

GUILIN TOURISM UNIVERSITY · 桂林旅游学院

## LESSON 10

# The shoe left in the cart

消费者决策 · 五阶段 · 信任证据 · 本地适配 · 个性化与定制

Textbook §3.1, §3.1.1, §3.1.2 · a 90-minute bilingual lesson

90 minutes  
一课时

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

§3.1 · §3.1.1 · §3.1.2  
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

Instructor 授课教师 宋友开

*“She had not failed to decide about the shoes. She could not trust the purchase.”*

一句话先记住：她不是没想好要不要买鞋，而是无法信任这次购买。

15 min

## Warm-up: a cart that stalls

案例开场：停住的购物车

A 28-dollar shoe in Dhaka, three days in the cart.

30 min

## Five stages, four reasons, four proofs

五阶段、四理由、四证据

Buyer psychology, then trust as observable evidence.

25 min

## Local adaptation as customisation

本地适配属于定制

Six dimensions: language, size, pay, deliver, return, festival.

20 min

## Task and close

课堂任务与收束

Diagnose the stage, name the missing proof, pick one change.

**Every stage asks one question: which stage is the buyer stuck in, and which piece of evidence is missing?**

四个环节问同一个问题：买家卡在哪一阶段，缺哪一类证据？

- 01** Explain the five consumer decision stages and why post-purchase behaviour decides loyalty.  
解释消费者决策五阶段，并说明为什么购后行为决定忠诚。
- 02** Compare the four reasons people buy online and explain why total cost includes time and risk.  
比较线上购买的四类理由，并说明总体成本为何包含时间与风险。
- 03** Evaluate the four kinds of trust evidence and explain how each reduces perceived risk.  
评价四类信任证据，并解释各自如何降低感知风险。
- 04** Distinguish personalisation from customisation, and apply the six dimensions of local adaptation to one product.  
区分个性化与定制，并把本地适配的六个维度应用到一件商品上。

---

*Each objective maps to §3.1, §3.1.1 or §3.1.2 and to one row of the audit sheet.*

**BEFORE THIS LESSON · 前置知识 (第 8、9 课)**

- The order ledger: cost, delivery, after-sales (Lesson 8).  
订单账本：成本、交付与售后（第 8 课）。
- Shopping context: device, payment, pickup, trust (Lesson 9).  
购物情境：设备、支付、自提与信任（第 9 课）。
- You know whether a purchase can happen; this lesson asks how.  
你已知购买是否可能；本课问购买如何发生。

A context explains whether buying is possible; a decision path explains how it happens.

**WHAT THIS LESSON DOES · 本课作用**

- Walk one product through need, search, evaluation, purchase and after.  
用一件商品走完需要、搜索、评估、购买与购后。
- Locate the stall in a stage, then name the missing evidence.  
把停顿定位到某一阶段，再指出缺失的证据。
- Turn adaptation into two specific product and service changes.  
把适配落成两项具体产品与服务改动。

Trust is a judgement built from evidence, not a feeling built from advertising.

**Lesson 9 explained the conditions around the buyer; Lesson 10 explains the questions inside the buyer.**

第 9 课讲买家周围的条件；第 10 课讲买家心里的问题。

## WHAT THE PAGE SHOWS · 页面给了什么

- A 28-dollar running shoe, cheaper than the mall.  
28 美元跑鞋，比商场便宜。
- Model photos only, no buyer photos.  
只有模特图，没有买家晒图。
- Eleven reviews, none from the region.  
11 条评价，没有一条来自本地区。
- European sizes only; card payment only.  
只有欧码；只收银行卡。
- Estimated 18 days; returns to an address in China.  
预计 18 天；退货地址在中国。

## WHAT THE BUYER IS ASKING · 买家在问什么

- Will a 39 fit me? Which width?  
39 码合不合脚？宽度是多少？
- What does it look like on a real foot?  
穿在真人脚上是什么样？
- If it does not fit, what does it cost me?  
不合脚我要付多少代价？
- Can I pay the way I already pay?  
我能不能用我常用的方式付款？
- Who answers if something goes wrong?  
出问题谁负责？

**The seller assumed price. The stall was in evaluation: the page could not answer the questions that decide the order.**

卖家以为是价格；停顿其实在评估阶段：页面回答不了决定下单的问题。

## Was she undecided about the shoes, or unable to trust the purchase?

This lesson separates five stages, four reasons and four kinds of evidence, so the stall can be named instead of guessed.

本课把五阶段、四类理由与四类证据分开，让停顿可以被命名，而不是被猜。

## KEY POINTS · 学习重点

- Five stages describe buyer psychology; a funnel describes seller actions and counts.  
五阶段描述买家心理；漏斗描述卖家动作与汇总指标。
- Trust is a judgement built from evidence: reviews, return policy, payment protection, brand endorsement.  
信任是由证据构成的判断：评价、退货政策、支付保障、品牌背书。
- Local adaptation changes six details, not just the language.  
本地适配改变六个细节，不只是翻译。

## COMMON DIFFICULTIES · 可能的难点

- Treating the five stages as a funnel and assuming every buyer walks them in order.  
把五阶段当成漏斗，并假定每位买家都线性走完。
- Reducing trust to “good feeling” or a star rating instead of observable evidence.  
把信任简化成“好感”或星级，而不是可观察的证据。
- Calling a translated page local adaptation while sizes, payment, delivery and returns stay unchanged.  
把翻译过的页面称为本地适配，而尺码、支付、配送与退货都没变。

## THE ONE-LINE RULE

Name the stage before you name the fix. A discount repairs neither a size chart nor a return address.

**01** **Need awareness**  
需求认知

Something breaks or is missing; the buyer notices a gap.  
某物坏了或缺了，买家意识到缺口。

**02** **Information search**  
信息搜索

Keywords, categories, friends, short video, the brand name.  
关键词、类目、朋友推荐、短视频、品牌名。

**03** **Evaluation**  
方案评估

Price, reviews, size chart, delivery date, return address.  
价格、评价、尺码表、送达日期、退货地址。

**04** **Purchase**  
购买

Payment security, address, confirmation, waiting.  
支付安全、地址、确认、等待。

**05** **Post-purchase**  
购后行为

Fit, review, exchange, return, repeat or never again.  
合脚、评价、换货、退货、复购或再也不买。

**The first four stages decide whether an order happens; the fifth decides whether there is a second one.**

前四阶段决定“买不买”，第五阶段决定“还会不会再买”。

## 线上购买的四类理由

### Price

#### 价格

Lower visible price than the local shop.

标价低于本地商店。

**Watch: Cheapest is not the same as best value.**

便宜不等于总成本低。

### Convenience and availability

#### 便利与可得性

About five minutes of browsing, delivered to the door.

约五分钟浏览，送货上门。

**Watch: Waiting time is part of the price.**

等待时间也是价格的一部分。

### Greater comparable variety

#### 更多可比较的品类

More sellers, models and reviews in one screen.

一屏之内更多卖家、型号与评价。

**Watch: Choice without a filter is work.**

没有筛选的选择是负担。

### Lower overall cost

#### 总体成本下降

Time, freight and risk included, not only the tag.

含时间、运费与风险，不只看标价。

**Watch: A cheap item with hard returns is expensive.**

便宜但退货难的商品其实更贵。

**The four reasons explain why cross-border buying attracts. They also explain why price alone rarely closes the order.**

四类理由解释跨境购物为何有吸引力，也解释为什么仅靠低价很难成交。

### TOTAL COST, NOT TAG PRICE · 总体成本不是标价

A 28-dollar shoe with a 9-dollar return and three weeks of waiting can be dearer than a 34-dollar shoe you can exchange across the counter.

## Reviews and buyer photos

评价与买家晒图

*“Does this work for someone like me?”*

“这件商品对像我这样的人是否有效？”

### LIMIT · 局限

Can be faked, or irrelevant to my size.

可能造假，也可能与我的尺码无关。

## Clear return and refund policy

清晰的退货退款政策

*“What happens if it does not fit?”*

“不合脚怎么办？”

### LIMIT · 局限

Useless if the address is unreachable.

地址不可达就毫无用处。

## Payment protection

支付保障

*“Is my money safe if the seller vanishes?”*

“卖家消失时我的钱是否安全？”

### LIMIT · 局限

Separate from how friendly the seller is.

与卖家是否热情是两件事。

## Brand or platform endorsement

品牌或平台背书

*“Is a reputable party answerable for this?”*

“是否有有声望的一方为交易负责？”

### LIMIT · 局限

Stronger than a seller promise alone.

强于仅凭卖家承诺。

**This four-part list is the teaching summary of §3.1 and §3.1.2; the textbook does not list “trust” as a single entry.**

这份四类清单是本课对 §3.1 与 §3.1.2 的教学归纳；教材没有单列“信任”词条。

## 本地适配的六个维度

### Language

#### 语言

Search terms people actually type, not literal translation.

人们真正会输入搜索的词，不是字面翻译。

### Size

#### 尺码

Centimetres, width, fit notes, and a chart with how to measure.

厘米、宽度、版型说明，以及量法图表。

### Payment

#### 支付

The method already in the buyer's hand: wallet, transfer, cash.

买家手里已有的方式：钱包、转账、现金。

### Delivery

#### 配送

Promise matched to the real network: pickup point or door.

承诺匹配真实网络：取货点还是送货上门。

### Returns

#### 退换

An address the buyer can physically reach and afford.

买家真正到得了、付得起的地址。

### Festival timing

#### 节庆时点

Demand, gifting and cut-off dates on the local calendar.

本地日历上的需求、送礼与截单日期。

**Adaptation belongs to customisation: it changes the product and the service, not the wording.**

本地适配属于定制：它改变产品与服务，而不只是措辞。

### THE TEST · 检验

Translate the page, keep European sizes, accept one card and return to another country — you changed the words, not the purchase.

## PERSONALISATION · 个性化

**Changes what is shown, and in what order.**

- Recommendation modules and retargeted advertising.  
推荐模块与重定向广告。
- Same product, different display for different users.  
同一产品，对不同用户不同展示。
- Measured in clicks, views and assisted orders.  
以点击、浏览与辅助订单衡量。

## CUSTOMISATION · 定制

**Changes the product and the service itself.**

- Local size chart, local payment, reachable return point.  
本地尺码表、本地支付、可达的退货点。
- Configurable versions and bundles.  
可配置的版本与组合。
- Measured in conversion, returns and repeat rate.  
以转化、退货与复购衡量。

**Only a festival banner with no local size is still surface adaptation: it decorates the page without changing the purchase.**

只有节庆横幅、没有本地尺码，仍是表面适配：装饰了页面，没改变购买。

## TWO NUMBERS FROM §3.1.2.2 · 两个数字

**~95%** of marketers ran some form of personalisation

**97%** of that group reported a lift

*Two percentages on different bases: do not multiply them, and do not read them as causal proof.*

## WHY SEARCH STILL WINS INTENT · 为什么搜索仍承接意图

**4 – 10×** more effective than traditional advertising

A query states the need explicitly; a banner only hopes for it.  
查询明确说出需求；横幅只能指望需求存在。

**Personalisation wins attention; customisation wins the purchase. A page can do the first and still fail the second.**

个性化赢得注意力，定制赢得成交；页面可以做到前者，仍然败在后者。

| Stage 阶段<br>阶段             | What happens 发生了什么<br>发生什么                                  | The buyer's question 买家的问题<br>买家的问题                                     |
|----------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------|
| <b>Need</b><br>需要          | The old pair has a hole.<br>旧鞋破了。                           | Is this the thing that solves my problem?<br>这件商品能否解决我的问题？              |
| <b>Search</b><br>搜索        | A friend names a brand; she types it.<br>朋友提到一个品牌，她输入搜索词。   | Which words and categories find it?<br>用什么词与类目能找到？                      |
| <b>Evaluate</b><br>评估      | Two sellers, reviews, size chart, dates.<br>两个卖家、评价、尺码表、日期。 | Is this seller, size, price and date acceptable?<br>这个卖家、尺码、价格与时效是否可接受？ |
| <b>Purchase</b><br>购买      | Card entry, address, confirmation.<br>填卡、填地址、确认。            | Is payment safe and the address right?<br>支付是否安全、地址是否正确？                |
| <b>Post-purchase</b><br>购后 | Fit, review, exchange or return.<br>合脚、评价、换货或退货。            | Did it match the promise, and can a problem be fixed?<br>是否匹配承诺，问题能否解决？ |

**Each stage asks a different question. A page that answers the first three and then offers one card and an overseas return breaks the sequence at the last moment.**

每个阶段问不同问题；页面回答了前三个，却在最后只给一张卡与海外退货地址，序列就在这里中断。

## 阻止退货的尺码表

### WITHOUT A LOCAL CHART · 没有本地尺码表

- Buyer guesses between two European sizes.  
买家在两个欧码之间猜。
- Orders the larger one to be safe.  
为了保险选大一号。
- Arrives too big; return costs 9 dollars.  
到货偏大，退货 9 美元。
- Thirty orders, three size returns: 27 dollars.  
30 单中 3 次尺码退货：27 美元。

### WITH A LOCAL CHART · 有本地尺码表

- Centimetres, width, and how to measure the foot.  
厘米、宽度，以及如何量脚。
- Buyer checks her own measurement once.  
买家自己量一次。
- Two of the three returns disappear.  
三次退货中两次消失。
- One chart, reused on every order.  
一张表，每单复用。

**The chart is a fixed cost paid once and a variable saving earned on every order. Prevention is cheaper than remedy.**

尺码表是一次性固定成本、每单都能兑现的变动节省；预防比补救便宜。

### WHY THIS IS CUSTOMISATION, NOT PERSONALISATION

A recommendation engine could show the shoe to more people and still lose the order at the size question. The chart changes the product information itself, so the purchase becomes possible.

## BACKGROUND AND TIMING · 背景与时间

A teaching case: buyer, seller and all funnel numbers are fictional. A 28-dollar running shoe sold across borders to a student in Dhaka.

教学虚构案例：买家、卖家与全部漏斗数字均为虚构。一双 28 美元跑鞋跨境卖给达卡的一名学生。

## THE PROBLEM · 面临的问题

- The shoe sat in the cart for three days.  
鞋在购物车里放了三天。
- The seller concluded the price was too high.  
卖家判断价格太高。
- A discount was the proposed fix.  
提议的解法是打折。
- The real question: which stage, and which missing evidence?  
真正的问题是：卡在哪一阶段，缺哪类证据？

## EVIDENCE-BASED ACTION · 有证据的做法

- Audit the page against five stages and four proofs.  
按五阶段与四类证据审计页面。
- Add a centimetre chart with width and fit notes.  
加入带宽度与版型说明的厘米尺码表。
- Collect buyer photos from the region.  
收集本地区买家晒图。
- Add a local exchange point and a local payment method.  
增加本地换货点与本地支付方式。
- State the delivery range honestly.  
诚实说明送达区间。

**Price was never changed in the test. That is what makes the result a diagnosis rather than a promotion.**

测试中没有改价；这正是结果能算诊断、而不是促销的原因。

| Proof 证据<br>证据                           | What the page had 页面现状<br>页面现状           | Status 状态<br>状态 | The change 改动<br>改动                                     |
|------------------------------------------|------------------------------------------|-----------------|---------------------------------------------------------|
| <b>Reviews and buyer photos</b><br>评价与晒图 | 11 reviews, none local<br>11 条，无本地       | Weak<br>薄弱      | Add regional buyer photos and fit notes<br>加本地买家晒图与版型说明 |
| <b>Return policy</b><br>退货政策             | Returns to China, buyer pays<br>退回中国，买家付 | Missing<br>缺失   | Local exchange point, cost stated<br>本地换货点，写明费用         |
| <b>Payment protection</b><br>支付保障        | Card only, no local wallet<br>只收卡，无本地钱包  | Missing<br>缺失   | Add the wallet buyers already use<br>接入买家已在用的钱包         |
| <b>Brand endorsement</b><br>品牌背书         | No local proof of any kind<br>没有任何本地证明   | Weak<br>薄弱      | Show the platform guarantee explicitly<br>明确展示平台担保      |
| <b>Size information</b><br>尺码信息          | European sizes only<br>只有欧码              | Broken<br>断裂    | Centimetres, width, how to measure<br>厘米、宽度、量法          |

**Four of five rows were weak or missing. A discount would not have moved a single one of them.**

五行中有四行薄弱或缺失；打折一行都修不了。

Visits in the test  
测试访问量

**500** sessions  
模拟 500 次访问

Checkout rate before  
改前结账率

**1.3** %  
改动之前

Checkout rate after  
改后结账率

**2.4** %  
五项改动之后

Size returns  
尺码退货

**6** → **2** /100  
每百单

#### WHAT MOVED · 变的是什么

- Checkout completion rose from 1.3% to 2.4%.  
结账完成率从 1.3% 升到 2.4%。
- Size-related return requests fell from 6 to 2 per hundred orders.  
尺码退货申请从每百单 6 次降到 2 次。
- Price was unchanged throughout.  
全程未改价。

#### WHAT DID NOT MOVE · 没变的是什么

- Price, product and delivery distance.  
价格、商品与配送距离。
- The buyer's need: the old pair was still broken.  
买家的需要：旧鞋仍然是破的。
- The evidence was the constraint, not the price.  
约束是证据，不是价格。

**These are teaching simulations, not a field experiment. What travels is the method: change the proof, hold the price.**

这些是教学模拟，不是现场实验；可迁移的是方法：改证据、按住价格。

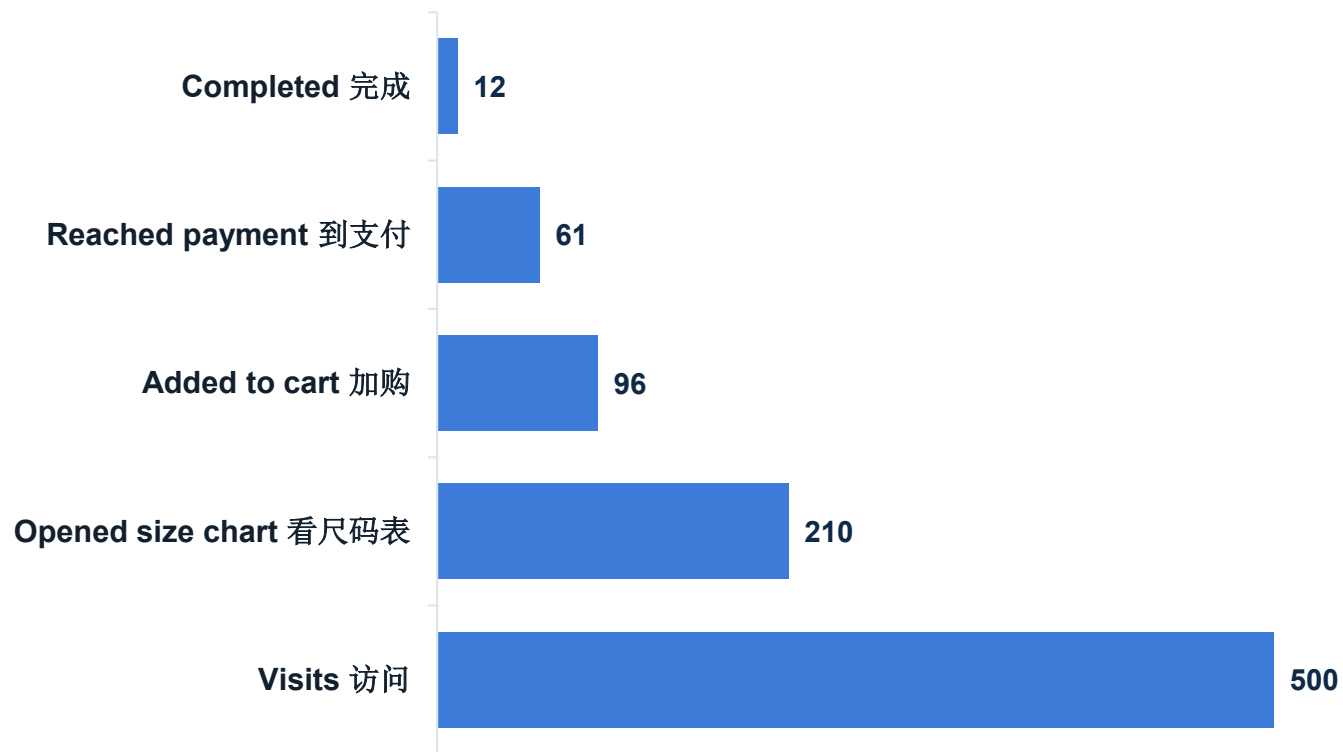
#### THE DIAGNOSTIC SENTENCE · 诊断句

“The buyer is stuck in evaluation because the page cannot answer the size question.”

# Where 500 visitors stop

500 位访问者停在哪里

Teaching illustration · not platform data



## HOW TO READ IT · 怎样读

- Each bar is a count of people, not a conversion rate.  
每根柱是人数，不是转化率。
- 500 to 210 is the size question arriving.  
500 到 210 是尺码问题出现。
- 96 to 12 is where the evidence gap is paid for.  
96 到 12 是证据缺口要付代价的地方。
- Teaching illustration, not a benchmark.  
教学示意，不是行业基准。

*Illustrative counts for this lesson only.*

**Read counts and rates together: 61 people reached payment and 12 completed, so the last step lost four out of five.**

人数与比率要一起读：61 人到支付、12 人完成，最后一步丢掉五分之四。

## 五阶段模型说不了什么

### It is not a mandatory path

它不是必经路径

A familiar category skips search; an impulse buy skips evaluation.

熟悉品类可跳过搜索；冲动购买可跳过评估。

### It is not the seller funnel

它不是卖家漏斗

The funnel counts exposures and clicks; the stages are questions in the buyer's head.

漏斗计曝光与点击；阶段是买家脑中的问题。

### A bad after-sale restarts it

糟糕购后会让它重来

A failed purchase sends the buyer back to search, not politely to the exit.

失败会把买家送回搜索，而不是礼貌退场。

### It describes one buyer, not a market

它描述一个买家，不是市场

One student in Dhaka is not a national average.

达卡一名学生不是全国平均。

**Use the stages to decide what to say, and the funnel to see how many were lost at each handover. Do not use one as the other.**

用阶段决定该说什么，用漏斗看每次交接丢了多少人；不要把一件工具当成另一件。

**SAY · 常见说法**

***“The purchase completes the conversion; after-sales does not affect the business.”***

“下单就完成转化，购后不影响生意。”

**CLARIFY · 需要澄清**

§3.1.1 says post-purchase behaviour decides loyalty. Reviews and returns shape the next buyer's evaluation.

教材 §3.1.1 说购后行为决定忠诚；评价与退货会影响下一位买家的评估。

**SAY · 常见说法**

***“Personalisation is local adaptation.”***

“个性化就是本地适配。”

**CLARIFY · 需要澄清**

Personalisation changes advertising or display; adaptation changes the product and service.

个性化改广告或信息；本地适配改产品与服务细节。

**SAY · 常见说法**

***“The five stages are the sales funnel.”***

“决策五阶段就是销售漏斗。”

**CLARIFY · 需要澄清**

Stages describe buyer psychology; the funnel describes seller actions and aggregate loss.

阶段描述买家心理；漏斗描述卖家动作与汇总流失。

**SAY · 常见说法**

***“Price is the only reason people buy online.”***

“价格是线上购买的唯一理由。”

**CLARIFY · 需要澄清**

Price is one of four: convenience, variety and total cost matter as much.

价格只是四类之一；便利、品类与总体成本同样重要。

**SAY · 常见说法**

***“Trust is the good feeling an advert creates.”***

“信任是广告营造的好感。”

**CLARIFY · 需要澄清**

Trust is a judgement about predictability, built from evidence a buyer can check.

信任是对可预期性的判断，由买家能核对的证据建立。

**SAY · 常见说法**

***“Local adaptation means translating the page.”***

“本地适配就是翻译页面。”

**CLARIFY · 需要澄清**

Language is one of six; sizes, payment, delivery, returns and festival timing also change.

语言只是六个维度之一；尺码、支付、配送、退换与节庆也要改。

| Term 术语<br>术语                                                                         | One-line meaning 一行释义<br>一行释义                                                                    |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <b>Consumer decision stages</b><br>消费者决策阶段                                            | The five-step frame from need awareness to post-purchase behaviour.<br>从需求认知到购后行为的五步分析框架。        |
| <b>Need awareness</b><br>需求认知                                                         | The moment a buyer notices that something is missing or broken.<br>买家意识到某物缺失或损坏的时刻。              |
| <b>Information search</b><br>信息搜索                                                     | Keywords, categories, friends and content used to find options.<br>用关键词、类目、朋友与内容寻找方案。            |
| <b>Evaluation of alternatives</b><br>方案评估                                             | Comparing price, reviews, size, timing and risk across options.<br>比较价格、评价、尺码、时效与风险。             |
| <b>Post-purchase behaviour</b><br>购后行为                                                | Sharing, reviewing, complaining, exchanging or returning after the order.<br>购买后的分享、评价、投诉、换货与退货。 |
| <b>Terms one to five describe the buyer's side of the journey.</b><br>前五个术语描述旅程的买家一侧。 |                                                                                                  |

| Term 术语<br>术语                   | One-line meaning 一行释义<br>一行释义                                                                               |
|---------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Perceived risk</b><br>感知风险   | The buyer's subjective estimate of what could go wrong.<br>买家对可能出问题的损失的主观判断。                                |
| <b>Trust evidence</b><br>信任证据   | Reviews, return policy, payment protection and brand endorsement.<br>评价、退货政策、支付保障与品牌背书。                     |
| <b>Personalisation</b><br>个性化   | Adjusting advertising or displayed content to user characteristics.<br>按用户特征调整广告或展示内容。                      |
| <b>Customisation</b><br>定制      | Changing the product and service to fit user preference.<br>按用户偏好改变产品与服务本身。                                 |
| <b>Local adaptation</b><br>本地适配 | Language, size, payment, delivery, returns and festival timing for one market.<br>面向一个市场的语言、尺码、支付、配送、退换与节庆。 |

**Terms six to ten describe what the seller can change, and which of those changes count as customisation.**

后五个术语描述卖家能改什么，以及其中哪些属于定制。

**Q1** Think of the last payment you abandoned. Which stage were you in, and what evidence would have changed your decision?

回想你最近一次放弃付款：卡在哪个阶段？什么证据会改变你的决定？

**Q2** In your country, which reduces perceived risk most: reviews, return policy or payment protection? Why that one?

在你的母国，评价、退货政策、支付保障三者中哪一个最能降低感知风险？为什么？

**Q3** If the budget allows only one adaptation, do you change size, payment or returns? State the trade-off.

如果预算只够做一项适配，你会改尺码、支付还是退货？说明取舍。

**Q4** Where does the five-stage model fail to describe your last purchase, and what does that tell you about using models?

五阶段模型在哪里无法描述你最近的一次购买？这说明使用模型时要注意什么？

**Answer with a stage and a piece of evidence, not with an opinion about the buyer.**

回答要给出阶段与一类证据，而不是对买家的评价。

3

Read the case and mark which stage the buyer stopped in. Give one page-level reason.

读案例，标出买家停在哪一阶段，并给一个页面层面的理由。

4

Audit the page against the four kinds of trust evidence. Mark each as present, weak or missing.

按四类信任证据审计页面，标出已有、薄弱或缺失。

3

Choose one adaptation from the six dimensions, and say why it is customisation.

从六个维度中选一项适配，并说明为什么它属于定制。

2

Write one metric for the change, and say why a discount would not fix this.

为改动写一个指标，并说明打折为何不能解决这个问题。

## OUTPUT · 学生产出

- Stage diagnosis  
阶段诊断
- Four-row evidence audit  
四行证据审计
- One ranked change plus a metric  
一项排序改动与指标

## TEACHER NOTE · 教师提示

Ask for the stage first, then the fix. Most groups jump straight to a discount.  
先要阶段，再要方案；多数小组会直接跳到打折。

**The best answers separate evidence from promotion, and connect the size adaptation to the cost of a return.**

最好的答案会把证据与促销分开，并把尺码适配与退货成本连起来。

- 1 Name the five decision stages in order, and say which one decides loyalty.  
按顺序说出五个决策阶段，并指出哪一个决定忠诚。
- 2 Give the four reasons people buy online. Which one is most often misread?  
说出线上购买的四类理由；哪一类最常被误读？
- 3 List the four kinds of trust evidence. Which is stronger than a seller promise, and why?  
列出四类信任证据；哪一类强于卖家承诺，为什么？
- 4 What is the difference between personalisation and customisation? Give one example of each.  
个性化与定制有何区别？各举一例。
- 5 A page is translated, keeps European sizes and returns to China. Is that local adaptation? Explain.  
页面已翻译，仍用欧码、退回中国；这算本地适配吗？说明理由。

**Question five is the discriminator: if the size, the payment and the return address did not change, the purchase did not change.**

第五题是分水岭：尺码、支付与退货地址没变，购买就没变。

## THE LESSON IN THREE SENTENCES · 三句话

Buying is a sequence of questions, not a single click.

Trust is built from evidence a buyer can check, and the page either supplies it or does not.

Adaptation means changing the product and the service, not translating the words.

Stage first  
先定阶段

**1** step  
再谈方案

Four proofs  
四类证据

**4** kinds  
评价·退货·支付·背书

Six dimensions  
六个维度

**6** rows  
语言·尺码·支付·配送·退换·节庆

## THE PRACTICAL HABIT · 可操作习惯

- Write the buyer's question for each stage.  
为每个阶段写出买家的问题。
- Audit the page against the four proofs.  
按四类证据审计页面。
- Change the two rows that block the order.  
改掉阻碍下单的两行。

## BRIDGE TO LESSON 11 · 下一课

- Once the buyer can evaluate and trust the offer, how does she find it?  
买家能评估并信任之后，如何发现它？
- Search, recommendation and social content are the discovery channels.  
搜索、推荐与社交内容就是发现渠道。
- Lesson 11 separates paid from organic search, and two “90 billion dollars”.  
第 11 课分开付费与自然搜索，以及两个 “900 亿美元”。

| Source 来源<br>名称               | Used for 用途<br>内容                                                                                                                                                                                     |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SRC-003</b><br>教材《跨境电商概论》  | §3.1 consumer behaviour and retention; §3.1.1 five stages and 图 3-1; §3.1.2.2 personalisation and customisation; 表 3-1 four reasons.<br>§3.1 消费者行为与留存; §3.1.1 五阶段与图 3-1; §3.1.2.2 个性化与定制; 表 3-1 四类理由。 |
| <b>Course case</b><br>本课程教学案例 | “The shoe that stayed in the cart” — fictional buyer, seller and funnel numbers; 500-visit simulation.<br>“留在购物车里的鞋” ——买家、卖家与漏斗数字均为虚构; 500 次访问模拟。                                                     |
| <b>Teaching note</b><br>教学说明  | The four-part trust list is a teaching summary of §3.1 and §3.1.2, not a textbook entry.<br>四类信任清单是本课对 §3.1 与 §3.1.2 的教学归纳, 非教材词条。                                                                    |
| <b>Calibre</b><br>口径          | All figures except the textbook citations are teaching simulations, not market data.<br>除教材引用外, 全部数字为教学模拟, 不是市场数据。                                                                                    |

**Cite the section, not the slide. If a number has no year and no calibre, do not put it in a decision.**

引用小节, 不要引用幻灯片; 数字没有年份与口径, 就不要写进决策。

| STAGE 阶段 | NAME 名称        | QUESTION TO ANSWER 要回答的问题                            | EVIDENCE TODAY<br>现有证据 |
|----------|----------------|------------------------------------------------------|------------------------|
| 01       | Need<br>需要     | Where does the need come from?<br>需要从哪里来?            |                        |
| 02       | Search<br>搜索   | Which words and channels find us?<br>哪些词与渠道能找到我们?    |                        |
| 03       | Evaluate<br>评估 | Which of the four proofs is weakest?<br>四类证据中哪类最弱?   |                        |
| 04       | Purchase<br>购买 | Which payment and address could fail?<br>哪种支付与地址会失败? |                        |
| 05       | After<br>购后    | What makes a problem cheap to fix?<br>什么让问题可以低成本修好?  |                        |

Fill the last column with what the page actually has, not what the seller believes it has.

最后一列填页面实际有什么，而不是卖家以为有什么。

#### THE RULE · 规则

Diagnose the stage, name the missing proof, then change one thing and measure it.

## Lesson 10 · 消费者决策

# Next: how the buyer finds you

## 第 11 课 网站 · 搜索 · 推荐 · 社交：四条发现路径

- Read §3.3.1 to §3.3.6 before class.  
课前读 §3.3.1—§3.3.6。
- Bring one product you bought after seeing a video.  
带一件你看了视频之后买的商品。
- Note the four website functions.  
记下网站的四项功能。
- Find one paid and one organic result for the same query.  
为同一查询找一个付费与一个自然结果。

***“She was not deciding about the shoes. She was deciding whether to trust the page.”***

她不是在决定要不要买鞋，而是在决定要不要相信这个页面。