step and actor are the same thing.*

步骤与主体是一回事。

✓ A step is a task; many firms may do it, one firm may do many.

步骤是任务；可能多家企业执行，也可能一家做多步。

✗ *A customs delay is the seller's fault by default.*

海关延误默认是卖家的错。

✓ Check who declared the goods and who can answer the query first.

先看谁申报、谁能回答海关询问，再定责任。

✗ *PESTEL is a list to memorise.*

PESTEL 是背诵清单。

✓ Every factor must land on a step, a cost and a responsible party.

每个因素都要落到步骤、成本与责任主体。

✗ *A cross-border order is just a longer domestic one.*

跨境订单只是运输更久的国内订单。

✓ It adds two customs borders, duties, compliance and a different payment rhythm.

它多出两道海关边界、关税、合规与不同的付款节奏。

Upstream

上游

Supplier, maker or brand in the chain.

Midstream

中游

The cross-border platform in the chain.

Downstream

下游

The end consumer in the chain.

Supporting service

支撑服务

Logistics, payment, customs, finance, marketing.

Peripheral actor

外围主体

Advertising, translation — not needed every order.

Forwarder

货代

Organises collection, line-haul, clearance, last-mile.

Export declaration

出口申报

Submit goods data to the export customs.

Import clearance

进口清关

Declare, inspect and pay duty at import.

Settlement window

结算窗口

When the platform pays the seller after sale.

De-minimis

免征额

Below this value, imports may escape duty.

Q1 Which of the 14 days depends most on a document rather than physical capacity?

14 天中哪一步最依赖单据而非物理能力？

Q2 Why might a seller care more about the platform settlement window than the commission rate?

为什么卖家可能更关心平台结算窗口，而不是佣金率？

Q3 Name one PESTEL change in your home country and say which step of this order it hits.

举一个你母国的 PESTEL 变化，说明它影响这笔订单的哪一步。

Q4 If you were Ama and the parcel is late, which record would you request first?

如果你是 Ama，包裹延误时你先索取哪份记录？

4 min**Draw six steps**

画六步

Place them on a D0–D14 timeline.

在 D0—D14 时间线上排六步。

4 min**Add actor & record**

加主体与记录

Name who acts and what record is made.

写每步谁行动、产生什么记录。

2 min**Mark the weak link**

标脆弱点

The handoff most dependent on documents.

标出最依赖单据的交接点。

2 min**One PESTEL risk**

写一项宏观风险

A change and the step it hits first.

写一项变化及它最先影响的步骤。

Output: a six-step timeline with actors, records and one macro risk identified.

学生产出：含主体、记录与一项宏观风险的六步时间线。

1. By §1.2.1, the midstream of the chain is...

按 §1.2.1, 链条的中游是.....

- manufacturer
- cross-border platform
- end consumer
- customs

2. Which group is entirely supporting services?

哪一组全部是支撑服务?

- platform, seller, buyer
- make, wholesale, retail
- logistics, payment, customs, finance, marketing
- only ads and translation

3. Ama's parcel waits for inspection at Accra airport. This step is...

Ama 的包裹在阿克拉机场等待查验, 属于.....

- import clearance (customs)
- last-mile delivery
- payment settlement
- marketing

4. The destination lowers its de-minimis. What is hit first?

目的国降低免征额, 最先影响哪一环?

- platform page design
- seller service script
- product barcode
- import clearance & direct-mail cost

5. About goods and money in a B2C order, which is true?

关于 B2C 订单中的货与钱, 哪句正确?

- seller paid when buyer pays
- buyer pays first; seller paid after window
- goods and money move at same speed
- platform pays the buyer

1 Upstream, midstream and downstream hold different assets; supporting services keep the order running.
上中下游分配不同资产；支撑服务维持订单运转。

2 An order is six steps, each with a record and a responsible actor; find the step before the blame.
订单是六步，每步有记录与责任主体；先定位步骤，再谈责任。

3 Goods and money move on different clocks, creating working-capital and trust problems.
货与钱按不同节奏移动，带来周转资金与信任问题。

4 PESTEL is useful only when it lands on a step, a cost and a responsible party.
PESTEL 只有落到步骤、成本与责任方才有用。

Source 来源 名称	Used for 用途 内容	Ref 编号 引用
Textbook §1.2.1, §1.2.2, §1.7; §2.1; §2.2.4 教材	Actors, ecosystem, challenges, classification, B2C practice 主体、生态、挑战、分类、B2C 实践	SRC-001
Chain structure per §1.2 (upstream / midstream / downstream) 链条结构	Three positions and their assets 三个位置及其资产	SRC-001 §1.2
Course teaching case (fictional) 教学案例	Ama backpack, 14-day timeline; no real data Ama 背包, 14 天; 非真实	Original
Flow is a teaching simulation 流程说明	Steps vary by market and channel; B2B adds contract 步骤因市场渠道而异; B2B 另加合同	Note

The timeline is a teaching simulation, not a real tracking record; chain structure follows the textbook §1.2.

时间线为教学模拟, 非真实追踪记录; 链条结构依据教材 §1.2。

Lesson 7 complete

Positions · six steps · three clocks · PESTEL to a step

Next: apply the timeline to a real order — pick a product, name every actor, and trace where the money lags behind the goods.

下一步：把时间线用于真实订单——选一件商品，点出每个主体，追踪钱在何处落后于货。