

2025

World Internet Conference

Collection of Cross-Border E-Commerce Practice Cases





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Cross-border E-commerce Practice Cases**

PREFACE

With the advancement of information and Internet technologies, digital technologies such as big data, artificial intelligence (AI), and blockchain have been deeply integrated into foreign trade, catalyzing substantial transformations in the processes, contents, models, and regulatory methods of foreign trade. As a new business model within foreign trade, cross-border e-commerce (CBEC) has become a pivotal force in the global trade development, characterized by rapid growth, great potential, and strong impetus. Yet, notable disparities exist among nations in terms of digital infrastructure, logistics and distribution facilities, adoption of digital technologies and transformation of traditional trade enterprises. The global dissemination of advanced CBEC innovations and cases serves to promote mutual learning, enabling the global community to benefit from best practices in CBEC development.

In 2025, the World Internet Conference (WIC) launched a call for CBEC practice cases and selected 87 outstanding cases from the submissions. These cases cover seven dimensions, including digital platforms, trading enterprises, logistics and distribution, comprehensive services, integrated innovation, international cooperation and government guidance. The initiative received active participation from government departments, universities and research institutions, various enterprises and third-party organizations. The cases in each section have been organized alphabetically.

Based on a comprehensive synthesis of these outstanding practice cases, ***the World Internet Conference Collection of Cross-border E-commerce Practice Cases (2025)*** was compiled to facilitate industry exchange and mutual understanding, promote all-around international cooperation, support inclusive development in CBEC, and assist micro-, small and medium-sized enterprises (MSMEs) worldwide in better leveraging CBEC to expand international markets.

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01

Digital Platforms Diversified Innovations to Facilitate Global Expansion

Digital platforms are the foundation and medium for CBEC. This section examines the innovative initiatives of trading platforms in international services, innovative models, and empowering the digital transformation of industrial chains, as well as the payment and settlement innovations introduced by payment platforms. By harnessing emerging technologies such as AI and improving industrial ecosystems, digital platforms provide support for small and medium-sized enterprises (SMEs) in their international market expansion.

International services

CASE 01 Poizon "Silk Road E-commerce" platform for high-quality life, contributing to the trade of high-quality products in partner countries

Poizon is an e-commerce platform specializing in trendy products, operated by Shanghai Shizhuang Information Technology Co., Ltd. This platform facilitates the trade of high-quality products across more than ten "Silk Road E-commerce" partner countries.

Proprietary vertical large model for AI authentication. Poizon has established a nationally certified, research-level authentication laboratory and an innovative transaction model characterized by "authentication before shipping" for its overseas warehouses, thus placing authentication process before overseas warehousing. Each item undergoes vigorous verification and authentication by its authentication personnel and AI system prior to dispatching from overseas warehouses to consumers.

Intelligent warehousing supply chain system.

Poizon has built a digital and intelligent platform that integrates transaction, logistics, quality inspection, authentication, fulfillment, and analysis into its warehousing supply chain system, thereby offering one-stop services for overseas vendors. It has also developed pricing tools based on global matching and hosting of application programming interfaces (APIs), which automates inventory identification and pricing process while exempting

vendors from 90% of traffic acquisition costs.

Deep integration of cutting-edge technology.

Technologies such as Artificial Intelligence Generated Content (AIGC), virtual reality (VR), and augmented reality (AR) have been utilized for 3D product displays, virtual try-ons, and multilingual product presentations to enhance consumer experience. They also enable the generation of targeted marketing strategies and advertisements at optimal times to effectively increase sales conversion rates.

The platform has notably elevated the brand value of specialty products in China, such as Italian luggage, Austrian crystal, New Zealand milk powder and Chilean red wine. In 2024, among the 13 overseas brands with a turnover of more than 100 million yuan, ten were from Italy.



CASE 02 eBay's Blue Ocean Strategy, supporting auto parts industry sail in Europe

eBay is a global platform that provides access to high-quality products at competitive prices for users worldwide. It holds a leading position in the auto parts market in Germany and the United Kingdom, with an annual turnover of more than 10 billion dollars in this sector. To address issues related to traffic, operation, logistics, and compliance, eBay has developed a special incentive program for taking auto parts business global, which precisely empowers auto parts sellers across mul-

tle dimensions to efficiently penetrate the European market.

Both online and offline marketing. Online, eBay scales up exclusive promotional activities for sellers in key European sites such as Germany, the UK, and France, directing precise traffic towards premium automobile and motorcycle parts. Offline, eBay organizes annual going global conferences for auto parts, creating a direct supply-demand matching platform that assists sellers in establish-

ing efficient connections with high-quality supply chain resources.

Big data-based product selection. Leveraging its extensive transaction and vehicle data, eBay provides sellers with in-depth insights into the European market demand, spanning from mainstream vehicle models to hot-selling product categories. This approach enables sellers to accurately identify high-demand products in the European

market.

Customized seller training. eBay offers tailored training programs covering various aspects such as product selection, compliance, operation, and logistics. Through online live broadcasts and in-person summits, such programs comprehensively improve sellers' core competence to expand the European market.

CASE 03 Google Cross-border E-commerce Acceleration Program

With a view to advancing the high-quality development of the CBEC sector, Google has launched the Google Cross-Border E-Commerce Acceleration Program to comprehensively promote the Direct-to-Customer (DTC) model and empower SMEs in their globalization and branding efforts.

Establishment of Cross-border E-commerce Acceleration Centers. Cross-border E-commerce Acceleration Centers serve as pivotal hubs for exchange and collaboration among enterprises, partners, and industry shareholders. These centers have hosted a variety of events, attracting a wide array of enterprises. In the future, they will consolidate their position as a one-stop service platform. By integrating resources from various sources, these centers will continue to provide training, project incubation, and growth support to enterprises seeking global development.

Cultivation of DTC professionals. In response to the relative shortage of talents and ecosystem partners specializing in DTC within the CBEC sector, in collaboration with government agencies and industry organizations, Google has system-

atically cultivated DTC professionals through specialized training, certification programs, and partnerships involving industry, academia, and research institutions. To meet the critical needs of enterprises in DTC operations, Google actively identifies, attracts, and empowers high-quality local service partners, and builds a comprehensive, one-stop platform of DTC ecosystem partners to enhance the comprehensive service capacity.



CASE 04 CEIC E-commerce, a digital collaborative platform for coal-centered bulk commodity supply chain

China Energy Investment Corporation (CEIC) E-commerce has developed an end-to-end digital trading system that focuses on coal, chemical, and transportation sectors, thereby facilitating the efficient allocation of factors within the energy sector.

Enhanced dual-wheel drive of technological innovation and business model. The platform

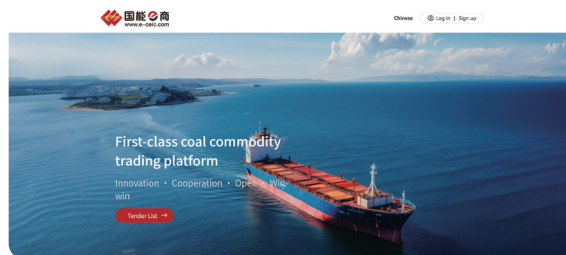
has built a business data lake and a business intelligence (BI) analysis system that integrates data from multiple sources, including transaction, logistics, and financial data. With an average daily processing capacity of 2TB, it enables millisecond-level response to the logistics situation. The platform has also fostered a technical architec-

ture characterized by big data and supply chain finance. This architecture employs smart contract to ensure trusted evidence storage throughout the entire transaction process, and utilizes big data to dynamically align global supply and demand resources and introduce financial services such as e-factoring and e-credit.

A win-win system within the global energy ecosystem. The platform provides standardized and intelligent cross-border trading services for SMEs worldwide, and facilitates the integration of nearly 30,000 upstream and downstream enterprises in coal, chemical, and transportation sectors into global supply chains. By 2024, coal transactions conducted through bidding have reached a premium of 30.9 yuan per ton, making

a cumulative product premium of 1.8 billion yuan for participating vendors.

As of the end of 2024, the platform registered over 29,000 enterprises with more than 4,500 active users across 34 countries and regions. The cumulative volume of spot transactions reached 3.23 billion tons, generating a turnover of more than 1.1 trillion yuan.



CASE 05 AI compass for CBEC: Marco from AI BUSINESS

Relying on Proprietary AI technology, Hangzhou AliExpress Information Consulting Co., Ltd. (AI BUSINESS) provides SMEs worldwide with comprehensive solutions, including information localization, bulk product operation, low-cost customer acquisition, and barrier-free global customer service.

Multilingual support to overcome language and cultural barriers. Marco consists of five layers: infrastructure, data, model, product, and AI solution. The model layer features AI models for different tasks, including a base model for multilingual enhancement, and translation, multimodal understanding, and generation models. Marco-MT, a large-scale translation model for production environment, has the core advantages of superior quality, low hallucination, and high efficiency, and supports over 100 language pairs across more than 220 countries.

Intelligent multi-aspect supervision to enhance user conversion efficiency. Marco delivers full-scenario e-commerce solutions, which addresses critical components including intelligent traffic allocation, precision-driven shopping guidance, and omni-channel customer service. It provides SMEs with AI solutions across various scenarios such as logistics, stocking, cross-platform marketing, after-sales service, and supply chain. These solutions encompass diverse content creation, multilingual translation, image and video understanding and generation, and scenario-based Agent.

Marco supports over 60 e-commerce scenarios and serves 500,000 SMEs worldwide. It reduces enterprise advertising costs by 8%, increases return on investment (ROI) by 5%, and enhances user refund satisfaction by 3%.

CASE 06 Jumia's facilitation of Chinese product distribution in Africa

Jumia Technology Services (Shenzhen) Co., Ltd. operates as a CBEC platform based in Africa, with its business spanning nine countries and regions in the continent. By establishing a digital logistics system, developing mobile payment, and enhancing AI application, Jumia offers one-stop CBEC

solutions targeting Africa, which provides a reliable pathway for foreign enterprises to explore the African market.

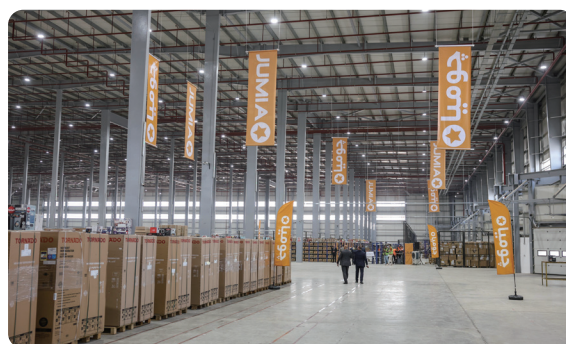
Intelligent logistics system. To address the challenges of underdeveloped logistics infrastructure and inadequate tail-end logistics and distribution

service providers in Africa, Jumia has developed an intelligent logistics system, featuring a tail-end network that includes a 120,000m² warehouse and more than 1,500 self-pickup outlets. It also employs AI algorithms to configure end-to-end delivery demand, thereby effectively solving the problem of "last-mile delivery" in Africa.

Robust payment ecosystem. Jumia Pay integrates various payment methods, including mobile payment and e-wallet, to create a mobile payment ecosystem in the African context. US dollar and multiple African local currency payment service providers are incorporated to offer diversified services that enable foreign sellers to receive payments outside the country. Jumia also harnesses its data advantages and AI algorithms to build the Mirakl platform and develop African market opera-

tion solutions.

In 2024, Jumia reported a gross merchandise value (GMV) of over 700 million dollars, with a total of more than 70,000 active sellers and five million active consumers across Africa. The platform assists companies such as SHEIN and Xiaomi in enhancing their international brand influence in Africa.



CASE 07 Kuaishou's Brazilian e-commerce program Kwai Shop

To address the challenges facing e-commerce development in Latin America, such as poor infrastructure, limited digital capacity among merchants, and sluggish transformation of traditional retail, Beijing Kuaishou Technology Co., Ltd. (Kuaishou) has launched a closed-loop e-commerce platform integrating short video and live streaming in Brazil, which reconstructs online consumer experience and improves commodity circulation efficiency.

Technology-driven innovation in local e-commerce models. Kwai Shop makes full use of Kuaishou's AI modeling capabilities, recommendation algorithms, audio and video technologies, and Internet product development experience to deliver a novel shopping experience for Brazilian consumers, which encompasses a cycle of "watch, interact, purchase, and repurchase." Through an

open API, Kwai Shop extends technical support to over 15,000 developers and enterprises in Brazil and beyond.

Digital empowerment of daily operations for SMEs. Relying on its proprietary system, Kwai Shop achieves the full-chain integration of content recommendation, transaction fulfillment, and data middle office. This platform provides vendors with comprehensive solutions for store management, order processing, aggregated payment, and after-sale support, thus enhancing their efficiency of daily operations and momentum of business growth.

By July 2025, Kwai Shop has attained a cumulative turnover of 2.3 billion yuan, engaged nearly 6,000 local Brazilian vendors, and directly created more than 1,000 jobs.

CASE 08 Newegg's AI empowerment of CBEC to facilitate efficient global brand expansion

Newegg is an e-commerce platform specializing in technology products. It provides equitable technical support for SMEs to engage in international competition through AI empowerment and eco-

system development.

Multi-platform integration and automated management. SellingPilot, an operational tool launched by Newegg, interfaces with North Amer-

ican e-commerce platforms such as Amazon, Walmart, and TikTok via APIs, which enables one-click transfer of product information, automated order processing, and unified inventory management. This improves the operational efficiency by more than 30%.

AI-enabled automated content generation.

Newegg incorporates GPT-4o to automatically produce product descriptions according to the linguistic habits of target markets, which supports multilingual adaptation. It also employs Stable Diffusion to automatically generate scenario-based product imagery, such as embedding headphone images into various usage scenarios (office, sports, etc.), thereby improving conversion rates. Moreover, Newegg utilizes the digital human face-swapping technology to rapidly create multilingual versions of marketing videos featuring same anchor

imagery, reducing the cost of cross-border live streaming.

Data-driven optimization of decision-making.

Newegg harnesses AI tools to automatically extract sentiment tendencies from user comments and identify product strengths and weaknesses, which helps sellers promptly adjust their strategies. The platform enables real-time data analysis of competitor prices and promotions to provide sellers with market trend insights and pricing suggestions.



CASE 09 Ozon's efficient empowerment of global merchants in expanding the Russian and CIS markets

As the core cross-border business segment of Ozon, Ozon Global provides vendors with one-stop services that facilitates e-commerce expansion to Russia and Commonwealth of Independent States (CIS). This is achieved by integrating its resources across all categories to deliver an end-to-end solution covering product selection, logistics, and payment.

Logistics and warehousing system. Ozon Global has established a localized intelligent logistics network, which comprises a network of collection points and a network of semi-hosting Fulfillment by Partner (FBP) warehouses. In addition, it has introduced a range of end-to-end logistics solutions, including air, land, rail, and land-air intermodal transportation, which enables delivery as fast as five days for cross-border orders from China to Russia.

Enhanced localized services. Ozon Global actively promotes the integration with local mainstream CBEC enterprise resource planning (ERP) systems, and offers a compliant and secure multi-wallet payment and settlement solution that supports direct settlement in RMB. To better serve local sellers, Ozon Global has set up a local seller training center and customer service center.

Currently, Ozon Global successfully serves more than 100,000 Chinese sellers, including numerous leading industry brands, and continues to drive the innovative development of China-Russia CBEC ecosystem.

Diversified innovative models

CASE 10 Focus Tech's innovative and intelligent end-to-end CBEC solution: AI Mic.

Focus Technology Co., Ltd (Focus Tech) has launched AI Mic, a full-process intelligent solution for foreign trade, which encompasses content generation, product listing, customer service,

and business opportunity mining. This solution addresses problems such as inefficient product listing, limited access to buyer information, constraints in digital content creation, and inadequate

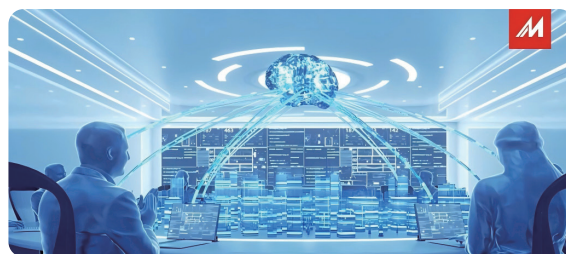
collaboration capabilities throughout the process.

Intelligent product listing system. The system enables the generation of multilingual titles, keywords, and detailed descriptions with a single click while supporting batch image processing. It constructs an industry knowledge atlas based on 92 million product data entries from Made-in-China.com, and optimizes semantic matching to significantly improve both the efficiency and quality of product listing.

Round-the-clock AI customer service. The system supports real-time translation and AI automatic reply in 15 languages, with algorithm optimization achieved through dynamic data synchronization. This shortens the average response time from 21 minutes, typical of manual customer service constrained by time zone differences, to 45 seconds, while increasing the buyer response rate

by 2%.

Intelligent business opportunity analysis and marketing system. Through data mining and analysis, the system automatically tracks buyer behavior, analyzes network-wide enterprise information, and generates dynamic customer profiles. When integrated with industry knowledge mapping, the system can identify high-potential customers and assist foreign trade enterprises in developing targeted marketing strategies, which enhances the opportunity conversion rate by 35%.



CASE 11 SHEIN elevates fashion industry standards of quality and efficiency through innovation to empower global expansion for industry players

With a decade of continuous innovation and progress under its belt, SHEIN has established itself as a unique dual-engine platform - brand + marketplace, that is built upon deep experience and key competitive advantages in fashion, garment manufacturing, and cross-border exports, leveraging a digital, on-demand, flexible supply chain model, promoting technological innovation and efficiency, and empowering fashion brands to expand internationally.

SHEIN brands are created with technological innovation and conscious development at their core, birthed on SHEIN's industry-leading, agile and flexible on-demand production model and crafted with cutting-edge sustainable technologies and processes throughout the value-chain. In addition to SHEIN's ongoing investments and developments in intelligent supply chains, smart logistics that leverage automation and advanced technologies, as well as advanced manufacturing processes and technologies for factories, in 2025, SHEIN marked another milestone in its evolution strategy with the development of an innovative polyester recycling process with Donghua University,

a leading research institute specialising in textile innovation and research. SHEIN has also entered into a partnership with Transfar Chemicals, a leader in functional chemistry and new materials technology, focused on pursuing advances in textile dyeing and finishing technologies.

With SHEIN's Marketplace, the company has expanded its product category offerings to cover over 20 categories, including apparel, footwear, home and living, travel and lifestyle. SHEIN Marketplace enables the global expansion of industrial belts and third-party merchants. To date, through SHEIN Marketplace, merchants from almost 400 Chinese industrial belts have successfully launched their global presence, with many achieving annual sales exceeding RMB 100 million.



CASE 12 Tmall Global pioneered a new model for cross-border consumer services, allowing cross-border disputes to be resolved domestically

Tmall Global, in collaboration with the Consumer Rights Protection Committee of Hangzhou's Yuhang District, has successfully pioneered a new approach to handling cross-border consumer disputes. This initiative was developed with the guidance of local regulatory authorities following in-depth communication and multiple rounds of consultation with the Hong Kong Consumer Council.

The issue of cross-border disputes was resolved in two phases. The first phase established China's first "Cross-border Consumer Service Station," an innovative platform combining regulatory guidance with platform collaboration. This platform centralizes dispute consultations, introduces professional mediation services to facilitate resolutions, and regularly reports results to regulatory authorities.

In the second phase, the Zhejiang Consumer Council and the Hong Kong Consumer Council formally signed a "Memorandum of Understanding on the Establishment of a Tmall Global Cross-border Consumer Dispute Mediation Mechanism."

Significant progress has been made in the resolution of cross border disputes domestically in two aspects. Firstly, the mediation follow-up rate reached 100%. All cases in the mediation process received effective follow-up from mediators within 24 hours, ensuring consumer claims received a timely response in all cases. Secondly, the dispute settlement success rate reached 77.27%.

Empowerment of industrial chains

CASE 13 Fordeal's Digital Platform Empowers End-to-End Ecosystem, Boosting the Global Expansion of Chinese Industries

Fordeal, a cross-border e-commerce platform developed by Guangzhou Dora Technology Co., Ltd., holds a leading position in the Middle East market. It addresses challenges such as products struggling to meet local consumer demand and relatively underdeveloped infrastructure, including local warehousing and logistics, by providing innovative solutions.

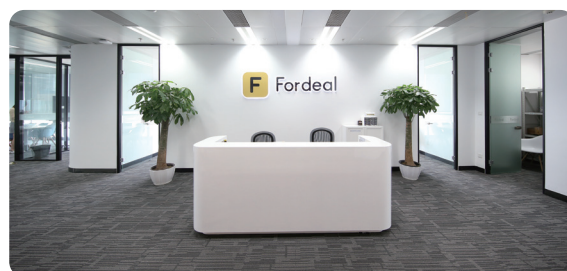
Empowering Industrial Chain Innovation. By deeply integrating "cross-border e-commerce + industrial cluster factories," Fordeal reshapes the product system to meet the needs of the Middle East market. It closely collaborates with Chinese industrial belt factories, focusing on product R&D and upgrades, while reinventing the supply chain through innovative design and quality optimization. Through the "cross-border e-commerce plat-

form + industrial belt enterprises" model, it breaks down information barriers between manufacturers and consumers in traditional foreign trade, integrating fragmented upstream and downstream enterprises into a collaborative innovation ecosystem. This drives industrial belt upgrades and enhances product market competitiveness and control.

Innovating International Services. Fordeal has built its own warehousing and distribution ecosystem to tackle service challenges such as limited options for merchants and subpar user experiences. It has independently developed "an intelligent machine vision-based method and system for sorting product parcels, along with computer storage media," specifically addressing key issues in cross-border logistics, including unified tracking,

standardized address management, and delivery rate estimation systems.

The Fordeal cross-border e-commerce platform has helped over 45,000 Chinese enterprises expand into overseas markets, with operations covering more than 30 countries across the Middle East and Europe.



CASE 14 Xiebutou's innovative "footwear B2B platform + SaaS e-commerce ERP" model, driving the digital development of the footwear industry

Xiebutou, developed by Quanzhou Xiebutou Information Technology Co., Ltd. is a one-stop sourcing and wholesaling platform for the footwear industry, which facilitates the access to overseas markets for high-quality vendors from China's footwear industrial belts.

Xiebutou employs a dual-platform model that combines footwear Business-to-Business (B2B) platform and Software-as-a Service (SaaS) e-commerce ERP. It pools resources from footwear industrial belts and interfaces with leading domestic and international e-commerce platforms to provide a suite of services, including one-stop purchasing, one-click multi-platform stocking, order fulfillment, and after-sales support. Xiebutou has also launched its proprietary SaaS e-commerce ERP Cloud Fruit Warehouse. The Supplier Edition supports suppliers in digitalizing operations such as production, sales, and inventory management. It also provides production suggestions for footwear SMEs based on diverse data, including commodity downloads and stocking and sourcing activities on the platform, customer demographics, regional and channel-specific order data, and aggregated data from multiple platforms. The Purchaser Edition enables one-stop management of end-user channel data for footwear SMEs.

Currently, the platform integrates 6,000 suppliers within the footwear sector, achieving an annual sales volume of more than 300 million pairs of shoes and boots. It has assisted 5,000 SMEs in their digital transformation, promoting the sales-driven production upgrading of footwear industrial belts.

CASE 15 RAKUMART digital solutions for fragmented trade and smart evolution for global commerce

Yiwu Hedao E-commerce Co., Ltd. (Yiwu Hedao) has independently developed and operates the B2B digital trade platform RAKUMART. Relying on the industrial advantages of Yiwu, known as the World's Capital of Small Commodities, this platform helps SMEs explore the international market through an integrated model for digital product display, online transaction matching, and end-to-end service.

Autonomous and controllable digital trade process. RAKUMART has developed Proprietary

systems that digitalize the entire trade process, including digital marketing, order processing, capital settlement, distribution management, and intelligent logistics tracking. RAKUMART has established a supplier resource screening model to efficiently and accurately align with the individual needs of global buyers. Commodities from suppliers are consolidated into designated warehouses, and optimal logistics solutions are assigned based on cargo volume. By providing data feedback to upstream manufacturers, this platform has raised

the average product yield rate of its 3,000 cooperative factories from 65% to 85%. It has also created an overseas demand big data analysis center that provides real-time insights to consumption trends in international markets. This enables suppliers to optimize product designs and shorten product development cycles by 60%.

Great emphasis on business compliance. RAKUMART has made intellectual property (IP) protection a regular business priority. The platform implements inspection requirements across quotation, sourcing, quality control, and packaging and shipping, and utilizes digital identification technologies to prevent the circulation of various

goods with risks of infringing upon intellectual property rights (IPRs).



Digital payments

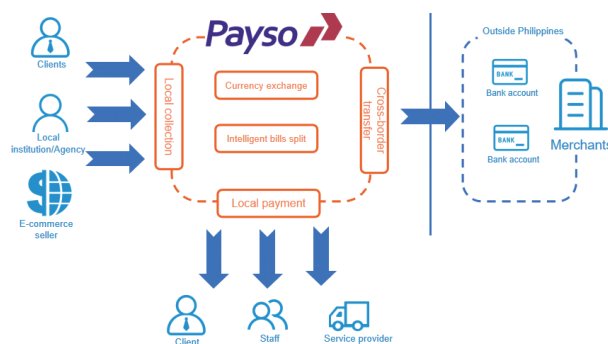
CASE 16 Payso, an integrated cross-border e-commerce (CBEC) payment service platform in the Philippines

PAYSO INC is a licensed payment service provider in the Philippines that offers diversified payment solutions to CBEC enterprises.

For local collection, Payso supports all fiat currency collection methods and provides clients with tailored recommendations for different collection scenarios. It is also gradually enabling support for digital currency payments and collections. For local disbursement, Payso offers various payout options, including transfers to e-wallets, transfers to bank accounts, and cash withdrawals through convenience store counters. For smart settlement, Payso provides automated fund allocation based on dimensions such as orders and daily settlement

amounts, or according to merchant-defined allocation parties and ratios. For foreign exchange at the collection side, Payso offers exchange services between the Philippine peso and the U.S. dollar. For cross-border remittance and fund repatriation, Payso enables outward remittances from the Philippines to major trading countries worldwide, as well as one-stop solutions for enterprises to repatriate settlement funds back to their home countries.

As of June 2025, Payso has cumulatively served thousands of globalizing enterprises of different sizes and dozens of leading cross-border e-commerce platform companies.



CASE 17 Lianlian's one-stop global cross-border payment solution

Lianlian DigiTech Co., Ltd., a digital payment solution provider in China, has developed a one-stop global cross-border payment solution that integrates global collection, global payment, foreign exchange, and financial management into a comprehensive service offering. This solution is tailored to the needs of numerous SMEs seeking global expansion by addressing industry challenges such as difficulties in opening overseas accounts, lengthy collection cycles, low efficiency, and high costs.

Building the "Smart Pay+" product matrix. The Global Accounts Service constructs a global account system that provides services such as multi-currency collection and payment, account management, fund aggregation, and exchange rate oversight. The Global Payouts Service connects global payment networks to deliver customized solutions that enable rapid and accurate payments in the global scale. Utilizing AI, big data, and other advanced technologies, Lianlian optimizes payment processes to achieve efficiency and intelligence in payments.

Creating an interconnected trade ecosystem. Lianlian has initiated “Barrier-free Cross-border Trade with Digital Intelligence and Ecology Co-construction Project”. Leveraging its capabilities to integrate information, resources, industry experience, technology, and services, this initiative aims to break trade barriers and information gaps, assisting more merchants in expanding into the global markets.

Lianlian has obtained 66 payment licenses and relevant qualifications globally, offering services across more than 100 countries and regions, and supporting transactions in over 130 currencies. Based on the global strategic layout and payment infrastructure construction, the one-stop global cross-border payment solution significantly enhances the efficiency of international fund settlement.

CASE 18 Ant International's Antom payment and digital services, driving rapid growth in CBEC

Antom, a leading merchant payment and digitisation services provider under Ant International, offers one-stop payment solutions tailored to the diverse payment needs of merchants in different sectors. Antom supports merchants to integrate over 300 payment methods, enabling them to connect with consumers in more than 200 markets, with the flexibility to accept payments in more than 100 currencies.

Technology-driven innovation in payment and operational models. Antom delivers payment solutions for merchants of all sizes. Antom Payment Orchestration allows merchants to integrate multiple payment methods in batches, uses AI routing to increase payment success rate, and improves the efficiency of payment channel management, enabling rapid expansion into new markets. Merchants can conduct payment tracking, transaction monitoring, reconciliation and settlement across multiple channels. Antom has also developed industry-specific payment solutions to provide segmented and customized services.

Commitment to technological innovation. Antom Copilot, an AI-powered assistant for merchants, provides tailored recommendations on payment methods, acquiring services, and technical solutions based on merchant needs. It optimizes the payment success rate through professional analysis and supports dispute resolution and risk control strategy configuration. The A+Rewards growth engine, powered by AI and privacy computing, offers a variety of marketing tools to help merchants improve the conversion rate. Leveraging Ant International's ecosystem, it employs AI and blockchain-based settlement technologies to ensure fast, secure and transparent flow of funds. In addition, Ant International's Falcon Time-Series Transformer (TST) FX Model is applied by Antom to predict merchants' cash flow and foreign exchange exposure, with an accuracy rate of over 90%.

CASE 19 JagoLink Limited's payment and collection solutions for e-commerce local stores in Brazil.

To address collection and settlement challenges faced by Chinese merchants expanding into the Brazilian market, JagoLink Limited. has developed a payment channel based on its one-stop cross-border payment platform CoGoLinks, which enables direct settlement between the Brazilian Real and the Chinese RMB.

Direct foreign exchange settlement between the Brazilian Real and the Chinese RMB. CoGoLinks uses the digital management backend to provide digital collection accounts to Chinese CBEC enterprises operating local stores in Brazil. These accounts are directly owned by the CBEC operators, segregating them from the legal persons of partner Brazilian enterprises. This effectively prevents risks associated with collection account management and addresses tax compliance issues in cross-border fund settlements within Brazil. Merchants can directly bind their CoGoLinks collection accounts to their CBEC store backends for rapid collection and deposit in Brazilian Real, which greatly improves the efficiency of fund operations.

Enabled fund repatriation across multiple leading e-commerce platforms. CoGoLinks integrates with well-known e-commerce platforms such as Mercado, Shopee, Amazon, and TikTok, granting full access to leading Brazilian local e-commerce platforms. Both collection and payment integration across various platforms have been achieved for Brazilian local stores, which relieves sellers from the complexities of manually submitting settlement documents and significantly improves operational efficiency.

CoGoLinks has reduced cross-border fund settlement costs by more than 10 million yuan for Chinese merchants in Brazilian market, while increasing fund settlement efficiency by more than 90%.


Platform Collection of Funds

E-commerce Local Stores in Brazil

Payment & Collection Solutions



Preferred Channel — Supports business registration in Brazil

Supported Platforms

 / Amazon / Shopee / TikTok

More Cost-effective Tiered rate, lower cost Premium quotes, No exchange loss* Exclusive benefits, regular rewards	More Efficient Unified management of multi-platform stores One-stop access to over 80 platforms Cross-border scenarios with complete payment and collection
Faster Online application, account opening in 3 steps Digital account, fast collection Exchange anytime, withdraw quickly	More Secure Compliance first, with multi-lateral licensing Hassle-free channel, partnered with renowned banks Information security, certified by PCI-DSS international standards

**No exchange loss* refers to the rate you see at withdrawal is the rate you get.

Get Started in 3 Simple Steps

- 1. Register a CoGoLinks Account
- 2. Receive Payments in Multiple Currencies Seamlessly
- 3. Withdraw to Domestic Accounts or Pay Suppliers Directly



Expert insights

Li Mingtao, Chief Expert of China International Electronic Commerce Center, shares his insights on digital platforms for CBEC.

CBEC platforms are central to the CBEC ecosystem. These selected cases of innovative CBEC platforms comprehensively illustrate the trajectory of global trade innovation in the context of digital economy.

Firstly, technological empowerment of industrial demand and scenario application, particularly by AI, has become the focus of platform innovation. Poizon implements AI-driven quality inspection through an innovative "authentication before shipping" fulfillment model for overseas warehouse. AliExpress' AI-powered solution, Marco, enhances the refined operational capabilities of cross-border sellers. Focus Tech's Made-in-China.com intelligently reshapes cross-border processes. Newegg has dramatically improved the precision of global brand expansion through AI algorithms. Lianlian Pay and Antom have also integrated AI technologies to augment service capabilities. These innovations have not only lowered barriers for SMEs to go global, but also catalyzed a shift from "traffic-driven" and "price competition" to "efficiency-driven" and "precise services" within CBEC.

Secondly, the diversified market layout of platform companies contributes to the generation of new growth points within CBEC. Regarding service network development, these cases exhibit the dual characteristics of global layout and local penetration. Kuaishou's KwaiShop in Brazil has stimulated innovation in local e-commerce models; Ozon's deep penetration in the Russian and CIS market has validated the commercial value of localized services; Jumia has spurred investment in e-commerce infrastructure in the African market; Fordeal targets the Middle Eastern market, while Payso focuses on e-payment solutions in the Philippines; JagoLink Limited has developed payment and collection solutions for local stores in Brazil; and Poizon "Silk Road E-commerce" platform serves to connect partner country markets through high-quality products. The rise of regional platforms has presented novel market alternatives for CBEC.

Thirdly, CBEC demonstrates huge service space and value in collaborative industrial chain innovation. Xiebutuo's model of footwear B2B platform and SaaS e-commerce ERP has achieved efficient coordination across industrial chain segments by digital means. SHEIN's small-batch, quick-response supply chain model offers a replicable paradigm for traditional industries such as apparel to expand global presence. RAKUMART, the B2B digital trade platform operated by Yiwu Hedao, supports SMEs to expand the international market through its end-to-end services. Cross-border platforms are maximizing their own value while empowering industrial chains by leveraging market, technological, and data advantages.

These cases collectively affirm a prevailing trend: CBEC platforms are evolving from mere transactional intermediaries to digital infrastructure that integrate technological empowerment, ecosystem development, and global resource allocation. Such transition not only reshapes the pattern of international trade, but also introduces a novel methodology for enterprises to engage in global competition.

02

Trading Enterprises Brand Development to Enhance International Image

Trading enterprises are key market participants in CBEC. Currently, foreign trade MSMEs are facing challenges such as limited operational capacity, insufficient brand awareness, and inadequate capacity to integrate digital technologies in CBEC activities. This section covers sectors such as automobile and motorcycle parts, intelligent equipment, dried fruits, intangible cultural heritage workshops, cultural products, and fitness equipment. Enterprises strengthen diversified sales channels, brand construction, localized operations, and digital transformation through CBEC, so as to promote brand and digital development, expand transaction volume, and enhance international influence.

Brand development

CASE 20 Sunac Cloud's digital solutions for taking brands global

Beijing Sunac Cloud Information Technology Co., Ltd. (Sunac Cloud) specializes in providing smart grid equipment and energy Internet technology services, as well as consumer electronics smart devices. It achieves the globalization of its parent brand and the synergistic development of its sub-brands through multifaceted innovation.

Unified brand content system. Sunac Cloud has implemented a content co-creation mechanism to promote consistent content production of subsidiaries in alignment with the parent brand strategy. A unified content calendar with editorial guidelines has been formulated to ensure uniformity in cross-platform updates.

Battleground for international communication. Sunac Cloud has optimized its LinkedIn homepage architecture to reinforce the positioning of the parent brand and increase the share of content about technical and industrial insights. It has also strengthened cross-brand collaborative promotion, enabling content linkage between the

parent brand account and its sub-brand accounts. Targeted advertisements have been employed to precisely reach B2B customers based on occupational labels, company types, and geographic locations. This has led to a 150% increase in LinkedIn followers and a substantial boost in brand influence.

Global media matrix strategy. Building upon its existing official website, Sunac Cloud has established a multi-dimensional media system that incorporates Google SEM, LinkedIn, and Facebook. This system maintains a unified brand tone, and has reduced advertising costs by 22%.



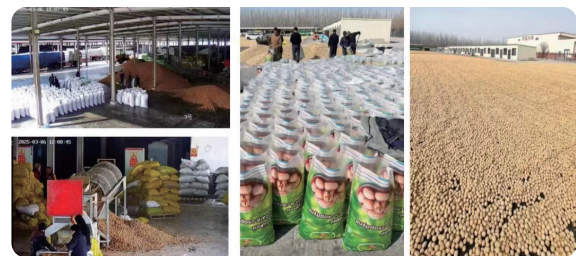
CASE 21 Gansu Qianli Silk Road International Trade Co., Ltd. enables dried fruit enterprises to go digital overseas

Gansu Qianli Silk Road International Trade Co., Ltd. specializes in the production, processing and cross-border sales of all kinds of dried fruits and nuts, and achieves an annual output value of more than 5,000 tons. It operates under the vision of "small factory, broad trade," targeting the market within the Belt and Road Initiative (BRI).

Integration with CBEC platforms. The company has established multiple storefronts on CBEC platforms including Alibaba.com. It regularly conducts live streaming to sell its products through CBEC to foreign countries and regions such as Uzbekistan, Turkey, Iraq, and Russia.

Development of overseas warehouses. The

company has built overseas warehouses and showrooms in Moscow of Russia and Gaziantep of Turkey. It has also secured long-term cooperation agreements with enterprises in Russia, Uzbekistan, Turkey, and Iraq, ensuring stable and substantial downstream sales channels and enhancing its industry reputation.



CASE 22 MERACH's integrated software and hardware solution, reshaping the globalization path of fitness equipment

Recognizing the deficiencies of limited intelligence, poor overseas adaptability, and insufficient content marketing in the home fitness equipment sector, Zhejiang MerachTechnology Co., Ltd. (MERACH) has adopted a digitally driven strategy to globalize its brand through content e-commerce. This approach facilitates the global reach of medium- to high-end intelligent fitness equipment, marking a shift from competing on price to empathizing value.

Product ecosystem that encompasses intelligent terminal, course content, and game community.

Focusing on medium- to high-end intelligent fitness equipment, MERACH has created proprietary apps, including MERIT Ultra Burn and a large-scale competitive game fitness APP, to deliver an intelligent fitness experience that combines software, hardware, and services. The brand has ranked first in fitness equipment sales on Tmall and JD.com for several years.

Marketing model that synergizes content recommendation, influencer marketing, and live streaming e-commerce. MERACH has established a comprehensive content matrix, with TikTok as the primary platform for global promotion. It advocates educational marketing, with focus placed on cultivating key opinion consumers (KOCs) within niche and medium-sized vertical segments. Through short videos and live streaming, MERACH demonstrates product features and usage effects to facilitate rapid engagement with global users.

MERACH reported cross-border revenues of 700 million yuan in 2024. It was honored as a "Spirited Enterprise of Cross-Border E-commerce at 10" and "Cross-Border E-commerce Model Enterprise" at the 2025 Global Cross-Border E-commerce Trade Expo.

CASE 23 International development facilitation through CBEC for intangible cultural heritage workshops by Wangyuan Jianwei Information Consulting (Haikou) Co., Ltd.

Wangyuan Jianwei Information Consulting (Haikou) Co., Ltd. has introduced an integrated solution to advance the global dissemination of intangible cultural heritage products through CBEC. This solution encompasses one-stop global services, full-matrix brand marketing strategy, and lightweight profit model.

One-stop global services. The company has established an overseas market demand database to inform product selection. It carries out analysis of hot-selling categories, design styles, and price ranges to identify and promote hot-selling items. Regarding customs clearance, the company has fostered in-depth cooperation with multiple internationally recognized freight forwarders, and selected logistics companies to act as customs clearance agents.

Brand marketing strategy spanning from cultural exhibition to commercial application. The company combines cultural interpretation with scenario-based content marketing. It deconstructs intangible cultural heritage techniques into "cultural intellectual property" that can be incorporated into modern life, and disseminates scenario-driven videos on "intangible cultural heritage techniques in modern life" via platforms such as TikTok and Instagram. In addition, the company has established dedicated multilingual DTC storefronts for each intangible cultural heritage brand, emphasizing the craftsmanship narrative and cultural connotation. Targeted outreach is achieved through key opinion leaders (KOLs) and community engagement initiatives.

Lightweight profit model. The company adopts an innovative model of revenue comprising basic service

fee and sales commission. An initial basic service fee of 3,000 yuan is charged, followed by a sales commission ranging from 10% to 15% once sales exceed 10,000 dollars. At the same time, the company implements a "consignment + product catalog" operational model. It establishes consignment cooperation with many high-end global buyers, and presents product catalogs in English to alleviate the inventory pressure of intangible cultural heritage products.

CASE 24 Laiya's innovative model for customized stationery

Tonglu Laiya Stationery&Gift Co., Ltd (Laiya) has capitalized on local industrial advantages to enhance its core capacities and broaden its online distribution channels. It is recognized as a "Quality Supplier at Alibaba.com" and an "Excellent Manufacturer in Tonglu Pen Industry."

Deep exploitation of local industrial advantages. Based on the industrial cluster advantages of Fenshui, known as the "Town of Pen Manufacturing," Laiya integrates local high-quality supply chain resources to achieve efficient synergy across stages, including raw material sourcing and parts processing. The company employs experienced technical personnel to deliver customized products in alignment with the material properties and printing specifications of diverse pen types.

Intensified patent and technological innovation. Laiya has developed a product portfolio of over 500 specifications and varieties, and obtained more than 40 technical patents, which bolsters the agility in meeting personalized customer demands. It has also set up a ultraviolet (UV) printing workshop, equipped with advanced technologies such as laser engraving, screen printing, and pad printing, which diversifies its production and printing system.

Enhanced university-enterprise cooperation. Utilizing Alibaba.com, Laiya has launched 38 storefronts to foster an efficient online distribution network. It has also established an industry-university integrated business incubation base in collaboration with Hangzhou College of Commerce of Zhejiang Gongshang University. This partnership serves as a bridge between enterprises and universities for talent development and technological innovation.

Digital transformation

CASE 25 AISpeech's "AI + CBEC" model for expanding the global conference market of ceiling microphones

AISpeech Technology Co., Ltd. (AISpeech) operates across sectors including smart automobiles, smart home, smart office, smart finance. Through CBEC platforms, AISpeech not only globalizes its proprietary products, but also drives the international development of upstream and downstream enterprises along the industrial chains.

Enhanced research & development of branded products. In the face of intense competition from international branded products, AISpeech has leveraged its AI strength to develop AI conference and office solutions, with several products secur-

ing a significant market share in the segment of high-end conference equipment. AISpeech offers solutions tailored to the special needs of different regions, and provides stable audio support for high-standard teaching environments through intelligent acoustic algorithm optimization and all-round clear sound pickup.

Integration with CBEC platforms. With a storefront on Amazon, AISpeech has promoted the global reach of its AI conference microphone products via CBEC channels, and successfully penetrated into the international market, including the United

States, Europe, the Middle East, India, and Singapore. In particular, the deployment of the ceiling microphone solution at the National University of Singapore has opened up huge higher education market.



Expert insights

Wang Jian, Professor of the University of International Business and Economics shared his insights on trading enterprises in the CBEC context.

Enterprises are CBEC market entities, functioning as the sources of market innovation and the creators of market value. CBEC presents development opportunities and conditions for SMEs worldwide. For many traditional firms, CBEC necessitates digital transformation that redefines their development strategies and alters their business models. Increasingly, enterprises have adopted brand empowerment, digital marketing, and product and service innovation. These selected cases illustrate the innovative development of enterprises in three dimensions.

Firstly, enterprises harness the Internet for online marketing and channel expansion. Specifically, these activities include enhancing online marketing and promotion (Case 20), scoping opportunities for market expansion (Case 21), and promoting global reach of national specialty products and branded products (Case 23).

Secondly, CBEC accelerates digital transformation within enterprises. Specifically, traditional enterprises expedite their digitalization process (Case 21), expand their global presence with product innovation via CBEC platforms, and integrate emerging network and information technologies such as AI to introduce innovative products (Case 25).

Thirdly, CBEC stimulates product and service innovation of enterprises. Specifically, CBEC entails rapid market response and innovative product design in response to individualized customer needs (Case 24). CBEC channels are employed for product and service innovation to develop a product ecosystem that combines software, hardware, and services (Case 22).

More and more enterprises have recognized the diverse business opportunities brought by CBEC, alongside the severe challenges posed by associated shifts in corporate strategies and business practices. Many enterprises perceive CBEC only as a means of selling products directly to overseas consumers, with an emphasis on product marketing and promotion. In reality, however, CBEC has evolved to a platform that supports the establishment of a novel Internet-based global cooperation ecosystem, drive changes in business practices and overarching strategies, and facilitates innovation in products and services.

03

Logistics and Distribution Smart Logistics to Optimize Localized Services



Logistics and distribution are crucial components within CBEC. In alignment with the heterogeneous logistics needs, CBEC logistics models have also become diversified and synergistic. Enterprises actively develop logistics and distribution networks with the establishment of overseas warehouses, increase investment in information technology and automation infrastructure, and utilize new technologies such as AI and blockchain to enhance intelligent capacities. These efforts aim to improve local consumer experience, reduce supply chain costs while enhancing operational efficiency, and bolster enterprise resistance to overseas risks. This section focuses on innovative initiatives that enhance international logistics channel connectivity and promote intelligent logistics networks and digital and intelligent supply chains in the CBEC context.

International logistics corridors

CASE 26 YANTIAN's logistics facilitation for CBEC high-quality development

Hutchison Ports YANTIAN (YANTIAN) provides high-efficient port services for CBEC. With comprehensive service networks and frequent multimodal services, YANTIAN creates favorable conditions for CBEC development.

Comprehensive logistics network. YANTIAN has developed a logistics ecosystem that encompasses port hubs, railway arteries, and inland nodes. Within this ecosystem, there are 33 rail-sea intermodal routes, 20 inland ports, 17 feeder routes, and 15 ports alliance, in addition to connection with the Kwai Tsing Port in Hong Kong. This forms a global route network with efficient synergies between inbound and outbound routes.

Efficient container consolidation and distribution model. YANTIAN adopts an integrated operational model that involves ports, railways, and inland nodes. We provide on-dock railway services for hinterland cargoes exporting from YANTIAN of total transit time reduced three days. The model of empty containers re-position in inland depot alle-

viates the shortage of inland containers, resulting in cost reduction and efficiency improvement for customers.

Intelligent and green development benchmarks. YANTIAN has pioneered Shenzhen's first blockchain-enabled scenario of rail-sea intermodal transportation for export business. It interfaces with the national shipping and trade digitalization platform to enhance intelligent rail-sea intermodal transportation services. Committed to the goals of peaking carbon emissions and achieving carbon neutrality, YANTIAN has clinched the "Best Green Container Terminal" award for four times.



Intelligent warehouse networks

CASE 27 Cainiao's delivery of automated sorting centers amidst accelerated global expansion

Cainiao Technology (Cainiao) has implemented over 600 Cainiao automation and digitization projects across 28 countries to date as part of the effort to expand its global presence.

Delivery of South America's most technologically advanced cross-border logistics center located in Brazil. The distribution hub adopts Cainiao's proprietary intelligent sorting and digital operation systems, supporting more than 300 destinations. It integrates advanced features such as weight detection, volume measurement, and high-precision identification, and fully complies with European CE standards. The digital system generates real-time sorting visuals, operational dashboards, and data analytics to help customers accurately optimize efficiency across the supply chain.

Delivery of southern Vietnam's largest automated sorting center. The sorting center, developed in-house by Cainiao, integrates parcel separation, multi-layer cross-belt sorters, and compact sorting robots. By leveraging AI and digital solutions, the system efficiently handles bulk shipments, processing parcels of all sizes and shapes while ensuring real-time tracking and over 99% sorting accuracy rate.

Delivery of four linear narrow-belt sorters to Romania. Linear narrow-belt sorters developed by Cainiao specifically for the European market have been deployed in four automated sorting centers in Romania. They can accommodate complex scenarios such as sorting of parcels of different sizes, and enable high-speed automated sorting across more than 100 flow directions in constraint space, which increases sorting efficiency by 30%. The peak efficiency of the pendulum wheel sorter can reach 7,200 pieces per hour.

CASE 28 Jofo Tech's intelligent warehousing and logistics model developed through collaborative innovation

Considering the deficiencies of high labor costs, low collaborative efficiency, and limited informatization and intelligence of conventional overseas warehouses, Shanghai Jofo Tech Co., Ltd. (Jofo Tech) has developed the CBEC intelligent warehousing and logistics solution in collaboration with other companies, aiming to optimize the entire cross-border warehousing and logistics process through technological innovation.

Jofo Tech has developed a split-case picking robot system that enables intelligent sorting through automatic robot navigation. The system features a modular design, which allows warehouse workers to replace modules in the event of malfunctions. Jofo Tech has also established CBEC consolidation public warehouses to minimize warehouse construction and management costs for enterprises. Its SaaS collaborative management platform for CBEC logistics links sellers, buyers, freight forwarders, customs brokers, last-mile courier and postal companies, and overseas warehouses, and achieves data interoperability and refined management throughout the supply chain.

The warehouse in Birmingham, which was constructed and deployed within five days, experiences a significant rise in the sorting order volume and a reduction in the picking error rate to zero percent.



Cross-border E-commerce Public Warehouse
+ AI-driven Warehouse Management Platform
+ Split-case Picking Robots

Integrated Delivery Solution



CASE 29 Western Post's intelligent warehouse network in the United States and specialized certified warehouses in Europe support the global expansion of Chinese brands

Westernpost Technology Co.,Ltd (Western Post) provides efficient logistics solutions for Chinese brands expanding into the European and U.S. markets. These solutions are built on a dual-strategy

approach, combining an intelligent warehouse network with specialized certified warehouse clusters.

The U.S. intelligent warehouse network consists

of five major clusters located in the western, eastern, central, southern, and southeastern regions. Designed for broad regional coverage and rapid response, it effectively serves key economic zones and consumer markets. Utilizing its proprietary warehouse management system (WMS) and intelligent big-data algorithms, Western Post automatically assigns high-inventory-turnover products to the most cost-effective storage locations. The company has also implemented a three-tier collaborative model comprising national warehouses, regional sub-warehouses, and local delivery centers. This structure reduces last-mile delivery costs, increases inventory turnover efficiency, and shortens delivery times from 7–15 days down to 2–5 days. Additionally, Western Post's in-house delivery channel, WP Ground, enhances last-mile delivery capacity and ensures operational stability during peak seasons.

The specialized certified warehouse clusters in Europe are centered on German warehouses. Western Post has established a dual-certification system that includes overseas supervised warehouses and bonded warehouses. This system enables vendors to comply with stringent European regulations and supports multi-platform operations through standardized infrastructure, streamlined processes, and compliant data management.



Digital supply chains

CASE 30 Forest Shipping's one-stop supply chain service practice targeting the US market

In response to the challenges of unstable logistics timelines, high logistics costs, and regulatory non-compliance, Forest Shipping Worldwide Ltd. (Forest Shipping) has developed a one-stop supply chain solution that encompasses sea shipping, customs clearance, warehousing, and last-mile delivery. This solution assists merchants in cost reduction, efficiency improvement, and regulatory compliance.

Cross-border logistics service chain. By partnering with shipping companies such as Matson, Zim, and Hede, Forest Shipping integrates US-bound transportation resources to support major shipping routes and offer diverse shipping options, including express, standard, and discounted services. The company has established an extensive network of less-than-container-load (LCL) ware-

houses and outlets at major maritime export ports and over 20 key cities throughout China to ensure seamless customer connectivity. It has also built an overseas warehouse network, which comprises 17 self-operated warehouses across the United States, Canada, the United Kingdom, France, and Germany. With a combined area of over 100,000 m², these warehouses operate in a coordinated manner. Forest Shipping provides vendors with specialized customs declaration and clearance services by keeping abreast of the latest policies of the US Customs and Border Protection (CBP), Environmental Protection Agency (EPA), and Consumer Product Safety Committee (CPSC). Its proprietary logistics system integrates real-time information across the supply chain, including Chinese warehouses, ports, shipping carriers, overseas

warehouses, and last-mile delivery, which enables customers to track the logistics dynamics.

As of 2024, Forest Shipping manages over 50 self-operated LCL routes and offers LCL services at a price 5% to 10% below the market average, effectively reducing logistics costs for its clients.



CASE 31 Panex's integrated global supply chain solution

The core business of Panex WD International (Panex) segments encompass cross-border first-mile logistics, overseas warehousing and distribution, and cross-border supply chain management. Panex holds rare industry qualifications in handling hazardous goods, operating customs supervised warehouses, large cargo repair, and FDA-approved food packaging. Based on a global network of over 20 subsidiaries and 60 self-operated overseas warehouses (totaling over 6 million square feet), the company employs a proprietary intelligent warehouse management system to provide high-quality logistics services to its clients. Beyond its core warehousing and distribution capacities, Panex offers a range of value-added services, including reverse logistics, multilingual customer service, pre-sales product display, and after-sales

return and exchange management.

In addition, Panex has established a global distribution network to achieve "omni-channel" sales and reach end-user retailers and distributors. It serves leading companies and listed companies across various sectors, including clean energy, smart manufacturing, automobiles, furniture and home furnishings, and high-end consumer goods.



CASE 32 SF Tech's digital and intelligent cross-border supply chain solution for high-value fresh food

SF Technology (SF Tech) has developed and implemented an intelligent, hardware and software integrated operation solution that covers the process from durian harvesting to delivery within a centralized super factory, pursuant to a strategic cooperation agreement with its Thai client. This solution is augmented by logistics services to provide comprehensive, digital and intelligent supply chain services.

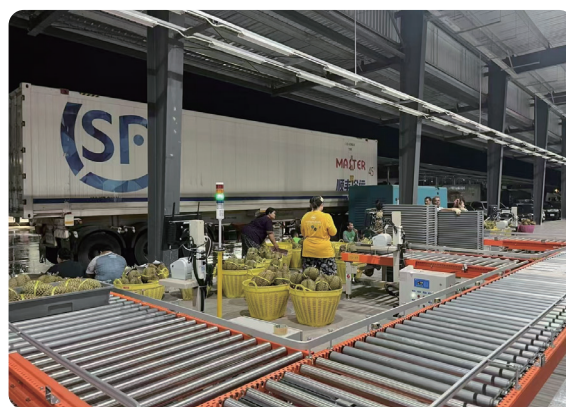
Innovative sales model. SF Tech has introduced a novel overseas fruit DTC approach that bypasses multiple distribution layers. The transit time for durians from Thailand is reduced from 15-20 days to just 2-7 days, ensuring that consumers receive

fresher products.

Boost to local durian industrial upgrading. SF Tech has engineered a software and hardware integrated solution centered on the consumer order processing system, factory operation management system, and sorting management system. The consumer order processing system receives and screens orders. The factory operation management system handles factory operations such as durian weighing, billing, and accurately matching with customer orders. The sorting management system controls sorting equipment and directs tasks based on destination information from way-bills. Through standardized assembly lines and

digital enhancements, this solution enables automated and efficient end-to-end workflow, shortening the processing time from factory to dispatch from several days to mere minutes.

Parcel pre-sorting and seamless integration with logistics. Utilizing automated sorting technology, this solution achieves a sorting and dispatch capacity of 6,000 durian parcels per hour and more than 60,000 parcels per day. Pre-sorting further reduces the complexity of the logistics operation process.



CASE 33 SHOPLINE ONE smart logistics ecosystem solution, boosting efficient and sustainable global logistics development

To address the challenges of insufficient resource integration, limited customization, and high compliance risk in CBEC logistics, Shenzhen Shanglian Logistics, Co., Ltd. (SHOPLINE Logistics) has developed a smart logistics ecosystem solution driven by the dual wheels of technology and ecosystem.

Modular service matrix. ONEPost (resource integration hub) aggregates resources from over 250 ports and 120 logistics providers worldwide to provide 15 options that cover international dedicated lines, express delivery, postal parcels, and overseas warehouses. It also supports customized services such as "insured dedicated lines" for high-value commodities. Relying on the digital management system, ONEShip (smart fulfillment platform) offers a range of functions that improve shipping efficiency and customer experience, including one-click price comparison, consolidated shipping, batch management, DTC site construction, e-commerce platform concatenation, and intelligent address algorithm matching. ONECargo (scientific shipping system) integrates premium freight transportation resources worldwide to deliver one-stop customs clearance solutions, reducing the risk of container dumping for merchants. ONEWarehouse (intelligent warehousing network) employs the automated guided vehicle (AGV) sorting system and smart pallet system to achieve

efficient sorting and dispatch through intelligent warehouse management services. ONEStarClub (ecosystem collaboration platform) establishes a dedicated points mall to facilitate synergistic growth with vendors while lowering the fulfillment barriers for SMEs.

This solution has served more than 30,000 enterprises globally, helping SMEs cut transportation costs by 20% to 35%. It increases the inventory turnover rate by 30% to 50%, lowers the misdispatch rate to 0.5%, and reduces the manual verification time by 90%.



Expert insights

Li Mingtao, Chief Expert of China International Electronic Commerce Center, shares his insights on logistics and distribution in the CBEC context.

These selected cases in logistics and supply chains deeply illustrate the evolutionary trajectory of CBEC logistics from link-specific transportation, warehousing and distribution services to a process-wide, one-stop intelligent synergistic ecosystem. This progression provides a multi-dimensional paradigm for high-quality development in this sector. Innovative advancements in international logistics and distribution channels reflect the new directions of cross-border logistics services. YANTIAN has built a "ports + e-commerce + logistics" coordinated mechanism by integrating port operations, e-commerce platforms and logistics enterprises. This model effectively addresses the pain points of limited shipping berth availability and protracted customs clearance, and provides stable and efficient support in sea shipping channels for CBEC companies. It highlights the core value of infrastructure hubs in the global logistics network. Panex offers a one-stop solution for cross-border warehousing and channel marketing by introducing a novel logistics and supply chain service model centered on overseas warehouses and localized distribution networks.

Practices in smart warehouse networks exhibit the distinctive feature of technological empowerment and localized deployment. Relying on AI algorithms and robotics, Cainiao's automated sorting centers have increased sorting efficiency by over 300%. Western Post's warehouse clusters across the United States and Europe have transformed overseas distribution experience through the model of localized dispatch and next-day delivery. Moreover, its intelligent warehouse and delivery systems and localized compliance services address localization challenges for sellers in terms of both technology and service. Collectively, these cases prove the revolutionary improvement in the time efficiency of cross-border logistics by synergizing intelligence with localization, which overcomes the warehousing, distribution and localization capacity deficiencies for SMEs in their global expansion efforts.

The upgrade and reconstruction of digital supply chains represent a critical breakthrough. SF's digital and intelligent CBEC solution for fresh food employs Internet of Things (IoT) traceability and blockchain technologies to create a transparent and controllable supply chain for high-value fresh food. Shanglian's ONE smart ecosystem cuts cross-border logistics costs by 15% to 20% by integrating global resources to construct a digital network that facilitates dynamic scheduling and intelligent early warning. These innovations signify a shift in cross-border logistics from single-link optimization to full-chain digital synergy.

In short, these cases delineate the future trends of cross-border logistics, emphasizing technology as the fundamental pillar, network as the operational pulse, ecosystem as the central framework, and service as the defining feature. By transcending temporal and spatial constraints through digital technologies, these innovations provide robust support for high-quality development in CBEC via localized services, contributing China's wisdom to global trade efficiency enhancement.

04

Comprehensive Services Integrated Innovation to Reduce Cost and Improve Efficiency

Beyond online payment, logistics and distribution, CBEC involves a range of domains, such as insurance, customs clearance, taxation, foreign exchange settlement, IPR protection, and arbitration. The integration and consolidation of services across these domains are important to facilitate CBEC activities for MSMEs. This section explores innovative initiatives in financial services, compliance services, and integrated services.

Business compliance services

CASE 34 CAASA's support in addressing overseas IPR extortion for cross-border sellers

To address the issue of abusive IPR infringement litigation often faced by CBEC sellers, the Beijing Anti-Infringement and Anti-Counterfeiting Alliance (CAASA) acted on behalf of Chinese sellers of mobile air conditioner kits and successfully dismantled exploitive extortion lawsuits.

Innovative response model. CAASA adopted a strategy characterized by collective response, industry collaboration, and cooperation between Chinese and American lawyers to coordinate joint defenses among the litigated enterprises. By integrating the resources of Chinese and American legal teams to develop a unified defense strategy, the Alliance effectively addressed the limited litigation capacity of individual enterprises, and reduced the average litigation cost per enterprise to one-tenth of that typically incurred in similar cases. CAASA focused on challenging the systematic validity of the plaintiff's patent, and leveraged identified deficiencies in patent signatures as determined by the United States Patent and Trademark Office (USPTO), which are the core loopholes, to undermine the infringement allegations.

Dynamic litigation strategy adjustment. Following unsuccessful initial settlement attempt, CAASA acted with decision to initiate a severance of cases, a motion to vacate the injunction, and a strategic appeal in response to plaintiff pressures. These efforts culminated in the unsealing of frozen assets and the filing of counterclaims, thereby shifting the litigation posture from defensive into proactive.

Breakthrough judicial outcomes. This case marks the first instance that granted a motion to sever Schedule A Defendants Scheme (SAD) case, vacated a temporary restraining order (TRO) and held the patent in question invalid, and awarded damages against the abuser of injunction. The relevant legal precedents have been included in the Lexis database and have established a benchmark within the industry. To a considerable extent, this case has curbed the trend of abusive overseas patent litigation, and provides a replicable paradigm for SMEs to defend their rights.

CASE 35 Specification of Electronic Data Elements for Internet Arbitration of Digitalized Financial Products developed by the Guangzhou Arbitration Commission

In response to the large volume of disputes over digitalized financial products with small monetary value of individual cases and the fragmented and non-standardized nature of evidentiary materials, the Guangzhou Arbitration Commission (GZAC) has formulated the Specification of Electronic Data Elements for Internet Arbitration of Digitalized Financial Products.

User-centric approach. The Specification underscores the special requirements for convenience, expertise, and technological advancement in resolving disputes on digitalized financial products, and aims to facilitate the rapid, efficient and

cost-effective resolution of financial disputes.

Standardized and streamlined arbitration process. The Specification delineates and standardizes key elements and procedural requirements throughout the adjudication process of financial dispute cases, including document preparation, evidence submission, evidence presentation, and arbitration filing.

Intelligent online batch case hearings. Technologies such as blockchain and big data are employed to enable intelligent batch case processing, reducing both the duration and cost of arbitration. Similar cases are handled in an intensive and

professional manner, which enhances the overall quality of financial arbitration services.

At present, GZAC has extended arbitration services to over 400 financial institutions, including banks, securities, and funds, and reduced processing time by more than two-thirds compared to conventional case handling methods.



CASE 36 IPP MASTER's one-stop, intelligent SaaS management platform for IP compliance in CBEC

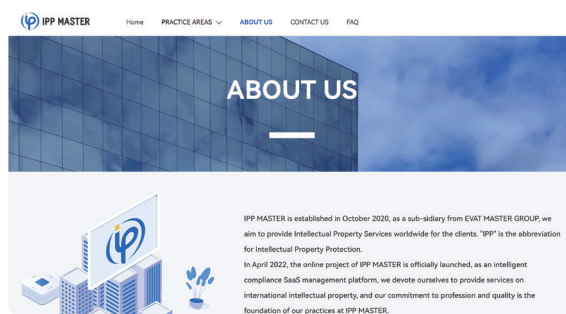
In view of the IP compliance challenges faced by CBEC enterprises going global, such as trademark squatting and patent infringement, IPP MASTER has launched a one-stop, intelligent SaaS management platform to enhance IP management efficiency and compliance standard of CBEC enterprises.

AI-driven intelligent compliance services. IPP MASTER offers proprietary AI tools for intelligent trademark and appearance search. AI-powered Intelligent Trademark Search enables second-level examination of a database comparing 37 million trademark. It can complete similarity searches within three seconds and automatically identifies high-risk trademarks, which improves the success rate of trademark registration for enterprises. AI-powered Appearance Search integrates nearly 200 million appearance records from global 171 acceptance bureaus, and utilizes cutting-edge AI technologies to provide strong support for brand protection.

Direct API connections with international IP administrative systems. The platform has been

directly connected to the APIs of multiple overseas IP administrations, such as USPTO and Japan Patent Office (JPO). This facilitates one-click query for information including trademark status and oath deadline, and allows users to promptly obtain return receipts and status updates, which enhances responsiveness of enterprises to overseas IP administrative systems.

Since its launch, the platform has served over 200,000 enterprises across more than 220 countries and regions, shortening the average processing time for IP cases by 30% and increasing the success rate of trademark registration by 70%.



Diversified financial services

CASE 37 Cathay Insurance's CBEC insurance service platform Shop Ins. conveying brand globalization

To address the insurance needs in the CBEC context, Cathay Insurance Co., Ltd. (Cathay Insurance) has launched the one-stop CBEC insurance service

platform Shop Ins. to support brand globalization through insurance solutions.

Digital and intelligent quality control services.

Shop Ins. integrates resources across the CBEC process to provide vendors with insurance services such as cross-border return insurance and IPR infringement insurance, fostering a virtuous "cross-border transaction-insurance-technology" cycle that supports brand globalization.

Digital operational platform. Shop Ins. has built a digital operational platform that helps vendors understand the consumption needs of overseas buyers through digital indicators and support them to expand their global presence. Shop Ins. features an exclusive store emblem "FREE RETURN," which increases both the repurchase rate and conversion rate. Leveraging Internet technology, Shop Ins. aggregates the cross-border ecosystem, including e-commerce platforms, vendors, buyers, and upstream and downstream service providers, to promote product innovation and differentiated competition among vendors.

Shop Ins. has served over 100,000 cross-border merchants across 24 countries to date, providing insurance protection for more than 350 million orders with a total export value of over 50 billion yuan.



CASE 38 CCB Changzhou Branch's empowerment of trading enterprises through fintech

The China Construction Bank (CCB) Changzhou Branch has pioneered the introduction of Inauguration Support Loan, a financial product to address the pain points of CBEC enterprises that feature light assets, fast growth, and financing difficulties.

Financing innovation. In terms of data-driven credit, the bank uses integrated digital assets of enterprises such as platform transaction flows and cross-border collection records as substitutes for conventional collateral. Regarding customized risk control model, the bank has designed a two-dimensional system for assessing operational stability and growth potential, which takes into account factors such as enterprise qualifications and platform service contracts. To mitigate approval process barriers, the bank has drawn on the government's whitelist of CBEC pilot enterprises to allocate five million yuan in credit loans.

Enhanced fintech integration. The bank has augmented its investment in financial technology to establish a novel paradigm of digital risk management. Blockchain has been employed to verify the authenticity and continuity of enterprise transaction flows and customs declaration data. An AI-driven dynamic credit model has been developed to offer an exclusive evaluation model for growing enterprises, which covers more than 20 dimensions, including historical sales cycles, platform credit ratings, and turnover rates of overseas warehouses.

Innovative integrated solutions

CASE 39 FlyLink's digitally-enabled support for global presence of cross-border merchants

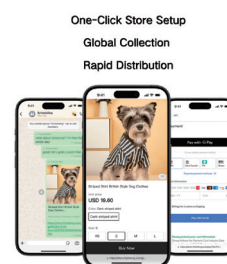
FlyLink is an efficient DTC platform dedicated to CBEC exporters. It utilizes digital technology to integrate DTC, payment and distribution services and enable systematic and modular operations that reduce operating costs and improve business efficiency.

Quick DTC setup. Users can launch FlyLink with a single click to promptly complete standardized templates for DTC setup and product presentation. FlyLink offers a curated library of templates, so that users can easily "customize" their DTC storefronts. The platform supports multilingual and multi-currency intelligent adaptation to meet localized operational needs.

One-stop cross-border payment services. FlyLink delivers one-stop global order and payment collection services. It supports 59 payment methods across six categories, including international

cards, local cards, and e-wallets. The platform features real-time payment status monitoring and payment risk warning among other functions to help merchants reduce cross-border financial risks.

By adopting FlyLink, cross-border merchants have reduced their operating costs by 29% on average, improved human resource efficiency by 14%, and enhanced overall business performance by 37%.



CASE 40 Grandacom's "GWAN + intelligent network" service for CBEC

Grandacom Electronic Technology Co., Ltd. (Grandacom) provides integrated intelligent network services for CBEC platforms and vendors to address their pain points in network services, such as suboptimal network performance, high costs and prolonged deployment cycles of dedicated lines, insufficient global node coverage, and inconvenient operation and maintenance services.

Efficient global node deployment. In deep cooperation with China Mobile and China Telecom, Grandacom has established more than 30 nodes across Southeast Asia, Europe, America, and the Middle East. These nodes are positioned near cross-border warehouses, collection centers, and live-streaming hubs, and form a network topology characterized by localized access and global forwarding. The node deployment cycle has been shortened from 45 days to 7 days, enabling more than 100 enterprises to launch connectivity in 14 key markets within a week.

Multi-link aggregation and dynamic scheduling. Edge customer premise equipment (CPE) supports simultaneous access to multiple lines, including multi-protocol label switching (MPLS), Internet, and 4G/5G connections. The proprietary millisecond-level intelligent scheduling engine dynamically routes traffic based on service priority. The built-in AES256 IPsec hardware acceleration and domestic cryptographic algorithms ensure data confidentiality and integrity during cross-border transmission.

Visualized unified operation and maintenance platform. This platform features real-time visualization of global network topology, link quality, service traffic distribution, and fault alert. It incorporates AI operation and maintenance assistant capable of automatically pinpointing fault causes, which thus shortens the mean time to repair (MTTR) to 15 minutes.

By 2024, the "GWAN + global network" service has supported over 500 cross-border customers and directly generated network service revenues of more than 60 million yuan.

CASE 41 RYC's innovative cooperation model incorporating general agent, management buyout, and joint venture branding

Guangzhou Ruoyuchen Technology Co., Ltd. (RYC) has created a cooperation model featuring three innovations, namely, general agent, management buyout, and joint venture branding, to facilitate the entry of high-quality global brands into the Chinese market.

Technological empowerment of global big health cooperation. RYC has forged an exclusive partnership with the Norwegian firm Zooca Calanus to become the general agent for Calanus finmarhicus oil in the Greater China region. It has collaborated with AI tech companies to develop customized raw materials and shorten research and development cycles.

Localized operations for brand recognition. RYC has constructed a closed loop encompassing global sourcing, localized sales, and precise operations. This framework is supported by its full-chain services ranging from supply chain management (over 30 warehouses worldwide), digital marketing (over 700 business analytics tools) to consumer data asset precipitation. RYC has assisted Australian toiletry brand SHEVEU in analyzing market demand, redefining brand positioning, and accu-

rately reaching the target group with AI marketing tools.

Open and inclusive digital ecosystem. Relying on its digital capabilities, RYC bridges market disparities through partnerships across Norway, Australia, and the United States to promote the optimal allocation of global resources. It also provides omni-channel operational services for P&G brands. In addition, RYC has developed a proprietary digital system that integrates technologies such as DeepSeek R1 to optimize brand inventory management, forecast hot-selling categories, and support efficient global sourcing and inventory preparation.



CASE 42 High Store Tech's novel model of digital and intelligent empowerment in Silk Road interconnectivity

Zhejiang High Store Technology Co., Ltd. (High Store Tech) has developed an integrated model that combines live streaming, digital product selection, and supply chain services to empower CBEC development by addressing bottlenecks in the CBEC process.

Bonded warehouse live streaming. High Store Tech has created multi-functional bonded warehouse public broadcast rooms that offer integrated environments and supporting services for live streaming. Based on the physical location within comprehensive bonded zones, this company gives

cloud-based traceability endorsements to bolster consumer trust and purchase willingness.

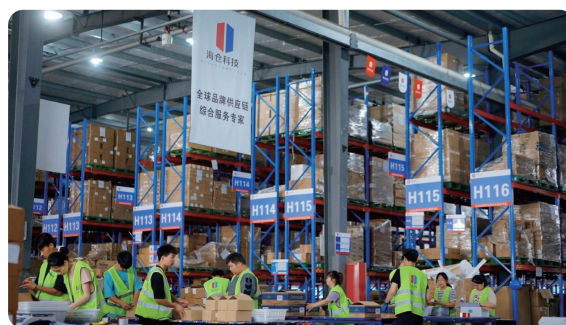
Digital product selection center. High Store Tech has constructed an online one-stop cross-border digital product selection center and an offline digital exhibition center. These centers incorporated technological interactive experiences, including AI-driven product recommendation, AI-assisted guide, and digital human live streaming. It contributes to a cross-border ecosystem that encompasses brand incubation, commodity display, cross-border trade, live broadcast sales,

digital supply chain, and talent development.

One-stop full-chain services. High Store Tech offers one-stop services spanning the whole chain, comprising 18 links across four segments. These services cover marketing, sales, cross-border customs clearance, warehousing and distribution, and digital platform support, which facilitates efficient connectivity for brands from the production end to the consumption end.

By the end of 2024, High Store Tech has undertaken nearly 1,000 live broadcast events in bonded warehouses, with the total GMV exceeding 600 million yuan. Its digital product selection center has engaged over 2,000 brands and channels. The

"Silk Road Goods" channel can effectively capture the opportunities of international cooperation and the hot spots of the consumer market demand for exotic commodities.



CASE 43 A novel model of integrated cross-border services implemented by the Qingdao Cross-border E-commerce Comprehensive Pilot Zone Public Service Platform

The China (Qingdao) Cross-border E-commerce Comprehensive Pilot Zone Public Service Platform has developed a novel model of integrated cross-border services to address the fragmentation and inconsistent quality of supporting service resources, as well as the absence of assessment mechanisms within the CBEC industrial chain. This model consolidates multi-sectoral resources to provide support including financial assistance, data integration, and credit enhancement.

Diversified financial service system. The Platform has established a cross-border financial support system characterized by data-driven credit enhancement, online processing, and product diversification. A total of 20 CBEC financial products with Qingdao characteristics have been launched. Moreover, the Platform has formed strategic cooperation with eight financial institutions to promote the transition of financial services from "isolated, single-point support" to "comprehensive, full-chain service."

Enhanced tax and IPRs compliance services. The Platform has developed an integrated tax refund support system in collaboration with government bodies such as Bureau of Commerce of Qingdao and Qingdao Tax Service. This system incorporates automated data collection, intelligent verification, and multi-departmental coordination,

and enables automatic aggregation and intelligent matching of tax refund documentation. In addition, a real-time monitoring and early warning mechanism has been incorporated to effectively prevent and manage tax refund compliance risks. Through strategic cooperation with the Qingdao Municipal Intellectual Property Public Service Platform, the Platform achieves cross-platform interoperability and resource sharing, and provides enterprises with one-stop IPRs services, covering the full chain from registration and management to protection and defend.



CASE 44 JIUMI's one-stop digital platform for comprehensive CBEC services

In an effort to promote Shenzhen's CBEC compliance and transparency pilot program, Shenzhen Qianhai Jiumi Information Technology Co., Ltd. (JIUMI) has built a digital platform for comprehensive CBEC services, providing one-stop solutions that cover logistics, customs clearance, payment collection and settlement, taxation, and cross-border financial services.

Digital platform for comprehensive CBEC services. JIUMI establishes connectivity among data interfaces from regulatory authorities, platforms, and enterprises, and employs lightweight blockchain technology for cross-chain integration to facilitate the secure flow of trusted underlying data. JIUMI has constructed a full-chain CBEC data resource platform that consolidates multiple data streams, including customs, finance, taxation, external controls, warehousing and logistics. This architecture enables real-time interoperability, end-to-end transparency, and cross-validation of multi-dimensional data such as logistics, capital flows, and information flows (e.g., order details). The platform not only ensures compliance with regulatory requirements, but also supports efficient export operations in CBEC.

In-depth cooperation model involving banks.

JIUMI collaborates with CCB and CITIC Bank to provide CBEC enterprises with secure and convenient comprehensive services, including export collection, fund settlement, and cross-border finance. The collaboration leverages the resource advantages of JIUMI's digital platform and the fintech advantages of these banks, such as big data-driven risk control model, intelligent foreign exchange compliance management system, and intelligent verification system.

By 2024, JIUMI has served more than 500 enterprises, of which 70% are listed companies and industry leaders.



CASE 45 "Jinjiang Premium Global Shopping": one-stop service platform for CBEC ecosystem development

The Quanzhou-based "Jinjiang Premium Global Shopping" one-stop service platform adopts a hybrid online and offline approach, integrating social media marketing, showroom exhibitions, and logistics services to foster a comprehensive CBEC ecosystem that promotes CBEC development.

Online marketing system. The platform has created an industrial belt collective account called "Jinjiang Premium" on TikTok to centrally showcase product features. It has also integrated international e-commerce channels such as TikTok and eBay, with TikTok storefronts operational in seven countries.

Overseas showrooms and warehouses. The platform has leased high-quality showrooms in multiple countries, including the United States, the United Arab Emirates, Australia, Vietnam, Thailand, and Malaysia. These showrooms are equipped with high-definition display screens and specialized live broadcast equipment, which allows for real-time product demonstrations and live-streaming sales. More than 100 live broadcast sessions have been organized to date. At the same time, overseas warehouses have been established in these countries and coordinated with domestic warehouses to provide services such as warehousing.

ing, logistics and distribution, dropshipping, and after-sales maintenance. These measures have shortened logistics and delivery timeframes by two days on average, and elevated customer satisfaction rates to 99%.



CASE 46 Hitpoint's support for SHOKZ in omni-channel integrated and stable operations

Hitpoint Cloud Co., Ltd (Hitpoint) has facilitated SHOKZ's omni-channel sales integrated management and personalized replenishment process by integrating the Oracle NetSuite system.

Omni-channel integrated management. For large B2B merchants, Hitpoint uses Oracle NetSuite EDI for alignment with the ordering process to ensure accuracy and efficiency in order confirmation, invoicing, and other process configurations. For smaller B2B merchants, Oracle NetSuite E-Commerce supports modularization of overseas ordering website and enables unified customer management and operations. Moreover, Hitpoint's proprietary system MicroEasyLink interfaces with various CBEC platforms and third-party warehouses to maintain data flow and operational synergy.

Customized system development. Hitpoint leverages the PaaS platform of Oracle NetSuite to address the need for flexible integration and customized management across multiple systems. By developing channel-specific targeted replenishment plans in conjunction with Oracle NetSuite's inventory management system, Hitpoint achieves

tailored replenishment management across channels, thereby meeting the requirements of timely restocking in both domestic and international channels.

Currently, through the integration of Oracle NetSuite, SHOKZ has realized efficient deployment and compliant operations for global business, automated order splitting across corporate entities, and enhanced supply chain and cost control capabilities. The deployment cycle for new sites is shortened to 35 days. Closed-loop data reconciliation following entity transition can be completed within 14 days.



CASE 47 SZCBEA's organization of diversified market activities to support CBEC development

The Shenzhen Cross-border E-commerce Association (SZCBEA) plays a leading role by enhancing collaboration with enterprises, disseminating up-to-date industry information, and establishing industry standards, which contributes to a competitive yet orderly environment for the benign development of the CBEC sector.

Facilitating the alignment of supply and demand in industrial resources and cross-border cooperation within the CBEC ecosystem. SZCBEA has rendered support for the 2024 Northeast Asia (China-Russia) Cross-border E-commerce Dialogue, the 2024 Jiangxi Cross-border E-commerce High-quality Development Conference,

and the Heilongjiang Cross-border E-commerce Enterprise Matchmaking Conference, which facilitates supply and demand alignment in industrial resources across places. It has also hosted investment promotion meetings for TikTok Shop's "Fully Managed Operation" and TEMU's "100-City and 1,000-Enterprise" Program to encourage engagement with leading cross-border platforms. These activities have facilitated resource matching among cross-border sellers, sourcing factories, and ecosystem enterprises.

Promoting talent incubation and enhancing brand communication. SZCBEA offers a range of services, including cross-border talent recruitment, DTC seller training, executive leadership programs, and localized efficient faculty training and setup. In collaboration with more than 5,000 media outlets, SZCBEA organizes both offline branding presentations and online live streaming

events for extensive communication via WeChat Public Accounts and Video Accounts.

By July 2025, SZCBEA has hosted more than 1,300 events and co-organized over 1,600 additional activities, serving more than 50,000 CBEC enterprises.



CASE 48 Shengshi High Tech's one-stop innovative solution for collaborative development in CBEC

To address digital transformation challenges for SMEs and talent shortage in the sector, Shanxi Shengshi High Tech Group Co., Ltd. (Shengshi High Tech) offers a dual-track solution featuring end-to-end empowerment and industry-university integration. This solution addresses enterprise service and talent cultivation while leveraging Alibaba.com, to assist traditional enterprises in their digital transition.

End-to-end digital empowerment for SMEs in global expansion. Shengshi High Tech consolidates resources across the domains of customs clearance, logistics, taxation, and legal affairs to provide end-to-end foreign trade management services. This enables SMEs to concentrate on production and supply, which effectively addresses their limitations in practical experience and operational capacity in foreign trade. Moreover, the company provides digital operation training for traditional foreign trade enterprises, covering platform development, DTC operations, and data analysis. Such training has benefited more than 600 enterprises by 2024.

Enhanced industry-university integration to alleviate talent shortage. In partnership with Shanxi Technology and Business University, Shengshi High Tech offers CBEC training that combines practice with 6-month theoretical course. It has also initiated the Cross-Border E-commerce Talent Alliance together with government bodies, universities and enterprises.

At present, Shengshi High Tech has served 500 enterprises within Shanxi Province. It reported an online revenue of 500 million yuan in 2024, with an average growth of over 35% in online revenue, an 18% reduction in logistics cost, and a 50% increase in order processing efficiency.

CASE 49 Easy Seller's digital innovation and refined supply chain

Easy Seller Information Technology Co., Ltd (Easy Seller) has developed a comprehensive CBEC service platform that deeply integrates digital system, supply chain management, warehouse and logistics, and financial and tax compliance among the key domains. The platform serves to foster an efficient, convenient and safe environment for cross-border trade.

Digital and intelligent system. The system features one-click product listing across the entire Amazon marketplace. It supports batch listing, capable of processing tens of thousands of product listings within one minute. The system can also intelligently calculate the optimal price and execute batch price adjustment. Moreover, the 24-hour infringement monitoring module enables intelligent risk management by detecting IPR infringement risks and enforcing strict quality control.

Enhanced and refined supply chain management. The intelligent inventory system uses AI-driven big data algorithms to analyze historical sales and real-time market data, so as to generate appropriate stocking recommendations. Easy Seller monitors shipments and visualize logistics trajectories through its proprietary ERP system and cloud-based WMS. A logistics emergency response mechanism has been established to cope with unexpected disruptions during transit. With a global warehouse network providing over 200,000 square meters of warehousing space, Easy Seller can continuously improve its inventory accuracy.

CASE 50 Qing-Ao NewChain Industrial Hub for digital and intelligent global market expansion

To address challenges faced by SMEs going global, such as difficulties in informed decision-making, fragmented resources, and high capital risks, the Qing-Ao NewChain Industrial Hub has developed a full-chain service system, which is driven by digital and intelligent technologies, oriented to fruitful orders, and centered on localized operations.

Digital and intelligent decision-making system to address inefficiency in market research. This proprietary AI model synthesizes millions of global trade data points, covering policy, culture, and supply and demand trends, which enables the generation of optimal free on board (FOB) quotations within three seconds. The model automatically calculates logistics costs, tariffs, and exchange rates to produce quotations with compliance clauses, with an error rate below 0.5%.

Dual-track global resource network to overcome decentralization-related channel plight. QAGH has constructed a dual-track system comprised of an agent network and a government resource network to select high-quality agents across regions such as the Middle East and Latin America. A qualification audit and performance guarantee mechanism is incorporated to mitigate channel fraud risks. Moreover, policy facilitation channels have been established through direct connections with the Investment Promotion Agency Qatar and "Two Countries, Twin Parks" in Indonesia, reducing customer acquisition costs by 75%.

Industrial ecosystem co-construction to aggregate high-potential partners. QAGH endeavors to build a "go-global community" together with 12 strategic partners, including high-tech enterprises. By sharing technology modules such as AI models and blockchain nodes, this initiative cuts technological development costs by 30% for participants. In addition, the joint construction of overseas exhibition venues has significantly lowered exhibition expenses for enterprises.

With connections with over 3,000 overseas agents, QAGH has supported ten categories of Chinese manufacturers (including medical equipment and building materials) in accessing emerging markets, reducing their research costs by 80% and customer acquisition costs by 75%.

CASE 51 China Mobile's support for the "CBEC brain" of Wenzhou Municipal Government

The increasing complexity of CBEC transaction models poses greater challenges for government regulation. In response, China Mobile, with its advanced technologies and service capabilities, has actively supported the Wenzhou Municipal Government in developing a "CBEC brain" that empowers the global expansion of SMEs.

Data-driven precision management. China Mobile has established a unified data platform, which synthesizes 4.2 million pieces of government data from various departments, such as customs, taxation, and foreign exchange, and 5.8 million pieces of third-party data, such as enterprise registrations and transaction records. This platform effectively breaks down data silos and realizes comprehensive integration of governmental and market data, laying a scientific foundation for precise government regulation and decision-making.

Facilitation of enterprise digital transformation. China Mobile has launched an integrated system OneLink with features such as intelligent warehousing, market analysis, and brand promotion, covering logistics, marketing, and supply chain operations. Utilizing AI technologies, this system optimizes inventory management, accurately forecasts market trends, optimizes product offerings and marketing strategies, and coordinates cross-border logistics and overseas warehouse resources to improve supply chain efficiency.

Contribution to CBEC ecosystem development. China Mobile offers ecosystem services including cross-border logistics, overseas warehouses and training programs, and partners with specialized third-party organizations to provide IPR protection and brand development support.



Expert insights

Wang Huimin, Research Fellow of the Chinese Academy of International Trade and Economic Cooperation of the Ministry of Commerce, shares her views on comprehensive services in the CBEC context.

CBEC encompasses an extensive industrial chain involving many segments. The provision of one-stop, integrated services enhances service efficiency, reduces trade costs, and allows SMEs engaged in foreign trade to focus on product innovation and quality improvement. Practice cases in this domain have exhibited a series of innovations in compliance services, financial services, and comprehensive services.

Regarding business compliance, service providers have developed intelligent compliance management platforms that lower the costs and complexities of compliance through standardized procedures and digital technologies. For instance, third-party agencies have established the specification of electronic data elements for Internet arbitration of digital financial products. Enterprises have created proprietary AI-driven trademark tools linked to foreign official systems, enabling rapid identification of high-risk trademarks. An approach that features collective response, industry collaboration, and cooperation between domestic and foreign legal teams has been adopted to address the insufficient capacity of individual firms in responding to IPR infringement litigation.

In terms of financial services, payment enterprises and insurance institutions have built one-stop service platforms, integrating resources across various stages to provide convenient services such as payment collection, foreign exchange collection and settlement, cross-border return insurance, and IPR infringement insurance.

In terms of comprehensive services, service providers pool resources from different government agencies, enterprises across various segments, and third-party organizations to construct comprehensive service platforms for CBEC. They offer a wide array of comprehensive services, including customs clearance, taxation, foreign exchange collection and settlement, international logistics, digital marketing, overseas warehousing and exhibition, market analysis and forecasting, website development, and resource matching. Moreover, they harness integrated data resources and emerging digital technologies to continuously improve service efficiency and quality.

In the future, enterprises are expected to further intensify the adoption of emerging technologies such as AI and blockchain, refine comprehensive service platforms, incorporate resources from additional segments, and elevate the digitization level of supply chains. By optimizing resource allocation and innovating service models, services will become more efficient, intelligent, and customized.

05

Integrated Innovation Enhanced Technological Empowerment to Foster Symbiosis

AI

Propelled by the advancement in information and Internet technologies, digital technologies such as generative artificial intelligence (GAI) and blockchain have become deeply embedded within CBEC, promoting the profound integration of CBEC with traditional industries and digital service trade. This section investigates innovative initiatives in digital and intelligent marketing and full-chain AI empowerment, as well as bridging the digital divide.

Digital and intelligent marketing

CASE 52 Ecer's intelligent marketing system, bolstering the global expansion of foreign trade enterprises

Ecer.com, a B2B marketing service platform for foreign trade, assists enterprises in international market expansion through an intelligent marketing system. Driven by AI throughout the whole process, this system conquers time zone differences and language barriers, and effectively lowers promotional costs for SMEs in foreign trade.

Technological innovation has evolved in a step-by-step manner. As a pioneer in intelligent B2B marketing, ECER Technology has evolved its technologies from automated advertising with its Intelligent Advertising Platform in 2016, breaking down communication barriers with its Intelligent Inquiry System in 2023, to adapting GEO Enhanced Mode to a generative AI engine in 2025. This has helped foreign trade enterprises' websites comply with

the standards and specifications of generative AI engines. Such technological innovations and upgrades have enabled ECER to win honors such as the Google Search Advertising Innovation Award. Currently, Ecer holds more than 200 IPRs and has served a total of 40,000 Chinese foreign trade enterprises, with global buyers covering more than 150 countries and regions.



CASE 53 Yeehai Global: Building a One-Stop AI Marketing System to Empower Furniture Brand's Global Expansion

To tackle the brand development and marketing management challenges encountered by Chinese enterprises going global, this case utilizes the “Overseas Brand Website and AI-Powered Content Marketing Management System”, independently developed by Yeehai Global. It offers a one-stop overseas marketing solution for Four Seas Furniture, facilitating its upgrade from traditional foreign trade to a digitally-driven global brand with precise market penetration.

Building an Official Brand Website and Visual Identity System. Reflecting Four Seas Furniture's core value of “53 Years of Woodworking Heritage”, Yeehai Global's overseas website service team designed an exclusive visual identity for its global website. The platform uses open-source code to ensure data sovereignty, and employs SEO to transform the site into a lasting digital asset, steadily building organic traffic over time.

One-Stop AI Content Marketing Management System. The system integrates marketing data—

including advertising, website, and social media metrics—from cross-platform channels such as Facebook, Instagram, and LinkedIn, delivering accurate quantitative insights. These facilitate the optimization of ROI and sustainability in digital marketing efforts including Google Ads and content marketing. Capabilities such as AI-assisted content generation, one-click multi-platform distribution, and automated comment response help lower content marketing costs and improve operational efficiency.



CASE 54 Firefly Fusion AI for innovative marketing video production

To address the challenges of complex cultural adaptation, low production efficiency, and slow content iteration in the marketing segment, Firefly Fusion leverages AI technology to provide highly efficient and adaptable, low-cost solutions for marketing content creation.

Character localization. Employing the video face fusion technology, Firefly Fusion integrates the video footage of domestic influencers with portrait images of local models from the target market in a high-precision way to generate marketing videos featuring localized character representations.

Language expression localization. By incorporating a high-accuracy AI translation model and the text-to-speech technology, seamless subtitle removal technology, and lip synchronization algorithm, Firefly Fusion produces localized videos that precisely align with the linguistic habits and natural accent patterns of the target market, thereby

overcoming language and cultural barriers.

Oral broadcast digital human creation. Utilizing image and voice cloning algorithms, Firefly Fusion rapidly generates brand-specific digital avatars and voice profiles, which enables the mass production of customized marketing videos. Firefly Fusion's AI marketing video creation services reduces expenses for overseas modeling and translation and dubbing outsourcing, while achieving more than 90% labor savings.



CASE 55 MiDoDo's digital and intelligent global marketing solution

Fujian Midodo Network Technology Co., Ltd. (MiDoDo) provides diversified global marketing services by strengthening technological empowerment to address marketing challenges faced by CBEC enterprises.

Big data product selection and specialized exhibition transactions. Based on omni-channel big data analysis, MiDoDo identifies market growth trends underlying category data, and offers product selection recommendations. It organizes offline exhibitions focused on product selection and trade, and extends invitations to suppliers and buyers worldwide.

Digital and intelligent marketing. MiDoDo provides enterprises with targeted and comprehensive overseas marketing solutions, including advertisement placement, content marketing, influencer collaboration, strategic planning, and website development. Its intelligent systems guide data-based dynamic optimization of placement strategies, and allow rapid adaptation to changes in overseas markets. Meanwhile, cutting-edge AI

technologies are employed to achieve rapid mass generation of personalized marketing content and efficient creation of rich product materials, which drastically reduces the cost of creating content that meets overseas localization requirements.

MiDoDo's partners include world-renowned Internet media and CBEC platforms. By the first half of 2025, Midodo reported a GMV volume of more than 10 billion yuan, and supported more than 10,000 Chinese enterprises in their global expansion.



Full-chain AI empowerment

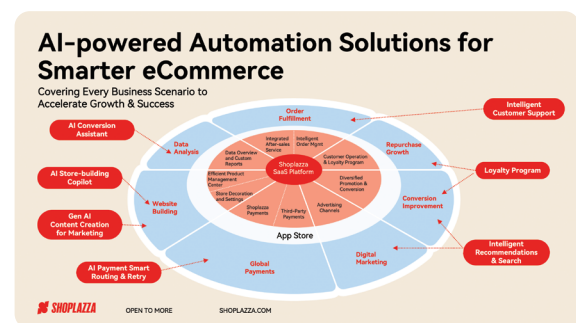
CASE 56 Shoplazzha's full-scenario AI efficiency enhancement solution

Shoplazzha, as a DTC SaaS platform, has developed a comprehensive suite of intelligent tools to support the entire chain of e-commerce. This platform addresses challenges faced by merchants in overseas smart store development, user acquisition, and customer management, and contributes to the intelligent upgrade and synergy of the industrial chain.

Full-scenario AI efficiency enhancement solution. The platform leverages AI technology to create intelligent tools across various domains, including website construction, advertising optimization, and payment. Key features include one-click AI generation of product titles and descriptions, automated generation of diverse preferential schemes based on merchant-defined budgets, precise targeting through user behavior modeling, and intelligent selection of optimal payment channels and localized configuration of payment methods aligned with the target market. The "Loyalty & Push" Smart Membership System segments customers and designs exclusive benefits based on the user lifecycle model, and provides

automated analysis and operational recommendations.

This solution has been widely applied in sectors such as cultural and creative IP, apparel, and home furnishings, benefiting over 500,000 DTC merchants globally. The application has yielded remarkable results, including a 40% improvement in DTC development efficiency, a 15% to 30% rise in conversion rate, and more than a 25% growth in average order value. An increasing number of merchants have shifted from depending on platform traffic to building their own brand identities.



CASE 57 Design Kit's AI design tools, empowering CBEC companies in cost reduction, efficiency improvement, and product incubation

Recognizing the reliance on imitation in traditional product selection frameworks and the inconsistent quality of product imagery produced by micro and small sellers, Design Kit has developed intelligent solutions to augment sellers' product competitiveness.

AI custom graphic creation mode to mitigate design homogenization. Design Kit offers integrated solutions for intelligent visual content generation with multi-platform size adaptation. The novel AI custom graphic creation mode facilitates the generation of differentiated product visuals based on keyword inputs, subverting the traditional paradigm of competitor imitation. The system supports batch generation of diverse visual materials, including holiday marketing and lifestyle scenes, upon uploading product images. This can be completed within ten minutes per batch, representing a 90% increase in efficiency compared with conventional photography methods.

Key technological breakthroughs for effect enhancement. High-fidelity rendering technology is employed to seamlessly integrate products with virtual environments, resulting in a 40% increase in the image click-through rate. The multi-platform adaptation engine enables one-click generation of materials that meet the specifications of platforms such as Amazon, Shopee, Lazada, and TikTok, thereby reducing opera-

tional complexity.

Targeted empowerment for micro and small merchants. Design Kit has introduced AI design training programs and customized templates in industrial belts such as Yiwu and Shishi, reducing the cost of product photography to one-fifth of traditional expenses. This helps over 1,000 micro and small sellers curtail operating costs by 30% while increasing conversion rates by 25%.

CASE 58 AI-driven full-chain efficiency evolution for CBEC DTC websites

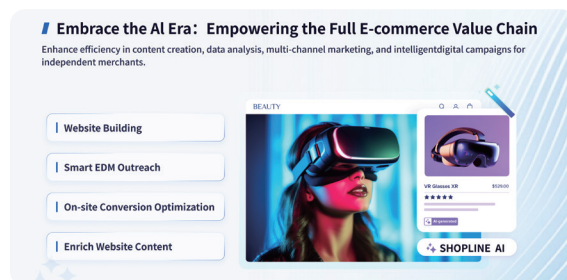
SHOPLINE, headquartered in Singapore, specializes in facilitating the global expansion of CBEC brands through the development of DTC websites. It leverages SHOPLINE AI to deeply empower full-life cycle management and operation of DTC websites.

Innovative DTC model. SHOPLINE AI enables the construction of DTC websites within five minutes, with enterprises required to only select the product category, website style, policy and rule pages template.

Intelligent marketing solutions. SHOPLINE AIGC employs natural language processing technology and deep learning algorithms to emulate authentic human writing modes and styles, delivering more creative content and writing inspiration for DTC websites. According to user-selected product keywords and copywriting styles, this system automatically generates highly relevant product descriptions aligned with real-time marketing

trends. Moreover, this feature can quickly capture hotspots such as website promotions and holiday marketing, easily expand or refine brand storytelling pages, and create appealing, themed marketing event pages with a single click to improve conversion rates.

By 2024, SHOPLINE has served more than 600,000 merchants globally. With the help of SHOPLINE AI, many branded clients have implemented precise and refined campaign and traffic operation strategies, with some achieving a 20% repurchase rate.



CASE 59 Marketingforce's support for digital and intelligent global expansion of new energy enterprises

In response to challenges related to diverse overseas markets, fragmented marketing platforms, and complex rules, Marketingforce supports enterprises in digital and intelligent global expansion through one-stop digital and intelligent tools combined with AI marketing.

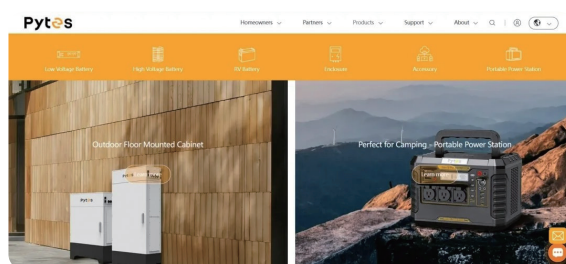
AI technology for building and optimizing brand-specific DTC websites. In the process of website development, the AI-driven platform crawls and analyzes website content and keywords to automate the TKD (title, keywords, description) deployment. Furthermore, the platform intelligently refines the TKD configurations based

on user behavior data, enhancing user browsing experience.

Full-chain overseas marketing management system. Marketingforce helps enterprises establish a comprehensive overseas marketing system to make a shift from sloppy marketing to refined marketing. Utilizing AI intelligent analysis and content creation capabilities, the platform accurately grasps overseas trending topics, and aligns appropriate marketing content for enterprises. The AI technology also enables automatic generation of personalized content based on customer profiles and needs, as well as automatic analysis of cus-

tomer behavior to identify potential sales opportunities and deliver customized recommendations and action plans.

By empowering digital and intelligent transformation, Marketingforce has significantly improved the operational efficiency of lithium battery enterprises and gradually bolstered their corporate reputation and market resilience.



Bridging the digital divide

CASE 60 Tanyou's reconstruction of a disability-inclusive CBEC value chain

As language barriers and technical skill deficits have hindered disabled groups from engaging in CBEC, Hangzhou Tanyou Technology Co., Ltd. (Tanyou) has explored the use of digital technologies to bridge capacity gaps. This approach not only addresses the employment pain points of the disadvantaged groups, but also enhances the cross-border circulation efficiency of agricultural products.

Enhanced technological integration. The company offers Vietnamese and English courses through Southeast Asian students studying in China, supplemented by a digital human cross-border translation system (which supports real-time sign language conversion), to mitigate language barriers for disabled Southeast Asian live streamers. The company tailors job roles according to the nature of disability, enabling hearing-impaired individuals to focus on data analysis while physically-impaired individuals manage online store inventory. In partnership with enterprises concerned, the company has established training and incubation bases in Southeast Asia to support disabled anchors in e-commerce live streaming events that integrate local culture.

Dual-track employment model. In collaboration with agricultural research institutions, the company screens and selects storable seed varieties, exports them to Southeast Asia for trial cultivation, and then repurchases harvested products. This creates a cyclical model of "Chinese breeding, overseas planting, and cross-border sales." Disabled live streamers have the option to engage as "partner-type employees" or "employee-type partners" to sustain income. Notably, the company allocates 38% of its profits to public welfare to promote sustainability.

Through live-streaming e-commerce and online store operations, the disabled groups have increased their average income while transitioning from employees to entrepreneurs. In the first year, the GMV of agricultural products sold through cross-border live streaming reached 3.17 million yuan, with a growing share attributed to Southeast Asian tropical fruits.

CASE 61 ECG's digital transformation initiative

To address the persistent issues of delayed or inaccurate billing, limited customer service channels, and insufficient digital service channels, Electricity Company of Ghana Ltd (ECG) has launched a multi-dimensional digital transformation strategy focused on enhanced PowerAPP and on-site billing system. This initiative won the PMI Ghana Project Management Excellence Award 2023 and the MTN Business Tech Innovation Award 2024.

ECG adopts a problem-driven, user-centered approach to revamp its digital services. The transition process centers on agile project delivery, active stakeholder engagement, and integrated technological solutions. PowerAPP has been redeveloped into a multi-functional self-service platform, with features such as digital payments, service requests, multilingual interface, and real-time feedback. In particular, the multilingual interface facilitates customer adaptation to local language preferences, promoting more inclusivity. Regarding system integration and governance structure, the updated system is seamlessly integrated into ECG's internal platforms, such as workflow system and billing engine, to eliminate redundancy and enhance scalability. At the same time, ECG has initiated a nationwide campaign to communicate on new tools and foster digital trust.

CASE 62 Bridging the digital divide for climate resilience: The REACT Initiative in rural Nigeria

In many rural parts of Nigeria, communities generally face limited access to Internet infrastructure and digital skills, with youth and women particularly disadvantaged in accessing opportunities within the digital economy. The Rural Empowerment and Climate Technology (REACT) Initiative aims to address the digital divide and climate vulnerability among marginalized communities, with a view to promoting digital inclusion and sustainable development.

REACT enhances the adoption of digital tools to bolster connectivity and innovation. The Initiative establishes mobile and semi-permanent digital training hubs equipped with low-cost devices and solar-powered Internet in underserved rural communities. These centers deliver courses on digital literacy, cybersecurity and data privacy awareness, and digital entrepreneurship skills to youth and women, as well as dedicated programs on digital storytelling and green entrepreneurship for young women. These innovations are facilitated by partnerships with local schools, agricultural cooperatives, technical volunteers, and renewable energy providers.

REACT also integrates digital tools with climate-smart agriculture. The Initiative provides training on using AI-powered planting calendars and agro-product market access platforms to smallholder farmers, and promotes agro-ecological practices enhanced through digital extension services.

REACT has trained more than 1,200 rural youth and women, and assisted more than 100 beneficiaries in establishing digital-based microenterprises, while over 65% of the trained youth have transitioned into digital jobs or freelance roles. It has thus contributed to income growth of rural households.

CASE 63 Soten's contribution to Pakistan's first-ever national digital census

In close collaboration with Pakistan's National Database and Registration Authority (NADRA), Shenzhen Soten Technology Co., Ltd. (Soten) provided solid technical and hardware support for its first-ever National Digital Census of Population and Housing.

Soten supplied 126,000 P80 ruggedized mobile data collection terminals specifically tailored to

harsh environments. These devices were seamlessly integrated with NADRA's proprietary Android-based census application, which incorporates biometrics, Radio Frequency Identification (RFID), Global Position System (GPS), and Geographic Information System (GIS). This enabled real-time validation of collected data and precise geotagging of all building structures, technically

ensuring that census data are accurate, complete, and up-to-date.

The successful implementation of this digital census has substantially improved governance effectiveness in Pakistan, and demonstrated the influence of the "Chinese Smart Manufacturing" brand in the joint efforts to promote social inclusion and inclusive development.



CASE 64 AfCFTA Youth Engagement on Digital Trade and Policy Advocacy in East Africa

The Tanzania Community Forest Conservation Network bolsters youth enthusiasm and capacity to engage in digital trade through structured platforms and policy advocacy forums.

Enhanced information dissemination through diverse platforms. Webinars, digital brochures, short videos, and social media platforms are used to disseminate simplified information on digital trade, and e-commerce to youth groups, closing the information gap between young innovators and policymakers.

Intensified training on professional skills. Youth personnel are invited to participate in a series of trainings, covering cross-border digital trade and e-commerce infrastructure development. Innovation labs are introduced to support tech-savvy youth in developing and pitching solutions related to CBEC, logistics tracking systems, mobile payment solutions, and digital identity systems.

Policy dialogue and youth advocacy platforms. Position papers and policy briefs are presented through formal sessions and youth roundtables, calling for the removal of digital barriers such as data localization requirements, poor interoperability of payment systems, and low recognition of electronic signatures across borders.

The case has demonstrated impact across several East African countries, particularly Tanzania, Kenya, Uganda, and Rwanda. Over 3,000 youth in East Africa have been sensitized on digital trade and CBEC.

CASE 65 Alexandria University's "Digital Inclusion for Smart Communities" initiative to mitigate the urban-rural digital divide

Launched by the Faculty of Business of Alexandria University in Egypt, Digital Inclusion for Smart Communities is a socio-technical initiative aimed at bridging the digital divide between underserved urban and rural communities.

This initiative focuses on providing accessible digital education, affordable connectivity solutions, and hands-on training programs tailored for

youth, women, and marginalized groups. Through strategic partnerships with local governments, tech companies, and non-governmental organizations (NGOs), the initiative will establish community innovation hubs that offer basic to advanced digital literacy programs, workshops on emerging technologies (AI, IoT, cybersecurity), access to devices and Internet services, mentorship and en-

trepreneurship opportunities. The ultimate goal is to empower individuals with the competence and knowledge needed to actively participate in the digital economy, contribute to smarter urban development, and build more resilient, inclusive societies.



Expert insights

Li Yongjian, Research fellow of the Chinese Academy of Social Sciences, shares his views on integrated innovation in the CBEC context.

The selected cases in this section demonstrate the extensive application of next-generation digital technologies in the CBEC context, fostering comprehensive and integrated innovation across all facets of CBEC.

The first feature is empowerment across the full process and all scenarios. Emerging technologies, particularly by AI and big data, streamline the process and reduce the cost of CBEC (e.g., Case 56), while supporting enterprises in product design and product incubation (e.g., Case 57).

Secondly, there is a broad coverage of diverse formats. Rapid development of novel formats and models such as social networking e-commerce is evident within the CBEC domain. Certain CBEC service providers have rendered support in text generation and video production (e.g., Case 54), thus empowering these new business formats.

Thirdly, technological integration facilitates CBEC innovation. With deep integration into CBEC, digital technologies such as mobile Internet, AI, and big data have primarily enabled the full-chain precision marketing (e.g., Cases 52 and 53), and catalyzed the rapid development of the DTC model, such as DTC websites (e.g., Case 60).

The fourth feature pertains to universality. By effectively lowering entry thresholds, the integrated innovations driven by emerging technologies have expanded the CBEC accessibility to a greater number of SMEs and special populations (e.g., Cases 60 and 64), and contributed to the leapfrog development of developing countries through CBEC (e.g., Cases 61, 62, 63, and 65).

It is anticipated that in the future, technologies such as large language models, big data, and blockchain will become more deeply embedded in CBEC, so as to further reduce costs across the value chain and support CBEC to serve as a more inclusive and strong impetus for international trade development.

06

International Cooperation Intensified Exchanges and Mutual Learning to Promote Common Development

Although e-commerce is experiencing rapid growth globally, significant disparities exist in CBEC development among countries or regions. In certain countries, enterprises face substantial limitations in engaging with CBEC due to deficiencies in digital infrastructure, trade facilitation, and talent availability. This section examines innovative initiatives in industrial and supply chain cooperation and international cooperation on talent cultivation in the CBEC sector. The selected cases promote common development in this domain through infrastructure co-construction, diversified talent training, and digital technological integration.

Industrial and supply chain cooperation

CASE 66 "Quality African Products Online Shopping Season" initiated by the Hunan Provincial Department of Commerce

The Department of Commerce of Hunan Province and the Changsha Municipal People's Government jointly organized a series of activities under the theme "Quality African Products Online Shopping Season," in an active effort to implement the Ten Partnership Actions for Modernization to deepen China-Africa cooperation on Silk Road E-commerce.

Dissemination of the "African Products, Distinctive Choice" brand. The "Quality African Products" public logo was launched globally in both Chinese and English. This received extensive coverage from over 30 major media outlets, including People's Daily, and was disseminated across multilingual platforms, such as Haiwai Net and the French edition of Xinhua News.

Offline flash mob event attracting 50,000 participants. Immersive consumption experience was introduced within a 300m² space, integrating "purchase, appraisal, appreciation, entertainment." At this event, a series of cultural and creative merchandises featuring the mascots of China-Africa Economic and Trade Expo, Huabao and Feibao, made their debut, alongside a concentrated display of more than 200 high-quality products.

Ambassador live streaming stimulating the consumption of quality products. The Rwandan Ambassador to China, James Kimonyo, conducted a Douyin live streaming session to promote specialty products such as hot sauce and coffee,

which attracted nearly 10,000 online viewers and participants. Dedicated accounts were created to set up a "Quality African Products Special Zone" on live streaming e-commerce platforms such as Douyin and Xiaohongshu.

Long-term partnership network. A synergistic network of "Eco-partners for the Quality African Products Online Shopping Season" has been established, which recognizes the first cohort of 13 African-sourced enterprises as public brands. Channels for aligning production and sales have been facilitated through famous supermarkets such as Walmart and e-commerce platforms such as JD.com and Meituan. In addition, state-owned enterprise platforms entered into a framework cooperation agreement with the Hunan Digital Commerce Association (HNDCA) to jointly construct a foreign trade supply chain service system.



CASE 67 JD's digital empowerment of China-Singapore cross-border cooperation

JD Worldwide has collaborated with Enterprise Singapore on Singapore National Pavilion under its National Pavilion Program, which offers a one-stop solution for Singaporean brands to penetrate the Chinese market.

"Iron triangle of trust" for public-private partnership. From the platform perspective,

JD Worldwide has developed a tailored Brand Incubation Plan that includes weighted search algorithms, category-specific subsidies, and promotional resources for top-tier live steamers. On the governmental side, Enterprise Singapore has selected high-quality companies with "Singapore genes" based on supply chain maturity, cultural

representativeness, and quality control standards. On the operation side, a dedicated operator has been designated to manage the entire operation chain, including product compliance, quality control, warehousing and logistics, and KOL content marketing.

Omni-channel precision marketing. For online scenario, a virtual block of "Lion City Flavor" has been created, which integrates Merlion-themed light and shadow animations and Nyonya porcelain motifs to evoke the culinary culture of Singapore. Live streaming sessions featuring chefs preparing national dishes, such as Chili Crab and Hainanese Chicken Rice were conducted, complemented by the Douyin trending topic "A Bite of the Lion City," which achieved a topic play volume of 83,000. Meanwhile, offline experience has been enriched by organizing the Nanyang Food Festival

within trading areas of first-tier cities. This initiative has resulted in a brand premium increase of more than 30%, with a 470% growth in the GMV of Southeast Asian food products over the past three years.



CASE 68 "SCO Online Products" e-commerce live streaming series initiated by SCO-DA

The China-SCO Local Economic and Trade Cooperation Demonstration Area (SCODA) has organized the "SCO Online Products" e-commerce live streaming series themed on "Quality SCO Products" to facilitate the sharing of China's e-commerce market with Shanghai Cooperation Organization (SCO) member countries. This initiative aims to enhance cooperation between China and SCO member countries under the framework of "Silk Road E-commerce."

Launch ceremony for the 2025 "SCO Online Products at Remarkable Shandong" e-commerce live streaming event. Deputy Secretary General of the SCO Secretariat, Ambassadors of Afghanistan, Maldives, and Nepal, and Ambassador Extraordinary and Plenipotentiary of Azerbaijan attended the ceremony and delivered important speeches. In addition, 22 ambassadors and over 50 representatives of business associations and enterprises of SCO member countries in China participated in the event.

Multi-platform e-commerce live streaming matrix. Diplomatic envoys to China engaged consumers by showcasing the specialty products and cultural customs of their respective countries. This

fostered a communication model of "visual social networking and topic marketing." Afghanistan and Iranian business associations and entrepreneurs in China were invited to promote quality products in collaboration with live streamers via platforms such as Douyin, Kuaishou, and WeChat Video. In total, 17 live streaming sessions were conducted with a combined viewership of 5.4 million.

Offline immersive exhibition and marketing environment. An exhibition zone for country-specific elements from SCO member countries was created at the Qingdao SCODA Pearl International Expo Center. Thousands of specialty products from more than 20 SCO member countries were showcased, including Russia, Iran, India, Nepal, Uzbekistan, and Pakistan.



CASE 69 SOHO's role in advancing a new model of China-Central Asia development through digital empowerment of Silk Road cooperation

Jiangsu SOHO International Group Corp. (SOHO) harnesses digital technological innovations to build a CBEC ecosystem, propelling economic and trade cooperation between China and Central Asia into a new era of intelligent interconnectivity.

Digital infrastructure: Interconnected cross-border service network. The Jiangsu-Central Asia Center has been established in Nanjing, serving as the principal hub for the "Silk Road E-commerce" Cooperation Pioneer Zone. It has introduced the digital shopping model of "offline experience and online ordering," and created the China-Central Asia trade facilitation cooperation platform. The Central Asia-Jiangsu Center has been established in Astana, designed to function as an intelligent service complex embedded with a CBEC big data analysis module. In addition, an intelligent dual-warehouse logistics system has been developed: The Khorgos Intelligent Border Warehouse integrates intelligent warehousing, cross-border logistics, and digital customs, and represents a digital "green channel" for Central Asian commodities to enter China. Meanwhile, the Almaty Intelligent Overseas Warehouse facilitates the export of Chinese brands to the five Central Asian countries and the Russian market by fostering an "intelligent logistics and digital trade" integrated benchmark facility.

Digital humanities: Technology-enabled intercultural dialogue paradigm. Digital education cooperation has been intensified, offering personalized internship and employment services for Central Asian students through an intelligent matching system. Relying on platforms such as the Belt and Road Youth Gathering, a series of activities such as youth exchange camps and intangible cultural heritage workshops have been organized. The Kazakhstan National Pavilion has been launched on the JD platform to precisely align with Chinese consumer demand based on big data product selection technology.

CASE 70 "Two Countries, Twin Parks" cooperation between Shenzhen Industry Outbound Alliance and Malaysia

The Shenzhen Outbound Alliance has partnered with Malaysia to build China-Malaysia International High-Tech Eco-Industrial Park. This collaboration aims to capitalize on Shenzhen's resource advantages and Malaysia's industrial foundation to develop twin parks with high-tech industrial characteristics.

Enhanced industrial and supply chain cooperation. The China-Malaysia "Two Countries, Twin Parks" cooperation model combines Shenzhen's capabilities in high-tech research and development with Malaysia's manufacturing capacity. It facilitates a vertical division of labor model characterized by "overseas research and development, manufacturing, and market deployment." With the entry of 28 enterprises in the park, including DJI and BYD Electronics, an industrial ecosystem encompassing research and development, production, and sales has been initially formed.

Institutional innovation. The Shenzhen Municipi-

pal People's Government's ISO9001 quality management system has been extended to the Malaysia Park, promoting mutual recognition of quality standards between the two countries. Malaysia has also introduced a Halal Certification Fast Track, shortening the certification timeline from 180 days to 45 days and thus greatly improving cross-border trade efficiency. Moreover, the establishment of cross-border digital customs platform has pioneered a "one-time declaration, dual-country customs clearance" process, substantially reducing both the time and cost of customs clearance.



CASE 71 Digitalization practices of the China-ASEAN Mercantile Exchange

The China-Singapore Nanning International Logistics Park and the China-ASEAN Expo Secretariat have jointly established the China-ASEAN Mercantile Exchange (CAMEX) to develop an integrated online and offline trading platform that aims at deepening international cooperation between China and ASEAN member countries within the framework of "Silk Road E-commerce."

Digital platform: facilitating trade beyond temporal and spatial constraints. CAMEX combines online digital platforms with immersive offline pavilion experience. Its B2B and B2C online platforms cover the entire trade lifecycle from product registration and display to transaction, and provides merchants with efficient and convenient digital services to facilitate the trade of specialty commodities from China and ASEAN member countries. At the offline thematic pavilions, visitors can scan QR codes using their mobile phones to access voice explanations in corresponding languages, so that cultural exchange is transformed from a static exhibition to a dynamic interaction.

One-stop service: creating an internationalized business environment. To lower cross-border trade barriers for enterprises, CAMEX offers one-stop services, including company registration, translation into less commonly taught languages, and policy interpretation, and aggregates over 5,000 varieties of special commodities from around the globe. Each pavilion is staffed with professional curators and marketing teams dedicated to assisting foreign businesses in swiftly adapting to the Chinese market. For example, CAMEX has adopted an innovative model of "frozen export and year-round supply" for durian products from Malaysian company Topfruit, and created an exclusive brand of "CAMEX Durian Offering," alongside a regional marketing network.

International cooperation on talent cultivation

CASE 72 Global CBEC personnel training provided by CECC-CBEC

Through in-depth coordination with governmental agencies and international chambers of commerce across various countries, the Cross-border E-commerce Working Committee of the China Electronic Chamber of Commerce (CECC-CBEC) implements CEEC business training in collaboration with various Chinese industry associations, leading enterprises, and relevant universities.

The CBEC business training combines theory and practice, and covers topics such as cross-cultural market, e-commerce data analysis, CBEC supply chain, and CBEC live streaming. Lectures are delivered by senior experts in a comprehensive manner, supplemented by practical cases and enterprise visits. This approach enables participants to acquire a solid understanding of both theoretical knowledge and practical experience in CBEC.

The CBEC business training enhances international trainees' comprehension of China's business environment and advantages while developing international perspectives among Chinese trainees. A number of trainees have secured formal employment or entrepreneurial support through internships with collaborating companies.

CASE 73 The Belt and Road International Talent Digital Innovation and Entrepreneurship Base initiated by OVERSEA

Zhejiang Oversea Cloud Technology Co., Ltd. (OVERSEA), in partnership with Jiaxing University, has established the Belt and Road International Talent Digital Innovation and Entrepreneurship Base, in a bid to explore new models of economic and trade cooperation and digital talent exchange.

Three-dimensional training system. Through a combination of factory immersion, e-commerce training, and entrepreneurship mentorship, the Base helps students acquire and apply digital competencies while deepening their understanding of the "Made in China" brand. It also offers entrepreneurship support services to international digital talents. Its primary focus is on training international students from the Belt and Road countries, providing them with comprehensive support to start their own businesses in China or their home countries based on their own resources and advantages.

Intensified cultural, economic and trade exchanges. The Base has organized activities such as "Competition on Digital Media" and "Factory Tour" to showcase China's high-quality products and beautiful cultural heritages from the perspective of international students. This promotes the global reach of the "Made in China" brand, while facilitating cross-cultural exchanges.

A total of 236 university students from 36 countries, including Uzbekistan, Vietnam and Morocco, have participated in these activities. "Live-streamed Factory Tours" featuring visits of international students to over 50 Chinese factories have been conducted to visually demonstrate "Made in China," which has attracted an overseas viewership of 12 million.

CASE 74 ZYNU's training program for CBEC live streamers to facilitate the global promotion of Guizhou products

Zunyi Normal University (ZYNU), located in Guizhou Province of China, has taken advantage of its disciplines/subjects and linguistic resources, as well as integrated resources from various parties, to cultivate composite talents with solid knowledge and competency in CBEC. This initiative aims to foster synergies between CBEC talents cultivation and internationalization of local industries.

Industry-university collaborative CBEC community. Within the framework of university-enterprise partnerships, ZYNU has explored training models that integrate CBEC with disciplines/subjects or studies in Guizhou. It has designed and developed a curriculum system in alignment with market demand, which drives the adjustment of traditional disciplines and reform of related subjects. Through mechanisms such as "tutor-apprentice training system", "training through competition," and the "integration of study and work," ZYNU has pioneered a project-based, application-oriented practical training approach towards competency targets.

As a result of university-enterprise collaborations, a CBEC talent training base and an international exchange and cooperation platform have been established. By July 2025, nearly 500 training sessions had been conducted, and 12 international student live streamer teams and 34 Chinese student live streamer teams incubated.

Expert insights

Li Jun, Research Fellow of the Chinese Academy of International Trade and Economic Cooperation of the Ministry of Commerce, shares his views on international cooperation in the CBEC context.

CBEC functions as a critical platform connecting domestic and foreign markets, as well as global supply and demand, and plays an important role in enhancing industrial development capacity and people's well-being across various countries. Despite the widespread desire to develop e-commerce, certain countries face deficiencies in related capabilities and talent pools, underscoring the urgent need to enhance capacity building and industrial ecosystem through strengthened international cooperation.

While the expansion of e-commerce exports remains the primary objective in the development of e-commerce across countries, the role of e-commerce imports is also significant for improving people's well-being and balancing bilateral economic and trade relations. The "Quality African Products Online Shopping Season" is specifically designed to facilitate and support the entry of African products into China's e-commerce market. JD Worldwide offers one-stop solutions for Singaporean branded commodities to access the Chinese market. These cases exemplify models of e-commerce export to China, and their associated practices are worth adoption and dissemination.

Talents are an essential pillar of the CBEC sector and an indispensable component of China-foreign e-commerce industrial cooperation. Talent shortages are the primary constraint in countries that lag behind in e-commerce development. OVERSEA and Jiaxing University have jointly established the international talent digital innovation and entrepreneurship base, engaging hundreds of e-commerce talents from 36 countries in the exchange activities. ZYNU has launched a training program for CBEC live streamers to promote Guizhou products by integrating academic study in Zunyi with CBEC. These practices present innovative models for China-foreign cooperation in e-commerce talent development, and offer lessons for relevant countries seeking to strengthen e-commerce talent cultivation.



07

Government Guidance Heightened Institutional Innovation to Bolster Synergistic Development

Government guidance and support constitute a critical guarantee for the rapid and sound development of the CBEC sector. Government departments create a favorable environment for CBEC development by advancing institutional and service innovations and facilitating synergistic development. At the same time, they strengthen international cooperation to promote the trade of high-quality products among partner countries and facilitate the international talent flow. This section analyzes the successful initiatives of government bodies in regulatory and service innovation, synergistic development, and empowerment of industrial belt transformation and upgrading within the CBEC sector.

Regulatory innovation

CASE 75 Hangzhou's Comprehensive Service Platform for Foreign Cross-Border E-commerce Talents

To solve problems related to CBEC talent identification and internship of international students, the Business Bureau of Hangzhou National High-tech Development Zone (Binjiang) has established the Comprehensive Service Platform for Foreign Cross-border E-commerce Talents.

The platform supports online processing of talent services. It streamlines enterprise declaration operations by integrating features such as electronic signature and intelligent form completion, and interfaces with the systems of public security, commerce, science and technology authorities to enable fully online and paperless workflow from document submission to result notification. The platform establishes bridges the gap between universities, enterprises, and international students. By linking with the information systems of various regulatory department, it permits the online submission of talent identification declarations and internship annotation applications for foreign talents, universities, and international students, which provides strong support for enterprises to retain foreign talents.

The platform addresses bottlenecks such as lengthy identification process, large documentation volume, and complex submission procedure for foreign talents, and reduces the timeframe of talent identification from up to three months to a maximum of one month.

CASE 76 Intelligent diversion and confluence system for efficient customs clearance, launched by the Shenchuangjian Qianhai Supervision Center

In response to the deficiencies of existing sorting models, such as low sorting efficiency, frequent operational errors, slow response times, high labor dependency, and cost management challenges, Shenzhen Cross-Border E-commerce Logistics Supervision Center Co., Ltd. (hereinafter referred to as Shenchuangjian Qianhai Supervision Center), a subsidiary of Shenzhen Shenchuangjian Holdings Group Co., Ltd, has deployed the T-Cross Intelligent Diversion and Confluence System to realize rapid and precise parcel sorting.

The T-Cross system features four independent online ports capable of simultaneously processing parcels from four distinct lines. CT (X-ray) machine adopts non-contact scanning technology to generate three-dimensional internal images of parcels. Following safety inspection, parcels from different inspection lines or processing zones are routed to the intelligent confluence system for unified trans-

mission. The sorting system swiftly analyzes barcode information and assigns parcels to appropriate sorting paths based on predefined algorithms and rules. Finally, various automated devices accurately deliver parcels to their corresponding offline ports.

With the adoption of the T-Cross system, the average waiting time for vehicle inspection has been reduced from 3 hours to 2.5 hours, representing a 16% efficiency improvement. Meanwhile, the average customs clearance time has decreased to less than 30 minutes.



Synergistic development

CASE 77 Lianyungang City's novel model of "Digital Silk Road" cooperation

Lianyungang City of Jiangsu Province has pioneered a three-dimensional development model including on-line platform, event empowerment, and exhibition integration, and fostered a closed-loop ecosystem characterized by platform support, talent cultivation, and industrial integration.

The "Silk Road Cloud Commerce" platform has been established, aggregating 5,000 stock-keeping units (SKUs) of specialty commodities from over 20 Belt and Road countries, along with more than 10,000 quality commodities from Lianyungang itself.

E-commerce live streaming competitions have been organized as a way to train CBEC talents. Under the theme of "Silk Road Cloud Products," 24 participants from China, Kazakhstan, Laos, and other Belt and Road countries competed on the same stage, and local enterprises were encouraged to recruit the outperforming contestant from Congo.

A multi-faceted consumption scenario of offline experience, online conversion, and traffic attraction through live streaming has been advanced. Relying on the Belt and Road Digital Industrial Park, a dedicated e-commerce exhibition zone has been created to boost the sales of products from the Belt and Road countries. During the event, transactions on the "Silk Road Cloud Commerce" platform exceeded three million yuan.

CASE 78 Silk Road E-commerce National Pavilions supported by the Shanghai Municipal Commission of Commerce to facilitate trade and cultural exchanges

Silk Road E-commerce National Pavilions are authorized and certified by government agencies of Silk Road E-commerce partner countries as official trading platforms for showcasing specialty products. In Shanghai, there are two Global Hub Silk Road E-commerce National Pavilions, which accommodate 24 national pavilions to bolster the trade of quality products and enhancement of digital capabilities among partner countries.

G-ONAIR launched to create an ecosystem comprising national pavilions, influencer merchants, professional anchors, and operational organizations. The national pavilions provide a range of services to enterprises from partner countries, including customs clearance, digital marketing strategy, and multi-channel online retailing. Meanwhile, they offer training on e-commerce operations, digital supply chain management, and CBEC practices to nearly 100 participants from about 30 developing countries.

E-commerce live streaming and cultural exchange activities for partner countries. Officials from the embassies and consulates of partner countries, such as Hungary, New Zealand, Chile, and Pakistan, have participated in live streaming sessions to present their cultures and promote specialty products. The national pavilions have organized diverse activities, such as Serbia Wine Festival, Pakistan Theme Day, "Beautiful Silk Road" Wine Festival, Armenian Cultural Week, to vividly showcase specialty products and distinct cultures of partner countries by using digital tools.

In 2024, Silk Road E-commerce National Pavilions reported sales of 46.83 million yuan, hosted over 60 economic, trade, and cultural promotion activities, and facilitated imports of over one billion yuan. They truly function as a "digital cultural window" that effectively conveys the cultural heritage of various countries.

CASE 79 The "Silk Road E-commerce Selection" brand of the Shanghai Municipal Commission of Commerce, empowering the trade of quality products among partner countries

Relying on the establishment of the Pioneer Zone for Silk Road E-commerce Cooperation, Shanghai Municipal Commission of Commerce has developed the "Silk Road E-commerce Selection" brand to advance the trade of quality products, as well as cultural exchanges among partner countries.

"Silk Road E-commerce Selection" thematic events. Since 2023, over 200 CBEC themed events have been held both online and offline. They include national pavilion days for Thailand and Uzbekistan, the Southeast Asia Coffee Festival, the Silk Road Food Festival, and the Central Asia Cultural and Tourism Festival. More than 20 Silk Road E-commerce partner countries have participated, involving nearly 10,000 kinds of quality products.

"Silk Road E-commerce Selection" business matchmaking. Targeting quality products of the Belt and Road countries, more than 20 "Silk Road E-commerce Selection" trade matchmaking activities have been organized, such as the South American Wine Festival Matchmaking Meeting. They have engaged trade organizations, e-commerce platforms, and live streaming enterprises.

"Silk Road E-commerce Selection" cooperation mechanism. The "Silk Road E-commerce Selection" Alliance has been established, comprising government agencies, Silk Road E-commerce National Pavilions, e-commerce platforms, and service organizations among the 23 members. It provides public services, facilitates information and service alignment, and organizes various kinds of activities.

CASE 80 An air-centric new high ground for Silk Road e-commerce enabled by the Xixian New Area of Shaanxi Province

The Xixian New Area in Shaanxi Province has expedited the construction of the CBEC industrial ecosystem for higher-level opening-up by establishing international trade channels, developing CBEC carriers, and innovating cross-border regulatory models.

Hub construction to broaden trade channels.

The Xi'an Xianyang International Airport has been expanded, offering 28 international cargo routes in total, which includes two CBEC routes opened in 2024 and the Xi'an-Kazakhstan TIR (international road transport) cross-border highway cargo route.

Carrier development to foster industrial clusters. A CBEC customs-supervised public warehouse with an area of 2,400 m² has been constructed, complemented by the establishment of the CBEC international express industrial park, the CBEC international express supervision zone, the CBEC postal industrial park, and the CBEC live streaming base. Together, these facilities contribute to shaping the CBEC industrial pattern.

Regulatory innovation to optimize the service

environment. In collaboration with customs authorities, the Xixian New Area implements the "Internet + Import Express" customs clearance supervision model, which enables automated image analysis, automated alert, and automated release in the absence of abnormalities, shortening the customs clearance time to the minimum of six seconds. Moreover, a new international mail operation supervision center has been established to achieve the supervision of international mail, international express, and CBEC under unified domains and systems. This reduces customs clearance time by one half and the associated cost by one third.



Service innovation

CASE 81 SME empowerment through CBEC by Dire Dawa Trade, Industry and Investment Bureau, Ethiopia

To address barriers faced by SMEs participating in CBEC, such as fragmented logistics, limited access to international payment systems, and low digital literacy, the Dire Dawa Trade, Industry, and Investment Bureau of Ethiopia has created a scalable model, which encompasses localized innovation, strategic partnerships, and capacity building.

Digital logistics corridor. A partnership was formed between local transport cooperatives and regional logistics firms to create a streamlined shipping route from Dire Dawa to Djibouti. GPS tracking and AI-powered route optimization were introduced to reduce delivery times and improve reliability. A centralized logistics hub was established in Dire Dawa to consolidate shipments and reduce costs for SMEs

Mobile-based payment integration. Collaborations with fintech startups enabled the development of mobile wallets that support multi-currency transactions. Blockchain-based verification tools were used to ensure secure and transparent payments. Integration with global platforms like Alipay and VisaNet allowed Ethiopian sellers to receive payments from international buyers.

SME digital empowerment program. A series of workshops and online courses were launched to train local entrepreneurs in e-commerce fundamentals, digital branding, and customer service. Continuous training and mentorship empowered SMEs to take ownership of their digital transformation.

CASE 82 An innovative CBEC talent training model in Quanzhou City, Fujian Province, integrating government-industry-university-institution collaboration and practical training

Quanzhou City in Fujian Province has built a practice base for CBEC talents through collaborations among the government, universities, enterprises, and industrial parks, as part of the effort to explore an innovative talent training system.

Targeted pre-employment and on-the-job training. Trainees are assigned to various enterprise positions in alignment with their preferences for practical training, with a particular focus on the cultivation of practical skills and problem-solving abilities. Enterprises encourage trainee participation and retention through incentives such as practical training subsidies and transportation subsidies. The curriculum is tailored for critical and specialized roles in enterprises, and a practice-oriented and task-driven approach is adopted to develop practical and innovative team talents.

Enhanced career guidance and job recommendation for students. Precise counseling on platform resource integration, supply chain finance and fiscal compliance is offered to support entrepreneurship, particularly for outstanding trainees with entrepreneurial foundation. A talent supply service platform has been created to deliver precise services based on the information among institutions, teachers, students, and enterprises.

The Base has served 250 enterprises and incubated over 70 entrepreneurial projects while training more than 1,200 talents annually.

CASE 83 An innovative CBEC incubation mechanism for global expansion of enterprises in Shishi, Quanzhou City, Fujian Province

Shishi, a county-level city administrated by Quanzhou City in Fujian Province, utilizes the CBEC public service center as a platform to provide one-stop process-wide integrated services for traditional manufacturing enterprises, foreign trade enterprises, and individual sellers.

Tiered incubation mechanism. In the initial seed phase, basic public welfare support is provided, including public welfare basic training, case study based exercise, and access to crowd innovation space. In the subsequent growth phase, customized mentorship is offered, involving entrepreneurial guidance from mature sellers, high-quality supply chains, and angel investment opportunities. In the maturity phase, scalable resource integration is facilitated, such as industrial belt resources and outsourcing and distribution centers for textiles, garments, and sports equipment.

Over the past two years, this mechanism has supported the registration of 101 overseas trademarks, establishment of 16 branded overseas DTC websites, and cultivation of 54 CBEC branded enterprises, raising the CBEC turnover to over 20 billion yuan.



Empowerment of industrial belts

CASE 84 International development of Longnan's distinctive industrial belts through CBEC

To address the deficiencies of limited sales channels, weak brand recognition, and inadequate industrial chain integration, Longnan City has taken advantage of CBEC to promote the shift of focus from "local production" to "global supply" in its characteristic agricultural sector.

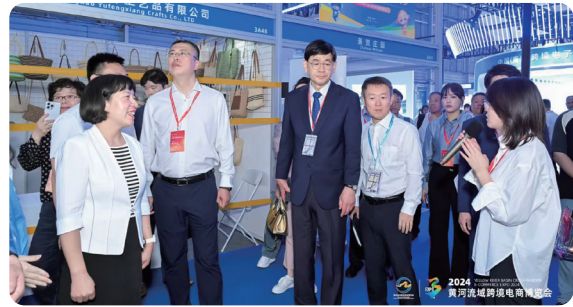
Service system. A one-stop service window has been created through the joint efforts of commerce, customs, and taxation authorities to optimize cross-border service procedures. Free workspace and incubation services are offered for CBEC enterprises, with the aim of nurturing leading firms and catalyzing the transformation of traditional foreign trade enterprises. Support is also provided for enterprises to construct overseas warehouses in countries such as Vietnam, the United Arab

Emirates, and Bangladesh, and establish overseas demonstration centers that provide product experience and after-sales support. In addition, Longnan hosted the International Seminar on Global Poverty Reduction Partnerships, and the Longnan Consensus was published and the Longnan Initiative for Beautiful Countryside E-commerce Development was launched.

Brand upgrading. Enterprises are encouraged to participate in domestic and international exhibitions, and cultivate internationally recognized brands such as "Longnan Walnut" and "Longnan Pepper." A comprehensive product selection pool has been developed, including specialty agricultural products (Chinese medical herbs), light industrial products (soybean products), and cultural

and creative items (straw handicrafts).

In 2025, Longnan saw an over 100% increase of registered CBEC enterprises, as well as a notable rise in the share of direct exports of traditional Chinese medicinal materials. "Longnan Specialties" have been exported to more than 20 countries, including the United States, Russia, and Turkey.



CASE 85 The "CBEC + industrial belts" model to enable the global reach of source factories in Suqian City, Jiangsu Province

Suqian City in Jiangsu Province has advanced the deep integration of traditional manufacturing and CBEC through policy innovation, platform development, and ecosystem optimization, aiming to increase the global presence of locally produced high-quality goods.

Facilitated supply and demand alignment. More than 50 events such as CBEC promotion meetings and CBEC initiatives in industrial belts have been organized. Matchmaking meetings for CBEC product selection have also been held, involving well-known domestic and international CBEC platforms such as Amazon, SHEIN, TEMU, and AliExpress.

Public service innovation. Suqian has compiled and published the Handbook on Source Factories in Suqian Cross-border E-commerce Industrial Belts, including over 560 source factories distributed across 12 CBEC industrial belts. The Handbook provides detailed information such as township distribution of CBEC industrial belts, primary products of source factories, and demands of CBEC enterprises. It facilitates match-making among CBEC platforms, service providers, and cross-border trade enterprises, and source factories. In 2024, Suqian reported a 27% growth in CBEC turnover, and fostered 12 CBEC industrial belts. In particular, more than 400 CBEC enterprises operate within the five specialized industrial belts of textiles and garments, furniture and home furnishings, automobile parts and components, wood products, and smart home appliances.

CASE 86 Advancement of a coordinated and collaborative CBEC ecosystem in Xinyu City, Jiangxi Province

To mitigate challenges for CBEC development, Xinyu City has actively assumed a leading role in fostering coordinated development of its CBEC ecosystem.

Enhanced policy support. Xinyu has introduced targeted support policies to bolster CBEC development. These policies support the establishment of integrated service platforms, CBEC industrial parks, and integrated service centers, and provide assistance to CBEC enterprise in entry into mainstream platforms, trademark registration, patent application, and brand promotion.

"CBEC + industrial belts" model. Relying on its carbon fiber, hardware tools, and footwear industrial parks, Xinyu has established exhibition zones that integrate CBEC and industrial belts. These facilities provide enterprises with supply and procurement matchmaking services, including negotiation, product selection and procurement, and letter of intent. In total, 125 local enterprises have participated in these exhibitions. In 2025, the CBEC penetration rate is projected to reach about 80% in the footwear sector and exceed 60% in the hardware tools and carbon fiber industries.

"Land-air intermodal channel" for cross-border logistics. The international land port has been established, raising the daily express handling capacity to 300,000 parcels. The Xinyu-Ezhou CBEC logistics channel has been launched based on research of logistics routes. The land-air intermodal customs clearance model has reduced the logistics times by 50%.



CASE 87 Promoting the integrated development of CBEC and fishing tackle industrial belt in the China (Weihai) Cross-Border E-commerce Comprehensive Pilot Zone, Shandong Province

The China (Weihai) Cross-Border E-commerce Comprehensive Pilot Zone promotes the digitally driven global expansion of the fishing tackle industry through cluster development, ecosystem sharing, and brand empowerment.

Enhanced industrial clustering and ecosystem sharing. A fishing tackle industrial system including carbon fiber, fishing rods, and bait has been developed. This system spans from raw material outsourcing, fishing tackle and related product manufacturing, to CBEC sales. A fishing tackle sharing platform and base with an area of 118,000 m² has been established in Huanjui District to provide processing, marketing, logistics, and warehousing services. In addition, public warehouses have been deployed in overseas markets such as Korea and Japan.

Intensified quality management and trademark and brand development. Leading enterprises are encouraged to spearhead or participate in the formulation of national and industry standards, and 82% of fishing tackle enterprises have established their quality management systems. A brand promotion model that combines collective and individual trademarks has been fostered, exemplified by the registration of the first collective trademark "Weihai Fishing Tackle" in the domestic fishing tackle sector. To date, over 9,500 trademarks have

been registered in the fishing tackle category, including 26 international trademarks.

In 2024, the annual output value of Weihai Fishing Tackle exceeded 10 billion yuan, accounting for 60% of the global market. The export value amounted to 3.54 billion yuan, with a year-on-year growth of 16.9%.



Expert insights

Wang Jian, Professor of the University of International Business and Economics shared his insights on government guidance in the CBEC context.

The advancement of CBEC is inextricably linked to government guidance and policy support, which has concurrently driven innovation and evolution in trade regulation. Local governments have endeavored to create an environment conducive to CBEC innovative development and assist enterprises in integrating into the global digitalization trend. The selected cases illustrate government guidance for CBEC development in three primary dimensions.

Firstly, governments actively cultivate a favorable atmosphere for CBEC development. Specific practices include organizing events and competitions for connections with domestic and international resources; tapping local high-quality products and enabling supply and demand matchmaking; endorsing industry-university collaborations for training CBEC international talents; and establishing channels for CBEC-centered international economic and trade cooperation and cultural exchanges.

Secondly, local governments strive to construct a CBEC industrial ecosystem. Measures mainly include promoting and supporting the integration of CBEC with industrial belts; improving local CBEC infrastructure, including land and air ports, multimodal transportation systems, and new international channels for international mail and express services; and fostering a CBEC product quality standard system.

Thirdly, local authorities advance regulatory innovation and enhance public services. Specific initiatives include exploring trade facilitation and regulatory innovation, and promoting paperless trade and single-window systems; establishing public service platforms to improve the quality of comprehensive foreign trade services; piloting streamlined procedures, creating integrated service platforms, innovating management approaches for CBEC foreign talents, bolstering the CBEC engagement capacity of foreign youth, and promoting novel models of Chinese-foreign cooperation.

Given the current landscape of CBEC development, government guidance and promotion remain pivotal, especially concerning CBEC infrastructure construction and regulatory innovation. Both central and local governments worldwide are encouraged to step up efforts to deliver a better regulatory environment that shapes healthy CBEC development. These efforts will involve platform governance, collaborative innovation, and local business climate optimization, so as to provide legal and institutional guarantees for digital transition.

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Research Team

World Internet Conference

Ren Xianliang, Secretary-General

Liang Hao, Executive Deputy Secretary-General

Zhang Xueli, Deputy Secretary-General

Kang Yanrong, Director, Development and Research Department

Cheng Meng, Senior Officer, Development and Research Department

Lin Wenyi, Officer, Development and Research Department

Chinese Academy of International Trade and Economic Cooperation, Ministry of Commerce

Wang Huimin, Research Fellow, Institute of Credit

Xu Didi, Research Fellow, Institute of Credit

Hong Yong, Associate Research Fellow, Institute of Credit

Dai Mingfeng, Associate Research Fellow, Institute of Credit

Zhao Xinquan, Associate Researcher, Institute of Credit

Chen Cong, Assistant Research Fellow, Institute of Credit