

GUILIN TOURISM UNIVERSITY · 桂林旅游学院

LESSON 12

One livestream, three platforms

移动 · 社交 · 直播 · 三个维度与两种流量

Textbook §2.5—2.6, §3.3.3, §3.3.7, §3.5, §3.5.1, §3.5.4 · a 90-minute bilingual lesson

90 minutes
一课时

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

Lessons 3—4, 11
前置知识

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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“Same script, same price. What changes is who sees it, who owns the viewer afterwards, and who pays next time.”

一句话先记住：脚本与价格相同，变的是谁能看到、播完之后观众归谁、下一次触达由谁付费。

12^{min}

Warm-up: one livestream, three rooms

案例开场：一场直播三个平台

Media spend, team cost, returns, new buyers.

34^{min}

Device, content, relation

设备、内容、关系

M-commerce, seeding, social commerce.

26^{min}

Livestream and traffic ownership

直播与流量归属

Four features; public versus private traffic.

18^{min}

Task and close

课堂任务与收束

Design a two-platform livestream.

One question runs through all four stages: whose cost structure is this, and what asset is left after the session ends?

四个环节问同一件事：这是谁的成本结构，播完之后留下的是什么资产？

- 01** Distinguish mobile commerce, social commerce and livestream by three dimensions: device, relation and form.
按设备、关系与形式三个维度区分移动电商、社交电商与直播。
- 02** Read the mobile and social figures with year and calibre, and say what each number measures and does not.
按年份与口径读出移动与社交数据，说明每个数字测什么、不测什么。
- 03** State the four features of livestream marketing and map each one to a concrete selling mechanism.
说明直播营销的四项特色，并把每项对应到具体的销售机制。
- 04** Judge whether a livestream brings public reach or private traffic, and name what each costs to maintain.
判断一场直播带来的是公域触达还是私域流量，并说明各自用什么维护。

Each objective maps to §2.5—2.6, §3.3.3, §3.3.7, §3.5.1 or §3.5.4.

BEFORE THIS LESSON · 前置知识 (第 3—4、11 课)

- B2C forms and platform models (Lessons 3—4).
B2C 运作形式与平台模式 (第 3—4 课)。
- Marketing channels and search (Lesson 11).
营销渠道与搜索 (第 11 课)。
- You know where a buyer can be found; this lesson asks what the trade runs on.
你已知买家可被找到; 本课问这笔交易跑在什么上面。

Device changes constraints; screens, attention, steps and notifications.

WHAT THIS LESSON DOES · 本课作用

- Separate four things students usually merge into one bundle.
把学生常混在一起的四件事分开。
- Give livestream a job, then a cost line for the job.
给直播一个任务, 再给这个任务一条成本线。
- Show why a public platform livestream is rented reach, not owned traffic.
说明公域平台直播是租来的曝光, 不是自有流量。

Forty thousand views are an input; three hundred orders are the smallest possible result.

Three questions run under every channel name: where does the trade happen, why does the buyer trust the seller, and what does the seller keep?

每个渠道名字下面其实藏着三个问题: 交易在哪发生、买家为什么信任卖家、卖家最后留下什么。

Public short-video

公域短视频平台

40,000 views

320 orders

reach is bought; the viewer stays on the platform

E-commerce platform

电商平台直播间

8,000 views

240 orders

orders and commission sit in the same place

Own community

品牌自有社群

1,200 views

96 orders

small room, no media bill next time

THE SAME 120 MINUTES: IDENTICAL GOODS, IDENTICAL SCRIPT, IDENTICAL PRICE · 同样两小时：同样的商品、脚本与价格

What differs is who can see it, who owns the viewer afterwards, and who pays for the next touch.

差别在于谁能看到、播完之后观众归谁、下一次触达由谁付费。

THE QUESTION OF THE LESSON · 本课的问题

- Which platform would you choose, and on each one what exactly are you buying?
你会选哪个平台？在每个平台上，你真正买到的到底是什么？
- Public content buys reach, social relation buys trust, livestream compresses decision, private buys repeated touch.
公域内容买触达，社交关系买信任，直播压缩决策，私域买重复触达。

KEY POINTS · 学习重点

- Mobile is a device dimension; social is a relation and scene dimension. Neither creates a new trading-party type.
移动是设备维度，社交是关系与场景维度；两者都不产生新的交易主体类型。
- Content wins attention before the purchase; the display figures show relative attention, not a guaranteed lift.
内容在购买之前先赢得注意；展示广告数据说明相对注意力，不是必然提升。
- Livestream compresses show, interaction and settlement into one slot, yet platform livestream is usually public traffic.
直播把展示、互动与结算压进同一时段，但平台直播通常是公域流量。

COMMON DIFFICULTIES · 可能的难点

- Treating mobile, social and livestream as three parallel business models instead of three dimensions at once.
把移动、社交、直播当成三种并列商业模式，而不是可以同时成立的三个维度。
- Assuming livestream brings private traffic by nature, when a platform room is only rented public exposure.
以为直播天然带来私域，而平台直播间只是租来的公域曝光。
- Taking a high view count as success and ignoring cost per order, return rate and new-buyer share.
把高观看量当成成功，忽略每单成本、退货率与新老客占比。

THE ONE-LINE RULE

Name the dimension before you name the channel. A format is not a traffic type.

Dimension 维度	The question it answers 回答的问题	Label 标签	Consequence for the seller 卖家要注意什么
Device 设备	Where does the trade happen? 交易在哪里发生?	Mobile commerce §2.5 移动电商 §2.5	Phones reward speed and few steps; they punish wide tables and long forms. 手机奖励速度与少步骤，惩罚宽表格与长表单。
Relation 关系	Why does the buyer trust the seller? 买家为什么信任卖家?	Social commerce §2.6 社交电商 §2.6	Recommendation lowers risk and group-buy lowers price, but the audience belongs to the platform. 推荐降低风险、拼团降低价格，但受众属于平台。
Form 形式	When are show, talk and pay compressed? 展示、互动与结算何时被压缩?	Livestream marketing §3.5.1 直播营销 §3.5.1	A format, not a traffic type: on a public platform it is rented exposure until the viewer is moved. 形式不是流量类型；在公域平台上，观众没被转入自有渠道之前都是租来的曝光。

A single transaction can carry all three labels: settled on a phone, recommended by a friend, bought inside a livestream.
同一笔交易可以同时带三个标签：在手机上成交、由朋友推荐、在直播间里下单。

WHY THE DISTINCTION MATTERS · 区分的意义

The trading parties never change: still business and consumer. What changes is the interface and the trust mechanism.

Retail m-commerce revenue
全球零售移动电商收入

2.8 tn USD · 2020

增长 32%；2024 年预测约 4.5 万亿。

Mobile marketing spend
移动营销支出

250 bn USD · 2020

占当年约 3400 亿美元线上营销的 70% 以上。

Mobile shopping users, China
中国移动购物用户

1.1 bn · Dec 2021

QuestMobile 2021 年度报告。

Indicator 指标 指标	Figure 数字 数字	Year 年份 年份	Calibre: what it does not measure 口径：它不测什么 口径
Retail m-commerce revenue 零售移动电商收入	USD 2.8 tn 2.8 万亿美元	2020 2020	It counts B2C sales settled on a device; it is not a fourth trading type. 它计的是在移动设备上成交的 B2C，不是第四种交易类型。
Mobile marketing spend 移动营销支出	USD 250 bn 约 2500 亿美元	2020 2020	It counts advertising money, not goods sold; do not add it to the line above. 它计的是广告钱，不是成交额；不能与上一行相加。
Mobile shopping users 移动购物用户	over 1.1 bn 超过 11 亿	Dec 2021 2021 年 12 月	It counts accounts, not orders or value; one user may buy once a year. 它计的是用户数，不是订单与金额；一个用户可能一年只买一次。

Three numbers, three different objects — transaction value, advertising spend, and accounts. Cite each with its year and its calibre.

三个数字、三个对象——成交额、广告支出、账户数；引用必须各带年份与口径。

A B2C order can be mobile. A B2B order can be mobile too. Trading parties do not change with the screen.

01 Price and buy button above the fold

价格与购买按钮在首屏

No scrolling to learn what it costs.

不需要下滑就知道价格。

02 Checkout in three steps or fewer

结账不超过三步

Every extra step loses buyers mid-payment.

每多一步都在支付途中丢人。

03 Vertical assets that load on a mid-range phone

竖屏素材在中端机上快速加载

Heavy images cost the user money in prepaid data.

在预付费流量下，多余图片由用户付费。

WHAT MOBILE-FIRST CANNOT FIX · 移动优先修不了什么

A weak product

弱产品

Speed cannot rescue a bad offer.

An unclear price

模糊价格

Fast pages still confuse.

Untrustworthy delivery

不可信的时效

Three seconds of loading does not create trust.

Cross-device breaks

跨设备断裂

Cart and account must survive the switch.

Design the critical path for the smallest screen, then confirm that account and cart survive the switch between devices.

按最小屏幕设计关键路径，再确认账号与购物车能跨设备延续。

内容在购买之前先赢得注意

CONTENT MARKETING · 内容营销 (§3.5.4)

- Plan campaigns — articles, infographics, cases, white papers, video, releases — and place them on several sites.
策划内容战役——文章、信息图、案例、白皮书、视频与新闻稿——投放到多个网站。
- Purpose: attract visits, lift organic ranking, build brand interaction.

目的：吸引访问、提升自然排名、建立品牌互动。

- Economics differ from ads: while the budget flows, banners stop when paid.

经济逻辑不同于广告：停预算后横幅当天消失。

THE DISPLAY FIGURES: RELATIVE ATTENTION IN ONE 2012 STUDY · 展示广告数据：一次研究中的相对注意力 (MediaMind, 2012)

~300%

Rich media vs standard banner

富媒体相对标准横幅

more site visits

6×

Video inside rich media

富媒体中加入视频

visit likelihood

12×

In-stream video vs rich media

贴片视频相对富媒体

click-through rate

27×

In-stream video vs banner

贴片视频相对横幅

click-through rate

Multiples describe relative attention in one display study. They are not a guarantee for any single product, and content can be copied.

倍数来自一次展示广告研究，只说明相对注意力，不是对任一商品的保证；内容也会被模仿。

Seeding is the front half: put a useful answer in front of the buyer before she is ready to buy.

DRIVERS NAMED BY THE TEXTBOOK · 教材点名的驱动力

Social sign-on	社交登录	<i>the platform recognises ties</i>
Network notifications	网络通知	<i>shares, likes and dislikes</i>
Collaborative shopping	协作购物工具	<i>buying together lowers price</i>
Social search	社交搜索	<i>a trusted friend</i>
Buy buttons	购买按钮	<i>recommends checkout inside the platform</i>

THE MECHANISM AND ITS LIMIT · 机制与限制

- Trust: a recommendation lowers perceived risk; a group-buy lowers price.
信任：推荐降低感知风险；拼团降低价格。
- Ownership: on someone else's platform, the seller rents attention and does not own the relation.
所有权：在别人的平台上，卖家租注意力，不拥有关系。
- Pinduoduo group-buy is the textbook example: friends become the

Term 名称 名称	What drives it 靠什么驱动 驱动	What it measures 它计量什么 计量	Example 例子 例子
Social commerce 社交电商	Relation drives the deal 关系驱动交易	Sales concluded, not money spent 成交金额，不是花掉的钱	Pinduoduo group-buy; buy buttons inside WeChat, TikTok, Instagram 拼多多拼团；微信、TikTok、Instagram 内的购买按钮
Social media marketing	Paid placement on a social channel	Money spent to reach people	Banner or feed ads bought
The textbook estimates 2020 global social commerce revenue at about USD 90 billion (Business Wire) and calls the form early. 教材估计 2020 年全球社交电商收入约 900 亿美元 (Business Wire 转引)，并称这一形态仍处初期。			

Buying an ad slot on a social platform is marketing. A deal driven by social relations is social commerce.

EXAMPLE 1 · ONE LIVESTREAM, TWO KINDS OF TRAFFIC

Same livestream, two traffics

同一场直播，两种流量

- Public short-video: 40,000 strangers scroll past, 320 order, and the viewers stay on the platform.
公域短视频平台：四万个陌生人滑过，三百人下单，观众留在平台上。
- Own community: 1,200 members watch, 96 order, and next week is free to reach them again.
自有社群：一千二百名会员观看，九十六人下单；下周再触达不必再付媒体费。
- The smaller room pays better per order. The bigger room is the only one that can scale.
小房间每单更赚钱；大房间是唯一能放量的一个。

Concept: public and private traffic.

用到的概念：公域与私域流量。

EXAMPLE 2 · CONTENT, NOT ADVERTISING

A size video is content, not an ad

尺码视频是内容，不是广告

- A two-minute video teaching customers to measure a foot answers one buyer question.
两分钟视频教顾客量脚、选码，回答了一个买家问题。
- It keeps bringing views after the ad budget stops; the banner disappears the day the budget stops.
广告停投后它仍带来观看；横幅在预算停止当天就消失。
- Ads rent a position; content accumulates an asset that can be found again.
广告买的是位置；内容积累的是可以被再次找到的资产。

Concept: seeding versus display advertising.

用到的概念：内容种草与展示广告。

Both examples ask the same question: what survives after the session, or after the budget, has ended?

两个例子问的是同一件事：直播结束或预算停止之后，还剩下什么？

直播把决策压进同一时段

DEFINITION · 定义 (§3.5.1.1)

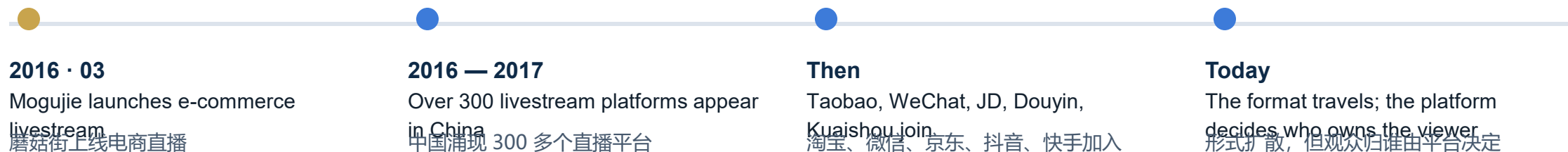
- A host produces a programme live in a store or studio, carried by a livestream platform, to build brand or sales.
主播在实体店或演播室现场生产并播出节目，以直播平台为载体提升品牌或销量。
- The textbook also lists it as one route to a DTC brand.
教材也把它列为建立 DTC 品牌的路径之一。

THE COSTS THAT COME WITH THE FORMAT · 这个格式的真实成本

Host time	主播时间	Rehearsal, the two live hours, follow-up
Traffic	流量	Paid reach or algorithmic allocation
Production	制作	Set, camera, lighting, editing of clips
Samples	样品	Units sent out and written off
Service and returns	客服与退货	Questions during the show, returns after it

Four features explain why it may work. They do not promise that it does.

TIMELINE: 2016 WAS CALLED THE FIRST YEAR OF LIVESTREAM IN CHINA · 时间线：2016 年被称为直播元年



A timeline is a fact; it is not evidence that the format pays. Cost per order and return rate decide that.

时间线是事实，不是这个格式赚钱的证据；每单成本与退货率才决定这一点。

Four features, four sales mechanisms

四项特色对应四个销售机制

Feature 特色 特色	What the textbook says 教材怎么说 教材表述	The selling mechanism it buys 买到的销 售机制 对应机制	How to measure it 用什么指标看 衡量指标
Event marketing 事件营销	A livestream is an event with a news hook. 直播是带新闻钩子的事件。	Buys reach beyond the existing audience. 买到原有受众之外的触达。	Views, shares, new-visitor share 观看、分享、新客占比
Precise audience 精准人群	Viewers must enter at an agreed hour. 观众必须在约定时间进入播放页。	The time threshold filters self-selected interest. 时间门槛筛出自选且有兴趣的人群。	Watch time per viewer, add-to-cart rate 人均停留、加购率
Real-time interaction 实时互动	Comments and gifts change the show. 评论、弹幕与打赏改变节目进程。	Objections surface live and can be answered at once. 异议当场暴露，可以当场回答。	Question count, answer rate, cart rate after answers 提问数、回答率、回答后的加购率
Emotional resonance 情感共鸣	People with the same interest gather at once. 具有相同兴趣的人同时聚集。	Atmosphere lowers price sensitivity. 氛围提高购买意愿、降低价格敏感。	Order rate, average order value, return rate 下单率、客单价、退货率

High views with low orders usually fail on product match, price or trust — not on a shortage of traffic.
观看高而下单低，通常败在商品匹配、价格或信任，而不是“流量不够”。

Give each feature a task and an indicator before the show starts. A feature without a job is decoration.



READ IT THIS WAY · 怎样读这张图

- Read left to right: every arrow is a handover, and this is where viewers are lost rather than moved forward.
从左到右读：每个箭头都是一次交接，观众可能在这里流失，而不是必然前进。
- The first two nodes are usually public and depend on payment or allocation; the last two are owned and cost people.
前两个节点通常是公域，靠付费或算法；后两个是自有渠道，成本是人而不是媒体。
- The chart shows one possible path: a viewer may enter at the livestream, leave to compare, and return by search or clips.
图只描述一条可能路径；观众也可能从直播间进入、离开比价，再通过搜索或切片回到商品页。

Ownership is decided at the handover, not at the warm-up. A viewer who never reaches your channel remains someone else is.
归属是在交接那一刻决定的，不是在预热时；没有进入你渠道的观众，始终是别人的。

Question 问题 问题	Public traffic 公域流量 公域流量	Private traffic 私域流量 私域流量
Who decides whether the viewer sees it? 谁能决定是否看得见?	Platform allocation or auction 平台算法分配或竞价	The seller reaches the viewer directly 卖家可直接触达
What is paid each time? 每次触达花什么?	Media cost, every time 每次都要付媒体费	No media bill, labour every time 没有媒体账单, 但每次都要人
Who owns the relation? 关系归谁?	The platform keeps the relation 关系留在平台	The seller, only after the viewer is moved 观众被转入之后才归卖家
What is it good at? 擅长什么?	Scaling reach and finding new buyers 放量拉新	Repeat touch and margin per order 重复触达与每单毛利
Main risk 主要风险	Price rises with competition; viewers stay behind 竞争推高价格; 观众留在平台	A community decays if nobody runs it 没人运营社群就会衰败

01 Livestream is not private by nature

直播不天然属于私域

A public platform room is exposure you rent. It becomes private only when the viewer moves to your channel.
公域直播间是租来的曝光; 只有观众转入你的渠道, 私域才开始。

02 Private is not free

私域不是免费

The media bill falls and the payroll does not: operations, content, service staff, someone covering weekends.
媒体账单下降, 工资单没有: 需要运营、内容、客服, 以及周末处理投诉的人。

03 Dimensions do not make new trading parties

维度并不产生新的交易主体

Still business and consumer. What changes is the interface and the trust mechanism, not who is buying.
交易双方仍是企业与消费者; 变的是界面与信任机制, 不是谁在买。

BACKGROUND AND TIME · 背景与时间

- A fictional home-goods seller with a 45—60 dollar basket runs one two-hour show weekly on three platforms.
虚构的家居用品卖家，客单价 45—60 美元，同一周在三个平台开同一场两小时直播。
- All numbers are teaching simulations, not real seller accounts.
所有数字均为教学模拟，不是真实卖家账目。

THE PROBLEM · 面临的问题

- The team celebrates: the public room brought the most orders.
团队因公域订单最多而庆祝。
- Finance asks which platform pays after traffic cost, returns and team time.
财务问：扣掉流量、退货与团队时间后，哪个平台真正赚钱？
- And which one leaves an asset that can be used again?
以及哪个平台留下了可以再次使用的资产？

WHAT THE TEAM DID WITH EVIDENCE · 有证据的做法

- Record per platform: views, orders, basket value, traffic cost, returns, new-buyer share.
为每个平台记录：观看、订单、客单价、流量成本、退货率与新客占比。
- Compute contribution before returns, then again after returns.
先算退货前贡献，再算退货后贡献。
- Only registered sources are used for market conditions.
市场条件只用已登记来源。

Facts first: every platform records the same seven lines, so the comparison uses one ledger for three businesses.

先把事实记全：三个平台用同一套七行账本，这样比较的才是三本账而不是三个故事。

The same night, three ledgers

同一晚，三本账

Metric 指标 指标	Public short-video 公域短视频 公域短视频	E-commerce platform 电商平台 电商平台	Own community 自有社群 自有社群
Views 观看人数 观看人数	40,000 4 万人	8,000 8 千人	1,200 1.2 千人
Orders 订单数 订单数	320 320 单	240 240 单	96 96 单
Average order value 客单价 客单价	USD 45 45 美元	USD 52 52 美元	USD 60 60 美元
Revenue before returns 退货前成交额 退货前成交额	USD 14,400 14,400 美元	USD 12,480 12,480 美元	USD 5,760 5,760 美元
Traffic and commission 流量与佣金 流量与佣金	USD 6,400 6,400 美元	USD 2,600 2,600 美元	USD 0 0 美元
Team cost 团队成本 团队成本	USD 2,000 2,000 美元	USD 2,000 2,000 美元	USD 2,000 2,000 美元
Return rate 退货率 退货率	18% 百分之十八	12% 百分之十二	8% 百分之八
New buyer share 新客户占比	85%	55%	100%

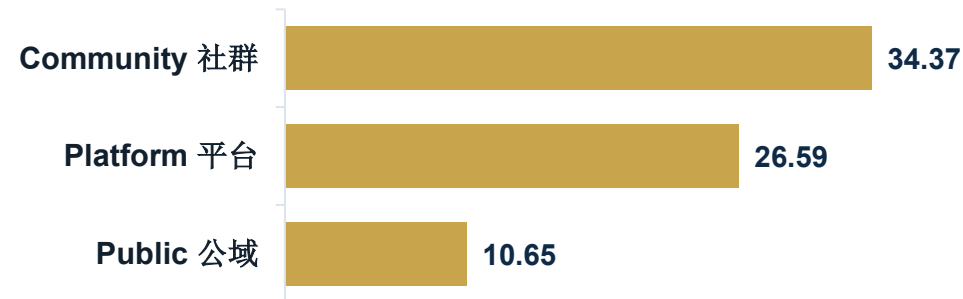
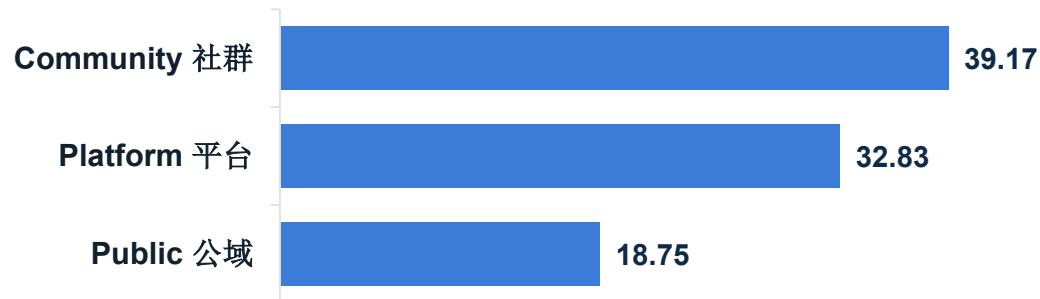
Read each column as one business, not as one ranking. The biggest column is also the most expensive one to keep.
把每一列当成一门生意读，而不是一个排名；最大的那一列也是维持成本最高的一列。

Turning a night into a contribution

把一晚换算成贡献

Contribution per order · 每单贡献

Platform 平台 平台	Revenue before returns 退货前成交 额 成交额	Costs 流量 + 团队 成本	Contribution 退货 前贡献 退货前贡献	Per order 每 单 每单	Return loss 退货 损失 退货损失	Contribution after 退货后贡献 退货后贡献
Public short-video 公域短视频	14,400 发货额	8,400 成本	6,000 贡献	18.75 每单	2,592 退货损失	3,408 退货后贡献
E-commerce platform 电商平台	12,480 发货额	4,600 成本	7,880 贡献	32.83 每单	1,498 退货损失	6,382 退货后贡献
Own community 自有社群	5,760 发货额	2,000 成本	3,760 贡献	39.17 每单	461 退货损失	3,299 退货后贡献
CONTRIBUTION PER ORDER, BEFORE RETURNS · 每单贡献 (退货前)				CONTRIBUTION PER ORDER, AFTER RETURNS · 每单贡献 (退货后)		



The textbook case gives only the public after-return figure: about 3,408 dollars, or 10.65 per order. The other two columns follow the same assumption; check them in class.

教案只给出公域的退货后数字：约 3,408 美元，每单 10.65。另两列按同一假设推算，课上请自行核对。

THE TEAM KEEPS ALL THREE, WITH ONE JOB EACH · 三个平台都保留，各给一个任务

Public: buy new buyers

公域：拉新

worst contribution after returns

Platform: buy scale

平台：放量

middle cost, middle reach

Community: buy repeat

社群：复购

best per order, hard to scale

Channel 渠道 渠道	What to measure 用什么衡量 衡量什么	What the measure hides 这个指标盖住了什么 盖住什么
Livestream 直播	Views, average watch time, product clicks, orders, basket value, returns, new-buyer share 观看、人均停留、商品点击、订单、客单价、退货率、新老客占比	Views are an input, not a result 观看是投入，不是结果
Content 内容	Saves, shares, brand search, assisted conversion 收藏、分享、品牌搜索、辅助转化	Cheap to keep, slow to pay 留存便宜，见效慢
Social commerce 社交电商	Group-buy participation, referral chain, orders per shared link 拼团参与、推荐链、每个分享链接的订单	The relation stays with the platform 关系留在平台上
Private traffic 私域流量	30-day and 90-day repurchase, and the cost of the team that runs it 30 与 90 天复购，以及运营团队的成本	Cost moved from media to payroll 成本从媒体转移到人力

Forty thousand views with three hundred orders is not better than twelve hundred views with ninety-six orders. Compare contribution after returns.

四万观看三百单，不一定优于一千二百观看九十六单；要比较的是退货后的贡献。

01 COMMON SAYING 常见说法

Mobile commerce, social commerce and livestream are three parallel business models.
移动电商、社交电商、直播是三种并列商业模式。

WHAT TO SAY INSTEAD 修正说法

They are device, relation and form. All three labels can sit on one transaction at once.
它们是设备、关系与形式三个维度，可以在同一笔交易中同时成立。

03 COMMON SAYING 常见说法

Private traffic is free, because sending a message again costs nothing.
私域免费，因为重复发消息不要钱。

WHAT TO SAY INSTEAD 修正说法

Media cost falls and payroll does not: operations, content, service staff and promotions remain.
媒体费下降，但运营、内容、客服与促销仍在；成本从媒体转移到人力。

05 COMMON SAYING 常见说法

Content marketing is free advertising.
内容营销就是免费广告。

WHAT TO SAY INSTEAD 修正说法

Content must be produced, placed and maintained. It earns attention by answering, not by renting a slot.
内容要生产、投放与维护，它靠回答问题赢得注意，而不是靠买位置。

02 COMMON SAYING 常见说法

Livestream brings private traffic by nature.
直播天然带来私域。

WHAT TO SAY INSTEAD 修正说法

Livestreaming on a public platform is rented exposure. It becomes private only when viewers are moved.
在公域平台直播是租来的公域曝光；只有观众转入自有渠道，私域才开始。

04 COMMON SAYING 常见说法

A high view count proves the livestream worked.
观看量高就证明直播成功。

WHAT TO SAY INSTEAD 修正说法

Views are an input. The verdict is orders, cost per order, return rate and new buyer share.
观看只是投入，成败看订单、每单成本、退货率与新老客占比。

06 COMMON SAYING 常见说法

Any advertisement placed on a social platform is social commerce.
社交电商就是在社交平台投放的任何广告。

WHAT TO SAY INSTEAD 修正说法

Social commerce requires that social relations drive the deal, as in group-buy or trusted referral.
社交电商要求社交关系驱动交易，例如拼团或可信推荐。

Mobile commerce

移动电商

Trades concluded on handheld wireless devices.
通过无线手持设备完成的商业交易。

Social commerce

社交电商

Commerce driven by social networks and online relations.
由社交网络与线上社交关系驱动的电商。

Livestream marketing

直播营销

Host produces a show live; a platform carries it.
主播现场生产节目，由直播平台承载。

Public traffic

公域流量

Exposure and visits bought once from another platform.
从其他平台一次性购买的曝光与访问。

Private traffic

私域流量

Audience the firm owns; repeat touch adds no media cost.
企业自己拥有、重复触达不增加媒体成本的受众。

Content marketing

内容营销

Assets that earn visits, ranking and interaction.
获取访问、排名与互动的内容资产。

Display advertising

展示广告

Banners, rich media and video bought by placement.
按曝光位置购买的横幅、富媒体与视频。

Rich media

富媒体

Display ads with animation, interaction or video.
含动画、交互或视频的展示广告。

DTC (direct to customer)

直面消费者

Selling without intermediaries.
不经中间商、直接面向消费者经营。

Social sign-on

社交登录

Logging in with a social account so ties and preferences are visible.
用社交账号登录，使平台可识别关系与偏好。

Three of these ten are dimensions, not channels. Using a channel word where a dimension word belongs is what makes plans

失败。这个词里有三个是维度而不是渠道；把维度说成渠道，正是计划失败的地方。

01 Think of a livestream you watched. Which of the four features kept you there? Did you buy?

回想一场你看过的直播：四项特色中哪一项让你留下？你下单了吗？

Answer with a number and a condition, not with a preference.

02 If only one channel from the case can be kept, which one, and what indicator defends the choice?

如果案例中只能保留一个渠道，你保留哪个？会用什么指标为选择辩护？

Answer with a number and a condition, not with a preference.

03 Why might a seller accept a higher cost per order on the public platform? Give two good reasons and one bad one.

卖家为什么可能接受公域平台更高的每单成本？给出两个正当理由与一个糟糕理由。

Answer with a number and a condition, not with a preference.

04 How do you tell content that seeds demand apart from content that is only entertainment?

你如何区分“种下需求的内容”与“只是娱乐的内容”？

Answer with a number and a condition, not with a preference.

The strongest answers name the dimension first, then the indicator that would prove the choice right.

最好的答案会先说出维度，再说能证明这个选择正确的指标。

3

min

Pick one product and two platforms; write assumed audience size and traffic cost.

选一个商品与两个平台，写出受众规模与流量成本假设。

OUTPUT · 产出

Assumptions written down.

4

min

Give each of the four features one task and one indicator.

为四项特色各分配一个具体任务与一个指标。

OUTPUT · 产出

Feature → task → indicator.

3

min

Estimate orders, basket value, return rate and team cost; compute contribution per order.

估算订单、客单价、退货率与团队成本，计算每单贡献。

OUTPUT · 产出

One contribution figure per platform.

2

min

Name one indicator to check in 30 days that proves an asset is being built.

写出 30 天后要检查的一个指标，用来证明在积累资产。

OUTPUT · 产出

The asset indicator.

STUDENT OUTPUT · 学生产出

One page: two platform columns, four features mapped to tasks, and contribution per order for each.

Q1

Name the dimension behind each label: mobile commerce, social commerce, livestream.

说出三个标签各自的维度：移动电商、社交电商、直播。

Q2

Why is a livestream on a public short-video platform not private traffic?

在公域短视频平台直播，为什么不算私域流量？

Q3

Public: 40,000 views, 320 orders. Community: 1,200 views, 96 orders. Which pays better per order, and why keep the other?

公域 4 万观看 320 单，社群 1200 观看 96 单：哪个每单更赚钱？为什么还要保留另一个？

Q4

Rich media about 300 per cent more visits; in-stream video 12 times rich media and 27 times banner. What do these prove?

富媒体访问提升近 300%、贴片视频是富媒体 12 倍、横幅 27 倍：这些数字证明了什么？

Q5

A how-to-size video keeps bringing views after the budget stops; a banner stops the same day. Which is content, which is advertising?

停投后尺码视频仍带来观看，横幅当天消失：哪个是内容，哪个是展示广告？

If an answer names only a channel and not a dimension or a number, it is a preference, not an analysis.

如果答案只点出一个渠道，没有点出维度或数字，那是偏好，不是分析。

THE ARGUMENT · 本课的结论

- Three dimensions answer three questions: where the trade runs, why trust exists, when decision is compressed.
三个维度回答三个问题：交易跑在哪、信任从何来、决策何时被压缩。
- Content accumulates an asset; display advertising rents a position; livestream buys a slot.
内容积累资产，展示广告租位置，直播买时段。
- Public room buys reach, platform room buys scale, own community buys repeat.
公域直播间买触达，平台直播间买规模，自有社群买复购。

WHAT TO DO WITH IT · 怎么用

- Before a show: give each feature a task and an indicator.
开播前：给每项特色一个任务与一个指标。
- After a show: compare contribution per order after returns.
播完后：比较退货后的每单贡献。
- Ask what each channel keeps costing once the night ends.
问每个平台在直播结束后还要继续花什么。

Term 说法 说法	It is 它是 它是	It is not 它不是 它不是
A view count 观看量	An input you paid for 你付了钱的投入	A result 一个结果
A private community 自有社群	A channel you must staff 要有人运营的渠道	Free reach 免费触达

The channels do not replace each other; they have different cost structures. The skill is combining them and measuring each joint.

渠道之间不是替代关系，它们的成本结构不同；真正的能力是组合它们并逐环衡量。

Source 来源	Section 位置	What it states 原文内容	Used for 用途
SRC-002 §2.5, §2.6	M-commerce definition; social commerce definition and its five drivers 移动电商定义；社交电商定义与五项驱动力	The two dimensions and the 90 billion figure 两个维度与 900 亿	
SRC-002 Fig 2-10	Retail m-commerce revenue via eMarketer 零售移动电商收入（eMarketer 转引）	The 2.8 trillion and 4.5 trillion figures 2.8 万亿与 4.5 万亿	
SRC-003 §3.3.3	Display advertising multiples, MediaMind 2012 展示广告倍数（MediaMind, 2012）	Relative attention only, not a guaranteed lift 只说明相对注意力，不是必然提升	
SRC-003 §3.3.7	Mobile marketing spend about 250 billion of about 340 billion online 移动营销支出约 2500 亿，约 3400 亿在线	Advertising money, not goods sold 是广告钱，不是成交额	
Every number here carries a year and a calibre. Drop either label and the number stops being usable for a decision. 这里每个数字都带年份与口径：丢掉任何一个标签，这个数字就不能用于决策。			
SRC-003 §3.5.1, §3.5.1.1—3	Livestream definition, 2016 timeline, four features 直播定义、2016 年时间线、四项特征	Definition and features; not a profit claim 定义与特色，不是盈利保证	

LESSON 12 · MOBILE, SOCIAL AND LIVESTREAM

Name the dimension, then name the cost.

先说维度，再说成本。

NEXT: LESSON 13 · 下一课

The sales funnel: turning one bad month into a countable leak.

销售漏斗：把一个难看的月份变成一处可以计数的漏水点。

跨境电商概论 · Cross-border Ecommerce · Guilin Tourism University

授课教师 宋友开 · 2026—2027 学年第一学期

“A platform livestream rents you a crowd. Only a channel you own remembers you tomorrow.”

收束一句话：平台直播租给你一群人；只有你自己的渠道明天还记得你。