

World Internet Conference

Collection of Cross-Border E-Commerce Practice cases



2026

World Internet Conference

Collection of Cross-border E-commerce Practice Cases



FOREWORD

In a world where the digital economy and globalization are deeply intertwined, cross-border e-commerce has become an important engine for driving the transformation and upgrading of foreign trade and energizing regional economies. A new generation of digital technologies led by artificial intelligence (AI) is evolving rapidly, profoundly reshaping the cross-border e-commerce landscape, and propelling the sector worldwide toward intelligent development for greater transaction efficiency. At the same time, issues such as data security, consumer rights protection, intellectual property protection, and green and sustainable development are receiving growing attention. Summarizing and sharing outstanding practice cases around the world is of great significance for better sharing experiences, deepening international cooperation, and advancing the inclusive and sustainable development of cross-border e-commerce.

In 2026, World Internet Conference (WIC) launched a global initiative to solicit cross-border e-commerce practice cases. In light of the new trends in the high-quality development of cross-border e-commerce, WIC selected 88 outstanding practice cases and compiled them into this Collection of Cross-border E-commerce Practice Cases. Each section is sorted alphabetically based on the initial letter of their titles, covering such topics as digital platform service innovation, AI + cross-border e-commerce, integrated innovation in supporting services, compliance and sustainable development, international cooperation and coordination, and government guidance and service innovation. Applicants included government departments, universities and research institutions, cross-border e-commerce market players, and integrated service providers.

WIC has reviewed the selected outstanding practice cases and summarized the key information and insights in this Collection. Through case sharing, this Collection aims to promote mutual learning across the global cross-border e-commerce sector, harness digital technologies such as AI to empower trade innovation, deepen international cooperation, and build an open, inclusive, secure, trustworthy, green, and sustainable global ecosystem for cross-border e-commerce, enabling more micro, small, and medium-sized enterprises to share the opportunities of digital trade and injecting new momentum into the high-quality development of global trade.

01 Digital Platform Service Innovation ····· 01

Platform Services for Global Expansion ·····	02
Platforms Empowering Brands to Go Global ·····	03
Platform Business Model Innovation ·····	07
Expert insights ·····	10

02 AI + Cross-border E-commerce ····· 11

AI Agents in Cross-border E-commerce ·····	12
AI + Marketing and Promotion ·····	16
AI Empowering the Entire Cross-border E-commerce Business ·····	18
Expert insights ·····	22

03 Integrated Innovation in Supporting Services ···· 23

Cross-border Payment and Settlement Services ·····	24
Logistics and Supply Chain Services ·····	26
One-stop Integrated Cross-border Services ·····	32
Expert insights ·····	37

04 Compliance and Sustainable Development ····· 38

Platform Compliance and Dispute Resolution ·····	39
Intellectual Property and Qualification Compliance ·····	41
International Customs and Tax Compliance ·····	44
Green Innovation ·····	47
Expert insights ·····	48

05 International Exchange and Cooperation ····· 49

Cooperation in Capacity Building for Small and Medium-sized Enterprises (SMEs) ·····	50
Value-chain and Supply-chain Cooperation ·····	51
Talent cultivation Cooperation ·····	52
Expert insights ·····	53

06 Government Guidance and Service Innovation ···· 54

Integrated Service Innovation ·····	55
Customs Supervision Innovation ·····	57
Service Innovation by Industry Organizations ·····	59
Expert insights ·····	62

○ Case Index ·····	63
○ List of Abbreviations ·····	67
○ Acknowledgments ·····	69
○ Research Team ·····	70

As the core hub connecting supply and demand, cross-border e-commerce platforms determine, through their capacity for service innovation, the depth and breadth of the industry's development. Platform service innovation is evolving toward the construction of full-chain ecosystems, including full-lifecycle services for brands going global, localized solutions for emerging markets, vertical empowerment systems focused on industry clusters, and flexible on-demand supply chain models empowering traditional manufacturing enterprises. Through technological upgrading, model innovation, and ecosystem synergy, these efforts lower the barriers to cross-border trade and enhance its efficiency and quality.

01

Digital Platform Service Innovation



世界互联网大会
World Internet
Conference

Platform Services for Global Expansion

CASE 01 JD Worldwide: Implementing the "10 Billion GigaGrowth Plan" to Help Overseas Brands Enter the Chinese Market

JD Worldwide is JD.com's cross-border import e-commerce platform. In 2025, by implementing the "10 Billion GigaGrowth Plan", it improved its service system for overseas brands and helped them systematically resolve the challenges of entering China, aiming to introduce 1,000 new overseas brands within three years.

Initiating the "Global Selection Call". It invites consumers to submit leads on quality overseas products, focusing on origin-specific foods, regional specialties, and high-quality niche brands, so that genuine consumer demand becomes an important source for discovering global supply.

Enhancing the "National Pavilions" system. Leveraging a network of over 100 national pavilions, covering key regions such as Europe, Asia, Latin America, and the Middle East, with an emphasis on introducing signature products such as origin-specific foods, personal care and beauty, and home living goods.

Providing differentiated operations for brands. Differentiated services are provided to overseas brands at different stages of development, helping them achieve sustained growth from "entering China" to "taking root in China". For established overseas brands with operational capabilities, the platform offers operational guidance and compliance support; for small and medium-sized brands, regional brands, and origin-specific brands that have not yet entered China, it provides end-to-end support including product introduction, operations, marketing, and fulfillment assurance.



CASE 02 Jumia: Local Infrastructure Empowerment and Full-chain Support to Help Chinese Supply Chains Efficiently Tap the African Market

Jumia is a leading homegrown cross-border e-commerce platform in Africa. Targeting the pain points including order fulfillment, payment, and local operations in the African market, it centers on technology-driven approaches, platform infrastructure, and policy support, building a full-chain empowerment ecosystem to help high-quality Chi-

nese supply chains go global.

Cracking the "last-mile" fulfillment challenge. Addressing the weak logistics infrastructure and incomplete address systems in Africa, Jumia has built its own intelligent last-mile logistics network spanning multiple African countries, along with overseas warehouses and pickup and delivery

points. It achieves 24-72-hour delivery in core cities and "4-hour express delivery" in key areas such as Nairobi. In countries such as Nigeria, it has set up hundreds of rural pickup stations, shortening average delivery time to within four days.

Rolling out refined new policies to precisely empower SMEs going global. To thoroughly remove the barriers SMEs face when going global, in 2026 Jumia introduced "Free Registration", waiving onboarding, deposit, and annual or monthly fees; offered special incentives for new products and new merchants; and channeled resources precisely toward specific sites and high-potential categories, reducing the early-stage trial-and-error costs for factory-type enterprises.

Ensuring the safe repatriation of cross-border funds. Through international partnerships, Jumia

has built a stable, two-way fund-repatriation network and offered Chinese supply-chain enterprises dual-track settlement in either U.S. dollars or local currencies, shortening the payment collection cycle. It has also provided clear, transparent reconciliation services to hedge against the uncertainty caused by foreign-exchange fluctuations.



CASE 03 Ozon Global: Efficiently Empowering Chinese Sellers to Expand into Russia and the CIS Markets

Ozon is a multi-category e-commerce platform operating in Russia and the CIS countries. Its core division, Ozon Global, specializes in cross-border trade, attracting Chinese merchants to join the platform and helping Chinese sellers and retail brands register on Ozon's main platform to conduct business.

Improving cross-border infrastructure. Ozon Global has established partner fulfillment centers in nine Chinese cities, halving the time it takes to deliver goods to consumers.

Strengthening supporting capabilities, such as response to regulatory changes, financial expertise, and educational expertise. Ozon proactively

adapts to regulatory changes: after Russia lowered its cross-border duty-free threshold to EUR 200, it launched dedicated logistics solutions for lightweight goods to help Chinese sellers preserve their cost advantage. It has provided flexible and stable cross-border payment to support pricing and settlement in RMB, reducing the impact of ruble exchange-rate volatility. On top of that, Ozon Global University uses formats such as online webinars to explain the market environment, consumer behavior, and relevant legal details of Central Asia, Russia, and Eastern Europe, helping Chinese sellers quickly adapt to CIS markets.

Platforms Empowering Brands to Go Global

CASE 04 Jiaxing Hongzhi Technology: Building "Sweater Pi," a Going-global Service Platform for the Sweater Industry

The "Sweater Pi" going-global service platform for the Honghe sweater industry, developed by Jiaxing Hongzhi Technology Co., Ltd., provides micro,

small, and medium-sized sweater enterprises with one-stop, integrated cross-border e-commerce services, lowering the threshold for these enterprises

to participate in international trade.

Implementing the "full service" model. Addressing the common problem that manufacturers are "good at production but unfamiliar with cross-border trade", the platform introduced the "full service" model, establishing standardized operating and management systems and connecting data links across customs, taxation, foreign exchange, logistics, and other steps so that manufacturing enterprises can focus on product design and production.

Strengthening AI-enabled trade upgrading.

The platform provides enterprises with a variety of AI tools, fully integrating AI technologies into cross-border sweater trade scenarios. For example, an AI pattern-design tool can rapidly generate a vast array of style patterns, significantly compressing the sampling cycle; "AI product-photography and AI video" tools can generate, with one click, product display images featuring multiple models, scenes, and outfits, and support dynamic product presentation; and AI social-media operation tools can automatically generate suitable virtual models.

CASE 05 Newegg: Focusing on Chinese Tech Brands and Empowering High-Quality Overseas Expansion for Chinese Smart Brands

Newegg is a well-known US-based technology e-commerce platform specializing in consumer electronics, computer hardware, smart home products, and gaming equipment, targeting both individual consumers and enterprise buyers.

Focusing on the overseas expansion of smart tech brands. Addressing the needs of Chinese tech brands to expand into the North American market, Newegg provides brand owners, manufacturers, and cross-border sellers with services including channel expansion, brand operation, marketing and promotion, supply chain collaboration, and digitalization, supporting Chinese brands and supply chain companies in enhancing their operational capabilities in international markets.

Expanding sales channels based on the characteristics of different markets. Leveraging its con-

sumer retail platform, Newegg.com, and enterprise procurement platform, Newegg Business, Newegg has built a market network covering diverse scenarios such as individual consumers, enterprise procurement, educational institutions, and government departments. By combining different market demands and procurement scenarios, Newegg helps companies optimize their product portfolios and market strategies, expanding diversified sales channels.

Empowering digital operations for enterprises with AI. Newegg applies AI technology to market analysis, product operation, marketing and promotion, order management, and supply chain collaboration, providing sellers with digital operational support and helping them improve operational efficiency.

CASE 06 realme: Reshaping a Localized Brand in Indonesia Through the Integration of Technology and Culture

To address multiple challenges in Indonesia, China's realme phones focused on Indonesia's core mid-range 5G market. They precisely reached young heavy-gaming users through an integrated marketing strategy, making a breakthrough in the local market through diverse innovations.

Partnering with local IPs to spark cultural resonance. realme phones adopted a cross-sector

co-branding strategy, partnering with a popular local Indonesian esports team and turning the phone's built-in Qualcomm Snapdragon chip, Bionic cooling system, and GT boost mode into "competitive weapon" for players, elevating product performance into a cultural symbol of esports spirit.

Omni-channel linkage to create an integrated

sales-and-service closed loop. Online, realme phones coordinated with mainstream e-commerce platforms such as TikTok Shop and Shopee for first-sale traffic generation, providing targeted traffic reception for the seeded audience. Offline, it planned campus roadshows and partnered with well-known Indonesian consumer electronics retailer Erafone to hold a first-sale experience event, converting the brand volume and user momentum built up online through esports into offline purchases.

Through the matrix-style efficient coordination of omni-channel resources, realme phones reversed

the declining market share of its Number series, smoothly entering the core mid-range 5G phone market in Indonesia.



CASE 07 SHOPLINE Technology: A Digital and Intelligent Global Expansion Solution for Consumer Electronics Brands

To address core challenges in the consumer electronics industry, including product homogenization, weak brand competitiveness, and high customer-acquisition costs, SHOPLINE Technology (Shenzhen) Co., Ltd. has launched the SHOPLINE Digital and Intelligent Global Expansion Solution for Consumer Electronics Brands.

Building a strong brand presence. SHOPLINE provides consumer electronics merchants with professional, technology-forward store templates, removing efficiency bottlenecks in site development and brand presentation. An advanced component library enables merchants to assemble content freely in a modular, "building-block" format. Using SHOPLINE's open documentation, developers can also build fast, flexible themes at scale to create customized storefront experiences.

AI-powered improvements in marketing conversion and customer operations. For traffic acquisition, SHOPLINE provides end-to-end support through its data reporting assistant, the EasyRank SEO app, multi-channel brand exposure, and affiliate distribution system. For conversion, its proprietary Marketing-All in one app, marketing calendar, bundled sales, and other capabilities use diverse promotional tactics to prompt purchases. For customer operations, SHOPLINE combines its proprietary membership system with SmartPush

to create a full-funnel, first-party customer engagement ecosystem. It also connects merchants with SHOPLINE's broad ecosystem of channels, unifies data across the customer journey, and supports comprehensive customer lifecycle management. AI-powered customer service, automated fulfillment notifications, and return and warranty capabilities further enhance the after-sales experience.

SHOPLINE converts proven practices accumulated from serving a large customer base in the consumer electronics industry into modular execution standards and intelligent operating models. This enables independent merchants to expand into international markets and effectively improve business performance.



CASE 08 Wayfair: Leveraging Data and Technology Advantages to Help SMEs in Home Furnishing Industry Clusters Upgrade Toward "Brand Going-global"

Wayfair is a home furnishing e-commerce platform serving primarily the mature consumer markets of North America and Europe. Leveraging its data and technology advantages, Wayfair focuses on "industrial-cluster going-global," helping SMEs in home furnishing industry clusters upgrade from "OEM export" to "brand-plus-digital-operations export".

Targeted access and precise merchant recruitment. Combining insights into global consumer demand with the platform's category planning, Wayfair conducts targeted merchant recruitment and industrial-cluster matchmaking focused on strong home furnishing clusters. It partners with local governments, industry associations, and industrial parks to host briefings, training sessions, and product-selection matchmaking events, and also provides merchants with training on onboarding procedures, new-product listing standards, content optimization, and the use of marketing tools, helping SMEs with cross-border e-commerce.

Using AI to empower cross-border sellers. Wayfair's suppliers use generative AI (GenAI) to automatically produce product descriptions, marketing copy, and multilingual translations. AI visual-generation models can create diverse scene-styling images based on product models, improving content-production efficiency and overall stylistic consistency. Through brand pages, content operations, and a user-review system, they establish an image of high-quality Chinese home furnishing brands in the minds of European and American consumers.



Platform Business Model Innovation

CASE 09 Gansu Zhaofeng Agriculture: Building an Integrated Chain to Help Mountain-region Agricultural Products Go Global

To address the lack of international channels and high compliance thresholds facing agricultural-product exports from the Qinba Mountains of Longnan, China, Gansu Zhaofeng Agricultural Development Co., Ltd. has, since 2024, built out cross-border e-commerce at scale, creating an integrated chain covering the cultivation, processing, and export of agricultural products to support rural revitalization.

Adopting an online-offline integrated model. In partnership with Tianshui Customs and the Lanzhou Cross-border E-commerce Public Service Platform, the company has created one-stop services covering order generation, customs declaration, logistics, and tax rebates. It acquires customers at low cost through online formats such as short videos and live-scene cross-border livestreaming, secures large orders through offline negotiations at events such as the Canton Fair, and has opened a physical overseas store in Cambodia, forming an "online traffic, offline transactions" conversion loop.

Building a full-chain compliance and traceability system. The company implements ESG requirements and has obtained qualifications such as U.S. Food and Drug Administration registration and Green Food certification. It has also adjusted formulas and labels to meet Southeast Asian compli-

ance requirements, selling its products to over 30 countries and regions including the United States, South Korea, and Thailand.



CASE 10 JDUODUO: Building an Integrated Cross-border Trade Services Platform for Bulk Chemicals and Plastics

Juduoduo (Dongguan) Technology Co., Ltd. (JDUODUO) set out to address information asymmetry, high transaction costs, cross-border payment collection and foreign-exchange settlement, and inefficient logistics and customs clearance in the international chemicals and plastics trade. It has built an integrated cross-border trade services platform for chemical and plastic commodities,

integrating features including product display, inquiries, contract signing, customs declaration, and shipment tracking.

Integrating cross-border payments with online customs declaration. The platform deeply integrates Ping An Bank's online cross-border payment system with the customs declaration process. Once users pay for an order, payment information will

flow into the customs declaration stage, enabling seamless validation of trade-related foreign-exchange payment declaration information and customs data. This effectively boosts operational efficiency and mitigates compliance risks.

AI-powered recognition and processing of customs declarations. To address the inefficiency and error risk of manual data entry in conventional customs declaration, the platform integrates the

Qwen large language model and has independently developed an AI customs-document recognition engine. The engine can rapidly identify and extract key structured data, including commodity codes, specifications, values, consignors and consignees, from uploaded documents such as invoices, packing lists and contracts, and then automatically fill in the customs declaration form displayed in the user interface.

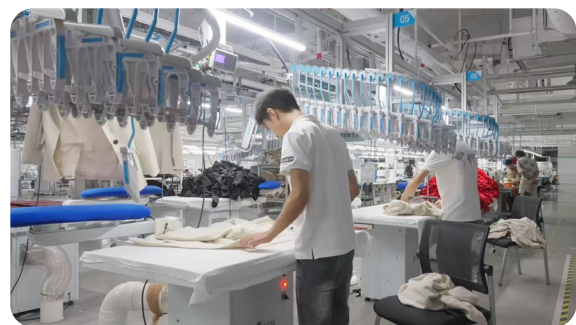
CASE 11 SHEIN: Advancing the Digital and Intelligent Transformation of Traditional Industries through Innovation in Flexible, On-demand Production

To address the high inventory levels and long payment cycles that micro, small, and medium-sized apparel enterprises face when expanding overseas, SHEIN has leveraged its strengths as a cross-border e-commerce platform to build a flexible, on-demand supply chain based on a small-batch, rapid response model. By embedding consumer demand insights across the manufacturing value chain, the company is helping traditional apparel factories accelerate their digital and intelligent transformation.

Empowering SMEs through technological innovation. In response to its suppliers' production pain points, SHEIN has continued to develop and promote advanced tools, equipment and processes, helping SMEs across the value chain to streamline operations, improve efficiency, and overcome technical barriers in traditional sewing, while accelerating the development of the flexible, on-demand supply chain model.

Advancing a low-carbon, green transition across

the value chain. Working with universities, SHEIN developed a polyester recycling technology that combines technological breakthroughs, practical applicability and cost advantages. It also established a joint laboratory with Transfar Chemicals, a leader in functional chemistry and new materials, to explore new processes, technologies and approaches for premium fabrics and to build a world-class textile dyeing innovation platform. In addition, SHEIN has worked with logistics partners to open up large-scale, real-world business scenarios for technology testing.



CASE 12 ZHUTOVA: Building a One-stop Cross-border B2B Sourcing and Sales Matchmaking Platform

Focused on cross-border B2B trade, Shenzhen Huazhutong Technology Co., Ltd. developed ZHUTOVA, a one-stop cross-border B2B platform. Its Brazil, Indonesia, and Bangladesh sites, among others, are currently operational.

Building a full-cycle service system. Connecting buyers, suppliers, logistics providers, and an oper-

ational back end, the platform creates an end-to-end closed loop spanning product supply, requests for quotation, ordering, payment, fulfillment, shipment tracking, after-sales services, and settlement. Languages, currencies, payment methods, logistics plans, and compliance rules are configured for each target market.

Restructuring transaction logic with “product fulfillment tags.” The platform upgraded its buyer-seller matchmaking model from one based on supplier countries to one driven by “product fulfillment tags,” which can enhance its fulfillment capability for products in shipping, logistics, inventory synchronization, after-sales services, and other stages. With these tags, the platform drives the progression of payments, logistics, settlement, and order status, allowing cross-border products

and locally stocked goods to be sold in parallel on the same platform.

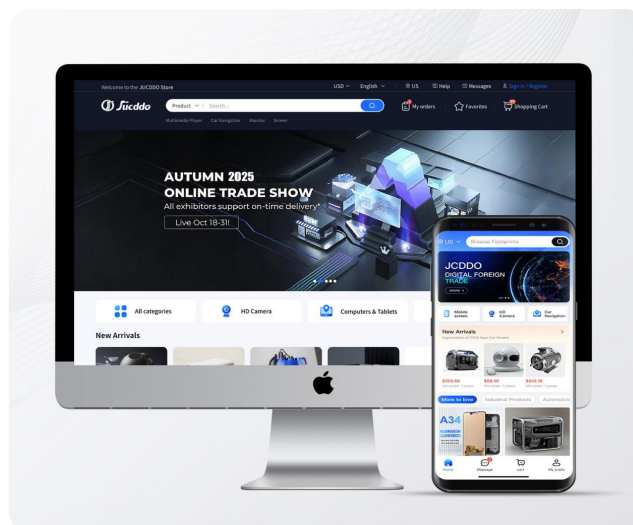


CASE 13 360shuyin.com: Building JUCDDO Industrial Resources Trading Platform to Form an Integrated Service System Combining Centralized Procurement, Matchmaking, Cross-border Trade and Financial Services

To address cumbersome processes, high costs and high risks in cross-border trade in industrial resources, Chongqing Shuzi Gravity Network Technology Co., Ltd. built JUCDDO, an industrial resources trading platform centered on automotive and motorcycle products, garden machinery, tools, electronic components and other industrial goods. The platform provides an integrated service system combining centralized procurement, matchmaking, cross-border trade and financial services.

Integrating online and offline transactions. Sourcing, procurement, payment, logistics, customs clearance, settlement, and other steps can be realized online with the JUCDDO desktop website, its app in China, and the JUCDDO app overseas. The platform brings together resources from Alibaba.com, Amazon and other channels and reaches global buyers through text and image content, short-form videos and livestreaming. Offline, it holds events such as dedicated exhibitions and sourcing fairs in coordination with industry clusters across China to accurately match the supply and demand sides.

Strengthening data-enabled financial services. The platform has created a closed data loop integrating four flows: funds, trade, logistics and information. Technologies including blockchain and privacy-preserving computing help secure transaction data and establish a trusted basis for financial services. Drawing on platform transaction data, it works with financial institutions and the China Export & Credit Insurance Corporation (Sinosure) to offer products such as export tax rebate financing, credit insurance and accounts receivable financing, helping companies accelerate cash turnover.



 Expert insights **Li Mingtao, chief expert at the China International Electronic Commerce Center (CIECC), shared his insights on digital platform service innovation.**

The cases of cross-border e-commerce platform service innovation fully validate that digital platforms, as the hub of the cross-border e-commerce ecosystem, are actively addressing core pain points such as high industry entry barriers, difficulty in localized operations, fragmented industrial chains, and challenges facing SMEs expanding overseas, becoming the driving force of high-quality development in cross-border e-commerce.

Platforms are no longer just matchmakers in transactions, but are innovating both technology and models based on scenarios of the entire cross-border trade process, comprehensively lowering the operational and entry barriers for cross-border e-commerce. In international services, leading cross-border platforms leverage local infrastructure and market resources to open up two-way circulation channels between China and international markets, removing the barriers in cross-border market connection. In industry empowerment, vertical platforms provide targeted professional overseas solutions for advantageous industry clusters such as knitwear, home goods, 3C products, agricultural products, and chemicals, assisting SMEs in breaking free from homogenization and low-efficiency development dilemmas through resource collaboration and digital, intelligent enhancement. At the same time, platforms continue to iterate commercial models, integrating various services such as centralized procurement matching, digital and intelligent supply chains, and cross-border finance to build an integrated service ecosystem.

Overall, innovation-driven, demand-oriented platforms are leveraging technology to empower different types of merchants in diverse fields to go overseas. They effectively revitalize cross-border e-commerce industry resources and establish a virtuous industrial ecosystem of mutual prosperity between platforms and merchants, providing an outstanding example for the large-scale, refined, and ecosystem-based development of the cross-border e-commerce industry.

AI has permeated every link in cross-border e-commerce and is driving its evolution from partial to full-chain intelligence and from mere efficiency improvements to comprehensive experience reshaping, promoting both rapid growth and quality improvement. The following cases cover agent applications, "AI + marketing and promotion," and the application of AI in all stages of cross-border e-commerce, reshaping shopping portals, search and recommendation systems, merchant operation systems, and supply chain systems, promoting intelligent operations and dynamic collaboration across multiple stages and modules, and significantly lowering barriers to cross-border trade and improving enterprises' operational efficiency and competitiveness.

02

AI + Cross-border E-commerce



世界互联网大会
World Internet
Conference

AI Agents in Cross-border E-commerce

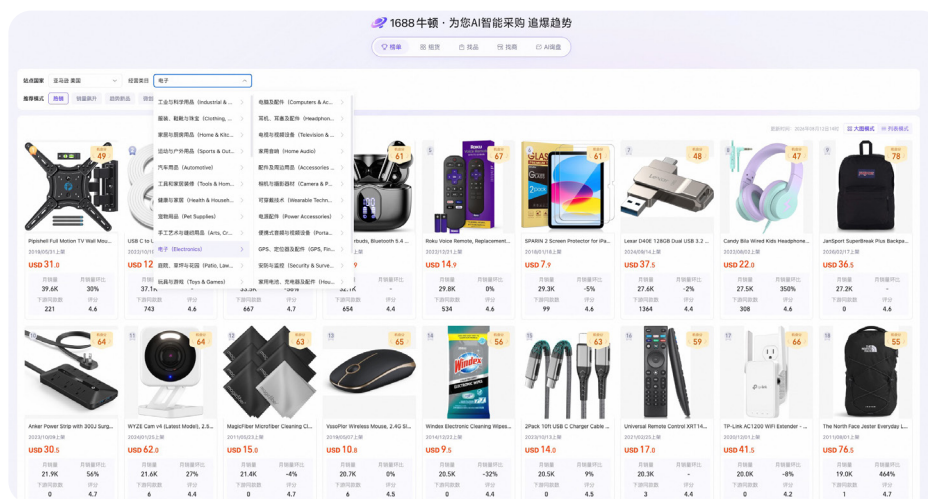
CASE 14 Alibaba: 1688's Newton Agent Helping Small and Medium-sized Manufacturers with Cross-border E-commerce

To address the difficulties SMEs face in selecting products, accurately identifying supplying factories, communicating across borders, and listing products across multiple platforms, 1688.com, owned by Alibaba (China) Internet Technology Co., Ltd., developed a cross-border e-commerce AI agent “Newton” to reshape the entire journey in cross-border e-commerce.

Providing a multimodal, intelligent interface. Users can upload product images for AI to identify styles, structures and materials and match them with comparable suppliers on 1688. They can also paste links from other platforms, allowing AI to parse product information and connect directly to China's domestic supply chain. Alternatively, users can describe their needs in natural language, and the system will recommend products and factories. Together, these three interaction modes greatly increase the efficiency of information collection and supply-demand matchmaking.

Creating a one-stop intelligent workflow spanning product selection, procurement and listing. During product selection, the system automatically gathers large volumes of product data and instantly produces a quantitative business analysis report. During procurement, AI screens high-quality factories using criteria such as sales volume, cross-border experience and certifications. At the listing stage, the system adapts content for multiple languages and platforms in a single workflow and automatically generates product listings, keywords, primary product images and lifestyle images.

Newton draws on 1688's proprietary data on supplier qualifications, transactions, overseas certifications and industry cluster distribution. The model is post-trained using expert human annotations and feedback from real transactions, continuously improving product recommendations, factory matching and risk assessment.



CASE 15 Alibaba.com: Accio Work, an Enterprise AI Agent Platform Built for Real Business

To address large inquiry volumes, slow responses, high communication costs and talent shortages in traditional cross-border B2B commerce, Alibaba.

com launched Accio Work, an enterprise AI agent platform, to support team-wide skill sharing and multi-agent collaboration.

Embedding AI deeply across the entire value chain. Accio Work packages more than 100 specialized agents and plug-ins, including "AI Business Assistant," "E-commerce Expert," "Accio Sourcing Toolkit," "Overseas Marketplace Operations Assistant" and "Global Webstore Marketing." Together, they cover the full process from product selection, design and website creation to sourcing, negotiation and marketing. With a single instruction, users can build a global online store suited to overseas tastes in 30 minutes, greatly reducing website development costs. Accio Work also lets employees share skills and collaborate internally, enabling SMEs to progress from a "super individual" to an "AI business unit."

Deepening industry-education integration and strengthening the talent ecosystem. Accio Work

has partnered with more than 900 higher education institutions to introduce practical training, launched the "Accio Work Cross-border Trade Practicum," and worked with government departments to conduct a specialized occupational competency assessment in "AI + Cross-border E-commerce B2B Conversion."

**Meet
Accio Work**
Your agentic business team



CASE 16 Beijing Juzi.Bot: AI Cross-border Shop Manager Empowering Global Enterprise Transformation via Chinese AI Engineering Practices

To address pain points in brand globalization such as inefficient multi-timezone collaboration and inconsistent compliance standards, Beijing Sentence Interaction Technology Co., Ltd. focuses on its "AI Cross-border Shop Manager." Leveraging seven self-developed infrastructure products for the large-scale deployment of AI workers, combined with on-site FDE delivery, the company integrates AI workers into and manages the international instant messaging channels that brands rely on for globalization, delivering results based on business outcomes.

Managing global accounts through a unified console. The console consolidates domestic and overseas accounts as well as international instant messaging channels. AI workers handle all custom-

er messages and intelligently route them based on "confidence scores," resolving coordination challenges across time zones.

Training AI workers in brand-specific operations. With on-site FDEs delivering results tied to business outcomes, the console consolidates brand product information, standard operating procedures, promotion rules, and compliance requirements into a private enterprise knowledge base for AI workers' precise responses. By building cross-session customer profiles through stateful memory, AI can provide highly personalized and localized shopping assistance, product recommendations, and customer re-engagement to drive repeat purchases.

CASE 17 Shoplaza: AI-native E-commerce Operating System Lowering Barriers to Integrated Operations for Merchants

Shoplaza has launched an AI-native e-commerce operating system for merchants running independent sites. Built on an agent-centric architecture, the system integrates store creation, content,

advertising and operations into a comprehensive intelligent commercial workflow, redesigning the entire cross-border e-commerce journey.

Building a commercial system powered by

multi-agent collaboration. Drawing on Shoplaza's experience of serving merchants worldwide, its AI-native e-commerce system builds a multi-agent collaborative mechanism tailored to vertical scenarios of independent sites. Athena, the primary intelligent agent and unified interaction hub, can understand a merchant's business objectives, decompose tasks, and, as needed, schedule various intelligent agent system capabilities to collaborate and execute tasks together. **For store creation,** AI Store Builder automatically generates a complete online store through conversation or from a link to a reference store. **For content and creative production,** LazzaStudio automatically generates visual assets and marketing content based on product information, brand style and marketing scenarios. **For advertising,** AdValet sup-

ports audience insights, creative generation, campaign strategy and ad launch. For operations and management, Athena helps merchants manage products, orders, marketing, logistics, data analysis and other tasks through conversations. **For payment security,** the platform has been certified to Level 1 of the Payment Card Industry Data Security Standard. Every store can process transactions under high-grade encryption and risk controls without additional configuration.

The AI-native e-commerce operating system lowers the professional barriers to store creation, content production, advertising and operations management, allowing merchants to engage in more complex cross-border trade with fewer staff.

CASE 18 Jiumi: Developing a New AI-driven Model for Comprehensive Cross-border E-commerce Services

Shenzhen Qianhai Jiumi Information Technology Co., Ltd. developed an AI service platform to address challenges in intellectual property protection, customs declarations, export tax rebates, and cross-border collections and foreign exchange settlement, making professional cross-border e-commerce services more widely accessible.

Building five standardized modules of AI professional services. The platform connects customs, tax, foreign exchange, banking, logistics, and other business functions, enabling customs declaration, export tax rebates, and foreign exchange settlement to be handled online with coordinated data flows. Jiumi has converted its accumulated industry experience, business rules, and professional knowledge into AI capabilities spanning AI-assisted customs declarations, export tax rebates, foreign exchange settlement, international compliance reviews, and marketing. These capabilities support intelligent product classification, automatic matching of declaration elements, and automated generation and review of customs declaration forms, improving clearance efficiency and declaration accuracy. The platform also cross-analyzes and automatically verifies GMV, customs declaration, tax rebate, logistics, and foreign exchange data to validate the authenticity of trade, identify risks, and enable closed-loop data management.



CASE 19 Qianhai Jmai: Building a Vertical AI Agent Platform for E-commerce to Help Industry Clusters Go Global

Qianhai Jmai and its affiliated, Shenzhen DigitAuro Technology Co., Ltd., have integrated advanced large models, image and video generation, and data analytics to build a full-chain AI agent system for cross-border e-commerce.

Building a matrix of AI agents to reshape how companies go global. The platform has assembled a matrix of AI agents covering the entire overseas expansion process, translating platform rules, advertising experience, search logic, and model capabilities into executable cross-border growth plans. The paid traffic agent draws on the Google Ads ecosystem and platform data to support keyword planning, ad creative generation, budget allocation, and campaign optimization. **The SEO and generative engine** optimization agent targets both

search engines and generative search entry points, automatically handling keyword placement, content planning, page optimization, and structuring of brand information to strengthen organic traffic acquisition. **The social media and influencer** marketing agent generates social content calendars, short-form video scripts, influencer screening recommendations, and outreach materials, lowering the barrier to overseas social marketing.

By deeply integrating advanced models with industry knowledge bases and providing low-barrier interfaces designed for SMEs, the system empowers traditional foreign trade companies to expand into international markets and transition toward intelligent operations.

CASE 20 Tec-Do: Building Navos, the Marketing Multi-agent System

Tec-Do Technology Co., Ltd. developed Navos, a marketing multi-agent system spanning the entire cross-border e-commerce marketing lifecycle, to address shared challenges including limited market insight, slow creative iteration, difficulties in replicating media buying expertise, and fragmented cross-platform data.

Creating an intelligent marketing assistant for global expansion. Built on multi-agent collaboration, Navos includes core agents for market insights, creative production, and ad delivery. **Its insight agent** analyzes target markets, category opportunities, regulatory risks, competitive landscapes, price bands, consumer reviews, and platform trends, informing product selection, pricing, budget planning, and market entry strategies for SMEs. **Its creative agent** addresses inefficient ad creative production, creative homogeneity, and cross-cultural communication challenges. It supports video analysis, creative recreation, text-to-image and image-to-video generation, and

product image creation, adapting creative styles to different platforms, countries, and audiences. **The ad delivery agent** monitors creative testing status before campaign launch, issues anomaly alerts during campaigns based on metrics such as click-through rate, conversion rate, and return on ad spend, and automatically generates visual analysis reports after campaigns. It also provides optimization suggestions for different issue types, such as high clicks with low conversions or low clicks with high conversions.

Navos has greatly increased market research efficiency for TikTok Shop clients and ad creative analysis efficiency for fast-moving consumer goods clients.



navos

AI + Marketing and Promotion

CASE 21 Baidu: Boosting Foreign Trade Companies' Intelligent Marketing Capabilities with Baidu Yijing All-scenario Digital Human Platform

Baidu Yijing provides an all-scenario solution spanning digital human livestreaming, video generation, and real-time interaction to address shortages of multilingual hosts, high barriers to localized overseas operations, and limited marketing channels.

Creating differentiated digital human livestreaming solutions. The platform offers 1:1 human likeness replication and a library of localized host templates, allowing merchants to generate or select digital human hosts aligned with local aesthetics in one step. Powered by ERNIE and a knowledge base on overseas popular culture, the digital humans can incorporate local memes and slang in real time, making livestream delivery more natural, engaging, and contextually appropriate.

Opening direct-to-consumer sales channels

for foreign trade companies. The system's script-driven, multimodal livestream generation automatically produces complete scripts from product information, brand personality, and marketing objectives. Flexible camera direction supports close-ups, live demonstrations, and other shots to present the full digital product portfolio, increase awareness of multiple product lines at low cost, and help foreign trade companies rapidly expand into overseas markets.



CASE 22 Beijing Sunac Cloud: An AI-based Intelligent Operations System for Cross-border E-commerce

Beijing Sunac Cloud Information Technology Co., Ltd. developed an intelligent content and advertising optimization system for cross-border e-commerce to address long production cycles, inefficient ads optimization, and delayed data feedback. It creates an integrated closed loop spanning product content generation, visual production, advertising data collection and analysis, and intelligent decision-making.

Integrating AI, automation, and the cloud ecosystem. For intelligent content generation, the system uses OpenAI models to coordinate natural-language and image generation and produce a high-quality product listing toolkit. **For automated ad data analysis,** n8n, an automated workflow tool, is used to retrieve advertising data

from platforms on a schedule basis, and OpenAI models generate high-conversion keywords and bidding optimization recommendations. **Within the Microsoft cloud ecosystem,** Azure stores data and visualizes advertising performance while enabling cross-platform task triggers and alerts. **For a closed loop of intelligent feedback,** AI periodically analyzes advertising data from cross-border platforms and feeds the results into the next optimization cycle, continuously improving listing content and advertising strategies.

The system is currently used by automotive parts stores, addressing lengthy production cycles for high-quality listings, reliance on manual ad optimization, and delayed decisions caused by fragmented data.

CASE 23 BrandPal: Integrating AI with Content-based E-commerce to Bolster the Value of Cross-border E-commerce Brands

BrandPal is a US-based AI platform for content-based e-commerce founded in Silicon Valley. To address inefficient content production, difficult localization, fragmented creator partnerships, and high advertising costs, it has developed a next-generation growth model, helping brands build a closed loop from traffic acquisition to sales conversion.

For content generation, BrandPal leverages AI video generation, content analysis, and media analysis to rapidly produce localized short-form videos for content commerce platforms and refine them with performance data, substantially improving both content quality and production efficiency.

For creator marketing, BrandPal's AI matching system evaluates creators' content styles, audience profiles, conversion capabilities, and historical performance. This enables brands to build networks of creator partnerships quickly and distribute content at scale.

For monetization, BrandPal coordinates content, creators, advertising, and e-commerce operations across TikTok Shop, Amazon, and independent sites. AI technologies are used to continuously test content directions, influencer types, pricing strategies, and ad mixes, creating an iterative growth loop.

CASE 24 Kuaishou: Building a New Cross-border E-commerce Ecosystem through Content-based E-commerce

To help merchants manage the full journey from onboarding, traffic support to transactions and repeat purchases, Beijing Kuaishou Technology Co., Ltd. explores a cross-border e-commerce service model centered on content-based e-commerce, distinguished by creator distribution, and supported by AIGC tools.

Innovating platform services and influencer distribution. Kuaishou is deeply engaged in supporting merchants' full operations lifecycle, including onboarding guidance, compliance training, product assortment planning, and best-seller development. It also helps merchants optimize their product mix and improve operating predictability. To address information asymmetry, Kuaishou uses creators' strengths in content creation and private domain operations. Origin-tracing livestreams, product trials, and expert explanations translate product value into content that consumers can understand and trust, reducing decision-making costs.

Using AIGC to lower the barrier to digital operations for small and medium-sized merchants.

To address high content production costs, slow iteration of short-form video assets, and inefficient store operations, Kuaishou encourages small and medium-sized merchants to use AIGC tools that generate marketing materials, optimize product images, assist with livestream scripts, and automate customer service, strengthening their ability to participate in cross-border e-commerce. Such merchants account for more than 67% of active users of Kuaishou's AIGC tools, and large models have reduced short-form video production costs by over 60%.



CASE 25 NetEase Youdao: Youdao Ads Global Digital Marketing Solutions

Youdao Ads under NetEase Youdao Information Technology (Beijing) Co., Ltd. provides a global marketing platform to help companies expanding overseas systematically address cross-cultural communication barriers, inefficient KOL matching, and high localization costs.

Building an intelligent marketing technology system combining an AI engine with an end-to-end data closed loop. Youdao Ads developed the HENG Decision System for in-depth analysis and multidimensional tagging of KOL video content. The system enables precise content matching and creates an end-to-end data closed loop from user insights and content generation to campaign execution and performance tracking, making market-

ing more systematic and intelligent.

Creating a one-stop platform combining global resources with localized operations. Youdao Ads integrates a worldwide KOL resource pool with local teams to deeply localize creative concepts, cultural adaptation, and communication strategies. In cross-cultural communication, technology is used to deeply analyze the culture of regional markets to adapt content to local conditions. For precision marketing, user-segmentation models and communication strategies are developed, while AI is utilized to evaluate KOL value and improve KOL matching. In real-time operations, a dynamic optimization system adjusts campaign strategies to continuously improve marketing performance.

AI Empowering the Entire Cross-border E-commerce Business

CASE 26 DHgate: A Community-based Co-creation Model for Cross-border E-commerce

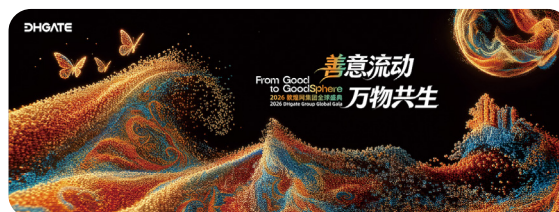
DHgate invited overseas creators to participate in product development to address inefficient transactions, weak trust, and barriers facing small and medium-sized merchants on conventional cross-border platforms, connecting design, content production, and product sales with AI tools.

Building a co-creation mechanism of multiple parties. DHgate provides a shared environment for manufacturers, overseas designers, non-professional creators, consumers, and service providers to co-create. Overseas creators contribute localized market ideas, domestic factories assess manufacturing techniques, costs and feasibility, and the platform provides services including fulfillment, payment, and compliance support. Creators participate in design during product development and test market reactions through overseas communities.

Using AI tools to connect design, content and sales. "AI Designer" supports text-to-image and

image-to-image creation, together with compliance reviews and a micro-crowdfunding production mechanism, to test creatives and organize small-scale batch production. "DHshort AI" matches video content with products and supports content posting on overseas social media platforms. The "OOTD" smart styling community combines AI virtual try-on with incentives for non-professional stylists, accurately matching overseas demand.

DHgate standardizes complex capabilities as accessible tools for small and medium-sized merchants, lowering the barriers for them in product development and marketing overseas.



CASE 27 HunarHub: Providing AI and Handicrafts Training to Support Female Entrepreneurs

HunarHub organizes skills training based on market demand and provides AI tools, entrepreneurial guidance, and e-commerce support to help traditional artisans, particularly women, in Pakistan who lack digital tools and sales channels.

Training content is tailored to market demand.

Craft and product skills training comprise approximately 40% of the course, including woodworking, textile printing, handcraft production, and advanced processing. AI tool training accounts for approximately 30% of the course, covering copy-

writing, product storytelling, design ideation, and brand planning, as well as packaging design, product naming, and market research.

Building a closed loop for digital collaboration and supply chains.

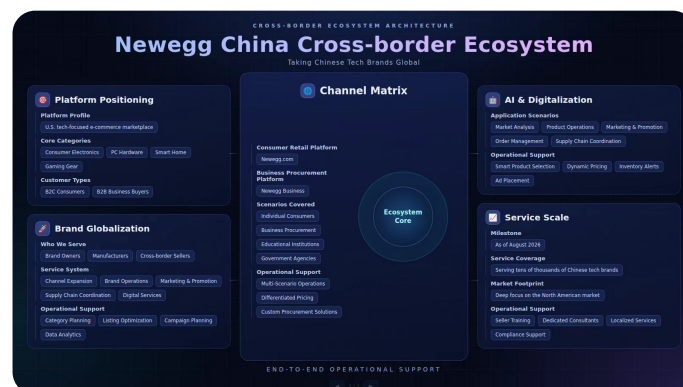
HunarHub has created digital catalogs and e-commerce lists, moving women's handcraft products from offline to digital display. An end-to-end process covering demand matching, skills training, production quality control, and digital delivery connects directly with sourcing needs and brings buyers closer to producers.

CASE 28 Newegg: SellingPilot, an Intelligent Multi-channel ERP Solution

To address the challenges sellers face, including fragmented multi-store management, insufficient localized operational capabilities, complex supply chain collaboration, and high costs of digital tools, American company Newegg launched the SellingPilot intelligent ERP to offer a one-stop digital solution covering operations management, intelligent marketing, order fulfillment, and supply chain collaboration through an "AI + ERP + supply chain services" model.

Building an integrated digital operations system. Tailored to the characteristics of the North American market, SellingPilot applies AI to product selection analysis, product content optimization, marketing operations, logistics and inventory fulfillment, brand promotion, consumer analysis, and intelligent customer services. It constructs a digital operations system of AI-assisted product selection, AI-assisted listing optimization, intelligent operations, user insights, and AI customer services, providing sellers with an efficient, cost-effective operations solution.

Enabling one-click intelligent fulfillment management across multiple platforms. SellingPilot addresses the multi-platform operational needs of cross-border sellers, building an integrated operations system covering product management, order processing, inventory collaboration, price management, and logistics fulfillment. It achieves unified management of multiple stores and end-to-end collaboration and improves companies' cross-platform operational efficiency and supply chain collaboration capabilities by integrating logistics and distribution resources.



CASE 29 Focus Technology: Empower Cross-border E-commerce across the Whole Value Chain with AI

Focus Technology Co., Ltd. developed AI Mic (AI Assistant on Made-in-China.com), SourcingAI, and Maotan (AI-powered order conversion expert) for supplier operations, buyer sourcing, and business follow-up to address inefficient operations, sourcing matching, and conversion challenges among foreign trade companies.

Using dedicated AI tools in specific business stages. AI Mic integrates intelligent customer service, data analytics, and marketing automation to improve the efficiency of supplier operations. SourcingAI can be used for product sourcing, screening, and comparison to connect buyers with

Chinese supply chains. Maotan focuses on order conversion and provides support for lead follow-up and business decision-making.

Developing a knowledge graph and a multimodal model for the foreign trade industry. Focus Technology has built an industry knowledge graph containing 110 million product records and developed multimodal fusion models and dynamic data synchronization algorithms to support the generation and processing of texts, images, and videos. The company has received national AI awards and multiple invention patents.

CASE 30 Shipbid: A Digital Platform for Addressing Challenges in Cross-border Vessel Transactions

Shipbid, under Zhejiang ShipbidiN Exchange Co. Ltd, provides cross-border transaction services for shipowners, financial institutions, shipyards, and shipping companies worldwide, addressing information asymmetry, fragmented processes, and opaque valuations.

Developing diverse digital service products. The platform has developed vessel and customer databases, a business collaboration system, and products such as Online Vessel Valuation, "Paipaikan," "Bosaitiong," and "Cangming Collaboration" for vessel and customer information collection, trans-

action, survey, and vessel management.

Developing vessel valuation and AI tools. The platform has independently developed an intelligent vessel valuation system, using standard vessel valuation and comparable vessel algorithms to estimate market values, reference quotation for newly built vessels, and scrap vessel disposal prices. It has integrated models such as DeepSeek and Qwen to develop features including AI-assisted chartering, intelligent Q&A, shipowner operating analysis, vessel risk assessment, and industry trend forecasting.

CASE 31 Sailvan Times: AI-driven Digital and Intelligent Upgrade of China's Apparel Value Chain

To address issues such as high design costs, slow market response, and difficult supply-demand matching faced by conventional apparel businesses going global, Sailvan Times has applied AI across product selection, design, content production, manufacturing, marketing, and logistics.

Using AI for intelligent, end-to-end upgrades. In product selection, AI integrates data from global e-commerce platforms, social media, and fashion

weeks to predict market trends over the next three months. **In design and content production,** AI generates designs fast, reducing the cost per design from RMB several hundred to only a few. A single sample garment image can be used to generate complete model image sets and talking-head videos with narration localized for multiple markets, substantially lowering localization costs. **In production,** AI forecasts initial sales and supports 3D

pattern making, shortening sample development cycles to several days. **In marketing**, AI is leveraged to automatically manage ad placements. **In logistics**, AI optimizes storage locations and shipping routes dynamically.

Sailvan Times sets up online platforms and offline experience stores to help merchants reach global consumers across all channels.

CASE 32 SF Digital and Intelligence Supply Chain: Building an Integrated Cross-border Supply Chain System in Southeast Asia

SF establishes an integrated and intelligent supply chain system covering order management, warehousing, transportation, and last-mile delivery to address limited visibility into logistics, delayed inventory reporting, underused warehouse capacity, and unreliable transit times for cross-border businesses.

Achieving integrated supply chain management. SF identifies common pain points of export enterprises in supply chain collaboration, warehousing, and transportation and established standard operating procedures to consolidate logistics requirements for all product categories. It integrates order management, supplier supervision, KPI monitoring, and issue handling into a single procedure to remove barriers in collaboration across business lines.

Building an intelligent service system. It uses big data and intelligent algorithms to drive the supply chain transformation from extensive to digital and intelligent operation. It has built a supply chain visualization system that integrates logistics data across sea, land, and air to set up standard processes of online analysis and decision-making, offline execution, and closed-loop feedback in cross-border logistics, achieving full-chain visibility in complex overseas scenarios. Through intelligent algorithms, it achieves vehicle selection, route optimization, and intelligent planning for pre-trip surveys, specifically addressing industry challenges such as complex road conditions, non-standard addresses, and difficulty in planning.

SF has applied these solutions to address local warehousing, transportation, and last-mile delivery issues in Southeast Asia, enhancing the risk resistance capabilities of cross-border enterprises.



 Expert insights

Ouyang Rihui, deputy director of the China Center for Internet Economy Research at Central University of Finance and Economics shared insights on AI + cross-border e-commerce.

AI's empowerment of cross-border e-commerce is undergoing a profound transition from “partial efficiency improvement” to “systemic restructuring”. A clear trend has emerged in this case collection that AI has evolved from a tool for minor optimization to reshaping the underlying business logic and how value is created in cross-border e-commerce.

First, the data- and intelligence-driven approach is replacing the experience-driven one at an increasingly fast pace. Traditional cross-border e-commerce heavily relies on human experience for product selection, pricing, and market judgment, resulting in long decision-making cycles and high trial-and-error costs. By contrast, through a multimodal interactive interface, agents enable merchants to complete product selection analysis and factory matching by uploading an image or pasting a link. AI can also be used to integrate global e-commerce and social data, predict market trends months in advance, and reduce the cost per design from RMB several hundred to only a few. AI is transforming implicit business instincts into quantifiable and replicable intelligent decision-making capabilities.

Second, operational models are evolving towards collaboration with intelligent agents. With more than 100 specialized agents encapsulated, enterprise AI agents allow users to build a global online store suited to overseas tastes in 30 minutes with one prompt. AI-native e-commerce operating systems are centered around multi-agent collaboration, covering the entire process from store creation and content production to advertising and operations. Cross-border e-commerce is transforming from the era of “super individuals” to the era of “AI business units,” significantly lowering the threshold for SMEs to go global.

Third, value is created with concerted efforts across the ecosystem. Platforms introduce overseas creators to participate in product development, utilizing AI tools to connect design, content, and sales, forming a co-creation mechanism with multiple participants. AI tools combined with handicraft skills training help overseas female entrepreneurs access the global market. AI is breaking down geographical and capability barriers, allowing more micro, small and medium-sized entities to participate in global trade equally.

It can be foreseen that as AI moves from isolated applications to connecting steps throughout the industrial chain, the competitive logic of cross-border e-commerce will shift from scale and prices to intelligence and the ecosystem. Whoever can first build an AI-driven agile response system will gain the first-mover advantage in the new global trade landscape. This is the most profound insight this case collection has brought to the industry.

To meet the diverse needs for supporting services for cross-border e-commerce, innovative development is accelerating across payments and settlement, logistics and supply chains, digital marketing, integrated foreign trade services, and overseas warehousing. The following cases show that supporting services are becoming more integrated, digital, and intelligent, including one-stop payment solutions, integrated supply chains, and comprehensive cross-border service systems, providing essential support for companies entering international markets.

03

Integrated Innovation in Supporting Services



世界互联网大会
World Internet
Conference

Cross-border Payment and Settlement Services

CASE 33 CoGoLinks: Providing One-Stop Cross-border Payment Solutions for E-commerce Businesses Expanding Globally

CoGoLinks, a global cross-border payments platform under JagoLink Limited, launched a payment and collection solution for cross-border trade, offering cross-border e-commerce enterprises services including fund collection, payment, currency exchange, and fund management.

Developing scenario-based payment and collection solutions. The platform has established settlement channels covering nearly 20 currencies worldwide, supporting payment collection from over 80 cross-border trading platforms across more than 100 countries and regions, integrating collection, currency exchange settlement, payments, and fund management. At the same time, to meet the diverse operational needs of foreign trade merchants, CoGoLinks collaborates with upstream and downstream industry service providers to offer a range of value-added services including global store set-up, corporate financing, and tax and financial management, helping merchants expand market coverage, accelerate capital flow, improve tax compliance, and enhance operational capabilities, making cross-border trade simpler.

Building a globally licensed compliance framework. CoGoLinks holds payment licenses in China, the United States, the United Arab Emirates, Singapore, and other jurisdictions. Through its self-de-

veloped digital risk control system, it automatically matches payments with underlying business scenarios and links related transactions, addressing enterprise pain points in areas such as transaction fund security, data asset appreciation, and transmission of commercial credit value.



CASE 34 Flyway: Building an End-to-end Cross-border Fund Service Platform to Lower Global Expansion Barriers for SMEs

Tuotuo Digital Technology (Beijing) Co., Ltd. is a cross-border payment company within the SWIFT membership system. As the company's cross-border financial digital technology platform, Flyway provides enterprises going global with end-to-end cross-border financial solutions covering collection, payment, financing, and foreign exchange.

Innovating products and services across the cross-border trade funding chain. Its payment

collection services cover areas such as independent e-commerce sites, supporting more than 80 payment methods and over 150 transaction currencies worldwide. Its "Advance Payment" financing product allows merchants to receive payment early after shipment. Its foreign exchange services include spot exchange, forward rate locking, exchange rate monitoring, and automatic exchange, helping merchants mitigate exchange rate fluctua-

tion risks.

Improving cross-border payment efficiency through digital technology and a global compliance framework. The platform uses big data, cloud computing, and AI to power an intelligent risk control engine and a global anti-money laundering framework, enabling real-time transaction monitoring and accurate risk identification. Flyway simplifies complex cross-border payments into one payment link, helping merchants complete payments quickly. It enhances compliance capabilities through deep cooperation with authoritative

international anti-money laundering and risk control institutions.



CASE 35 PingPong: A One-stop Global Payment Acceptance Solution for Local Payment Challenges

To address fragmented local payment methods, settlement in multiple currencies, and risks of chargeback and fraud, Hangzhou PingPong Intelligent Technology Co., Ltd. uses a payment network covering more than 200 countries and regions to provide a one-stop global payment acceptance solution.

Precisely matching local payment methods. PingPong analyzes consumer payment preferences and customer characteristics in target markets, and precisely matches clients with the local payment methods.

Expanding payment networks selectively. PingPong precisely identifies target audiences worldwide and provides additional local payment solutions, supporting instant payments, "Buy Now, Pay Later (BNPL)" and other transaction models. These payment options can be tailored to merchants' specific business needs, while customizable online checkout reinforces brand identity and payment

marketing.

Supporting independent brand operations. For companies that migrate from a third-party marketplace to an independent site, PingPong provides continuity in payment acceptance and helps them develop payment systems, connecting end-to-end products including global collections and payouts, foreign exchange conversion and withdrawals, virtual credit card, and treasury management.



CASE 36 China Construction Bank (CCB) Changzhou Xinbei Branch: Enabling Seamless Cross-border Fund Flows with Cross-border e-Remittance

CCB Changzhou Xinbei Branch launched Cross-border e-Remittance to address difficulties in receiving payments, high fees, and slow fund settlement, all of which hinder the fund inflow to micro, small, and medium-sized cross-border businesses.

Creating a new paradigm for direct cross-border payment collection. Cross-border e-Remittance uses direct interbank clearing, eliminating third-party payment intermediaries and reducing enterprises' overall collection costs and the time

required for funds to be credited. Intelligent settlement in domestic and foreign currencies is supported, while automatic conversion and crediting in multiple currencies simplify corporate accounting and improves capital turnover efficiency. Companies can check remittance status in real time through online banking, with transparent and fully traceable fund flows.

Building a financial service ecosystem for cross-border e-commerce. Cross-border e-Remittance builds close partnerships with industrial parks and enterprises and provides models integrating supply chain finance and exchange rate risk hedging to offer credit financing, foreign exchange hedging and other services.

Logistics and Supply Chain Services

CASE 37 AIYA Warehouse: Leveraging Overseas Warehouses to Build an Integrated International Service System

To address the pain points faced by cross-border e-commerce enterprises, such as fragmented inventory, long logistics lead time, complex compliance, and high return and exchange costs, AIYA Warehouse under Youqian International Logistics (Shenzhen) Co., Ltd. has developed its own overseas warehouse network and digital system to provide integrated international services, helping enterprises reduce costs and improve efficiency while enhancing operational stability.

Building a self-operated overseas warehouse network. Focused on the demands of key cross-border e-commerce markets, AIYA Warehouse has set up self-operated warehouses in countries including Indonesia, the Philippines, Vietnam, Thailand, Malaysia, Singapore, Japan, and Mexico, shortening the fulfillment process by pre-stocking goods in bulk in destination markets. In some markets, goods can be shipped in as little as 12 hours after orders are placed.

Enhancing digital management. AIYA Warehouse has developed its own digital system for overseas

warehouses, covering processes such as inbound receiving, putaway, order processing, picking, verification, and outbound processing, and has integrated with cross-border e-commerce platforms to achieve unified management of multi-platform orders and multi-country inventory, reducing mis-shipments and duplicate inventory.

Strengthening local compliance and after-sales services. Taking into account the policies in different countries and product category characteristics, AIYA Warehouse collaborates with local teams in Indonesia, Malaysia, and other countries to provide product market access, compliance certification, and customs clearance support, moving compliance processes upstream to the overseas warehouse stage to reduce operational risks for enterprises. AIYA Warehouse has established a system for local return handling, refurbishment, and re-listing, allowing eligible returns to be restocked for resale, thereby reducing product losses and reverse logistics costs.

CASE 38 GGT: Building a Digital and Intelligent Supply Chain Center to Enable Two-way Cross-border Trade

To address high global expansion costs, limited channels, and difficulties facing overseas products entering China, GGT (Beijing) Science & Technology Group Co., Ltd. established the Asia-Pacific Digital and Intelligent Supply Chain Center, facilitating premium Chinese products going global and high-quality international products entering China.

Building offline infrastructure and an overseas fulfillment network. The center plans national pavilions and provincial/municipal industry pavilions, supported by smart warehousing, testing centers, and other facilities to reduce operating costs. Its overseas warehouses and directly operated stores utilize a coordinated model linking local central warehouses, international forward stocking warehouses, and local stores, enabling local order fulfillment and shortening delivery time.

Enabling two-way transactions. The platform has built a two-way cross-border transaction hub, combining B2B bulk procurement with B2C retail livestreaming. It integrates services including intelligent customs declarations, cross-border payments, and supply chain finance. It assists businesses in decision-making with modules such as AI marketing and product selection driven by big data and addresses trust-related issues in cross-border trade with blockchain technology.

CASE 39 Ningbo Fuli Logistics: Accelerating Transition to Smart Warehousing for Greater Efficiency and Standardization

Ningbo Fuli Logistics Co., Ltd. operates more than 100,000 square meters of public bonded warehouse space for cross-border e-commerce and provides import clearance, customs declarations, and transportation services for bonded cross-border goods.

Accelerating smart warehousing development.

In 2021, Fuli Logistics built its smart cross-border warehouse equipped with 72 automated guided vehicles (AGVs) for order picking, 2,000 multi-level four-way shuttle locations, four four-way shuttle robots, and ten fully automated lines, together with multi-level racking and auxiliary smart equipment. The smart warehouse efficiently performs storage, handling, and picking tasks. Its scanning error rate is below 0.01%, and throughput reaches 3,600 parcels per hour.

Exploring industry standards. Fuli Logistics and the Ningbo Institute of Standardization jointly launched the Smart Warehousing and Logistics (Services) Standardization Pilot research, and developed standards covering warehouse security alarm response, information security protection, forklift safety, and batch order processing.



CASE 40 University of Nottingham Ningbo China: An Intelligent Planning Model for Container Pickup, Delivery, Unloading, and Return at Overseas Warehouses to Optimize Cross-border E-commerce Logistics

To address high demurrage and detention costs and imbalanced allocation of transport capacity caused by manual container scheduling, a team at the University of Nottingham Ningbo China partnered with logistics companies to develop the Intelligent Planning Model for Container Pickup, Delivery, Unloading, and Return at Overseas Warehouses. Since 2025, it has been deployed across overseas warehouse networks in multiple countries.

Building a granular mathematical model of logistics costs. Covering the container pickup, warehouse delivery, unloading, and return processes, the model precisely quantifies demurrage, detention, drayage, yard storage, and other major costs, and uses piecewise cost functions to capture changes in charges. It also incorporates the warehouse's daily unloading capacity and the fleet's maximum delivery and return capacity as constraints.

Designing a configurable, parameterized architecture. Operations personnel can adjust rates, free-time periods, and port and warehouse parameters through Excel or the system interface without code changes. Debugging tools and automated deployment scripts make the solution maintainable and allow rapid iteration.

Supporting dual-mode hybrid planning and pre-pull strategies. The model accommodates hybrid scheduling of both live unload and drop unload modes. Where port appointments are constrained or free time is about to expire, the model allows containers to be held temporarily at the company's own yard to avoid additional demurrage charges.



CASE 41 PT. Yiyo: Leveraging its International Showroom in Indonesia to Help SMEs Expand into International Markets

PT. Yiyo has established an international showroom of nearly 1,000 square meters at Mangga Dua Square in Jakarta, showcasing quality products from Yiwu and deeply integrating logistics, overseas warehousing, and marketing services to help Chinese enterprises expand into the Indonesian market.

Creating a digital display platform. It adopts the model of "offline sample displays, online business negotiations, and localized promotion in overseas markets" and introduces AI-enabled multilingual product videos, "AI translators," and an AI-powered online product selection showroom, enhancing the efficiency of connecting Yiwu suppliers with Indonesian buyers.

Improving local fulfillment systems. It has add-

ed direct sea and air freight services to Indonesia and established forward stocking warehouses in Guangzhou, Shenzhen, and other cities. By leveraging the synergy between the international showroom and overseas warehouses, it provides services such as warehousing, sorting, and drop shipping to address issues such as long shipping lead times and difficulties in quickly fulfilling small orders.

Strengthening comprehensive localized services. The international showroom provides services such as sample displays, new product presentations, brand marketing, and buyer match-making, promoting the upgrade of Yiwu products from selling products to selling brands through immersive displays and localized storytelling.

CASE 42 APEX Cargo Service: Conducting Two-way Interaction Between Standard Development and Internal Process Reform

APEX Cargo Service Co., Ltd. (ACS) participated in the drafting of the group standard Guidelines for Cross-border E-commerce Logistics Services (initiated in 2024), integrating its business experience into the standard clauses and taking this opportunity to systematically optimize its internal operating processes.

Contributing practical experience to standards development. The company has mapped pain points in cargo consolidation in China, line-haul transportation, port customs clearance, overseas warehousing, last-mile delivery, and reverse logistics, and has provided professional advice on service provider entry requirements, transporta-

tion timeliness, cargo safety, compliance in overseas markets, and cross-border risk response. It has also assisted in the drafting of service quality self-assessment rules and metric calculation formulas to ensure the standard covers the actual needs of cross-border e-commerce.

Benchmarking against industry standards to optimize internal operations. The company revamped its internal operations, benchmarking

against the Guidelines for Cross-border E-commerce Logistics Services in service provider requirements, operating procedures, technical support, and service evaluation. Its actions included building a logistics management platform, standardizing operational details for each process, and establishing systems for timeliness assessment, damage compensation, risk alerts, and green packaging to improve service quality and compliance.

CASE 43 Shanghai Waniya: Developing One-stop International Supply Chain Services through YHYC

Shanghai Waniya International Trade Co., Ltd. operates 50,000 square meters of self-operated overseas warehouse space across the US West Coast, East Coast, and Central US, building a digital, one-stop overseas supply chain that lowers market-entry barriers for small and medium-sized merchants in the US.

A network of warehouses. Its Central US warehouse receives first-leg shipments, while its West and East Coast facilities serve major consumer markets. YHYC is integrated with the carrier networks of UPS, FedEx, and USPS to support delivery within three days across the US.

Building a warehouse management system. The system connects order generation systems in China with US warehouse operations and automates inventory synchronization, order sorting, and logistics tracking. Real-time synchronization of inbound, outbound, return, and exchange data addresses information lags and reduces incorrect

or incomplete shipments.

Expanding end-to-end value-added services. In addition to basic warehousing, drop shipping, and FBA transit, YHYC also provides value-added services such as receiving returns, defect inspection, relabeling, and refurbishment. These services support merchant-fulfilled, semi-managed, and FBA replenishment models across consumer electronics, automotive parts, fast-moving consumer goods, apparel, and other sectors.



CASE 44 Sea Global SCM: A Standardized, One-stop Logistics and Compliance Solution for Small and Medium-Sized Brands Expanding Overseas

Sea Global SCM Ltd. developed a standardized and digital logistics and compliance solution to address limited bargaining power, difficult order tracking, slow response to anomaly, and high return costs for small and medium-sized cross-border merchants.

Developing a proprietary cross-border supply chain management platform. It standardizes op-

erating procedures across five key stages, including cargo consolidation, customs declaration, warehousing, delivery, and returns, in accordance with industry standards. The supply chain management platform provides features such as freight rate calculation, intelligent warehouse allocation, end-to-end shipment visibility, and risk alerts. Based on product category, target market, and sales cycle,

the system automatically matches each order with ocean freight, air freight, and China-Europe Railway Express services, making each order traceable from pickup in China to overseas last-mile delivery and reducing the response time for anomaly alerts to within 30 minutes. SEA combines origin consolidation in China with overseas warehouses, supporting FBA replenishment, local drop shipping, and other services to accommodate different budgets and delivery-time requirements of merchants.

Strengthening compliance and reverse logistics. Pre-screening of customs declarations, international tax services, and product certification

services in every step reduce the risk of shipments being held by customs from the outset. Local reverse logistics centers in overseas markets handle returns and enable local resale after relabeling, effectively reducing the return cost per item.



CASE 45 Zipto: Developing One-stop Supply Chain Services Centered on Overseas Warehouses

Zipto (Beijing) Technology Co., Ltd. has focused on the North American market for 11 years. With its self-operated overseas warehouses as the core, it provides brands with cross-border logistics and local fulfillment services.

Building a one-stop supply chain fulfillment solution. Catering to brands' customized needs such as compliant fulfillment and local inspection and acceptance, Zipto connects all stages spanning international transportation and customs clearance to forward stocking, last-mile delivery, and after-sales services, providing comprehensive one-stop services and expanding to cover intellectual property and information consulting services. Zipto has built seven self-operated overseas warehouses, providing local storage for complete units and spare parts, with supporting customs clearance teams and truck fleets, enabling goods to be received into the warehouse within 24 hours of arriving at port.

Formulating operating standards for high-value, large-sized products. Zipto has developed operational standards for shock-resistant storage, enhanced load securing during transport, and whole-unit inspection and repair for high-value, oversized products. It co-locates warehousing and fulfillment operations with after-sales repair services, allow-

ing inventory operations and after-sales repairs to be handled in one location. Since the adoption of this model, turnaround time for faulty equipment has been shortened by more than 60%.

Building an integrated warehousing management system for domestic and overseas operations. Zipto's self-developed warehouse management system is integrated with the company's internal management system, enabling inventory, order, repair, and other operational data to be shared across the two systems, as well as unified and visualized management of domestic and overseas inventory, assisting brand owners in developing replenishment and stocking plans.



CASE 46 China Gate Logistics (CGL): An Innovative "Upstream Cargo Processing + All-cargo Aircraft Charters" Mode

To address the lengthy and time-consuming process from cargo consolidation and customs declaration through aircraft loading and departure, China Gate Logistics Group introduced a model that shifts cargo processing upstream with dedicated freighter charters. Consolidation, warehousing, customs declarations, inspections, and other basic port activities shifted upstream, improving logistics efficiency.

Moving cargo processing upstream to strengthen port coordination. Basic port-of-entry operations including consolidation, customs declaration and other customs formalities, warehousing, and weighing is completed in advance within the Comprehensive Bonded Zone. Customs-supervised vehicles deliver cargo directly to the airport, reducing cross-border e-commerce cargo dwell time from seven days to four hours.

Building an integrated international trade service platform. The platform integrates offline port operations data, online orders, waybills, payment documents, and other trade data, as well as customs inspection and declaration data, to provide comprehensive services such as data analysis, sta-

tus tracking, and supervision for dedicated charter operations. By connecting the platform with the China International Trade Single Window, the platform enables authorities at the airport port to verify cargo processed upstream offline against online data, improving customs clearance efficiency by approximately 30%.

Optimizing international air cargo services. the company launched a dedicated cross-border e-commerce charter route, setting up a matching mechanism that matches key cargo data, including cargo type, volume, and specifications—with available capacity on charter flights.



CASE 47 Zongteng Group: Building a Comprehensive Solution Combining Overseas Warehousing and Dedicated Cross-border Logistics Routes

To address high international logistics costs, unreliable fulfillment times, complex multichannel operations, and overseas compliance risks, Fujian Zongteng Network Co., Ltd. provides comprehensive logistics solutions for cross-border e-commerce merchants through integrated infrastructure and smart warehousing technology.

Building a dual-driver system combining overseas warehouses and dedicated logistics lines. Zongteng Group's core brands include GOODCANG and YunExpress. Their services span pickup in China, international line-haul transportation, overseas warehousing, last-mile delivery, and returns and exchanges. Zongteng integrates high-quality ocean

freight capacity, and operates more than 100 dedicated international routes using its own all-cargo aircraft. Its approximately 3.6 million-square-meter global overseas warehouse network provides clients with warehouse and inventory management, drop shipping, last-mile delivery, two- to five-day delivery, and after-sales returns and exchanges.

Reshaping warehouse operations through intelligent technology. Zongteng uses big data, AI algorithms, robotics, and digital twins to develop approximately 300,000 square meters of smart overseas warehouses. Its US smart warehouse can process up to 4,700 items per hour. Its warehouse and logistics management systems offer inventory

visibility, intelligent replenishment, and unified inventory management across multiple platforms. It provides warehousing and delivery solutions for home goods, automotive parts, beauty products and other categories and supports medium- to large-sized cargo handling.



One-stop Integrated Cross-border Services

CASE 48 Index Hosting Limited: Helping African Companies Expand Globally through the Integrated Digital Platform Index Cloud Marketplace

To address poor and costly cloud infrastructure and gaps in technical capabilities in Africa, Ugandan technology company Index Hosting Limited developed the Index Cloud Marketplace, an integrated digital platform combining domain registration, cloud hosting, SaaS applications, AI customer service, and cybersecurity. The platform provides a one-stop digital transformation solution that helps businesses expand into international markets through online platforms.

Creating an end-to-end digital ecosystem. Services including hosting, software development, cybersecurity, enterprise email, and technical support are integrated into a single solution. Customers can begin with basic hosting and progressively adopt advanced cloud services, custom business applications, AI automation, and enterprise systems without coordinating multiple vendors. The

platform provides SSL certificate deployment, automated backups, disaster recovery planning, malware protection, continuous monitoring, and secure cloud hosting to safeguard business continuity. Flexible pay-as-you-go plans combine local technical support with international security standards, giving SMEs low-cost access to enterprise-grade cloud services.

The Index Cloud Marketplace helps to expand access to reliable digital infrastructure in Uganda and neighboring markets, shorten the implementation cycles of customers' projects, reduce information technology operations and maintenance costs, and improve website availability and customer response times. It supports digital upgrades for educational, healthcare, and government organizations, helping bridge the digital divide.

CASE 49 Jinpin: Building a Silk Road E-commerce Ecosystem in Uzbekistan

Jinpin (Tianjin) Management Consulting Co., Ltd. works with logistics providers, financial institutions, universities, and government departments in China and Uzbekistan to systematically address logistics, payment, compliance, and talent constraints.

Connecting the industry clusters in China and the Uzbek market. In China, innovation work-

shops draw on nearly 20 industry clusters in Tianjin and the Beijing-Tianjin-Hebei region to integrate high-quality supply chains and provide services including product selection, brand incubation, and compliance certification. In Tashkent, overseas warehouses, cross-border distribution sites, and Silk Road E-commerce Stations support local operations, customer service, and talent development.

A B2B marketplace and a B2C marketplace have also been built.

Strengthening the cross-border service support system. In logistics, a three-tier network linking consolidation warehouses in China, an airport warehouse in Tashkent, and last-mile delivery enables delivery from consolidation in China to des-

tinations across urban Tashkent within 24 hours. In finance, a direct cross-border RMB settlement channel, supported by 12 financial institutions, ensures stable settlement. In compliance, the project has established a system to provide product certification for building materials and end-to-end market-entry services for enterprises.

CASE 50 Linhai Shuyun Chuangxiang: Optimizing Cross-border E-commerce Advertising and Intelligent Operations

To address high-frequency, fragmented international advertising data, delayed manual decisions, and barriers to the effective flow of marketing data, Linhai Shuyun Chuangxiang Information Technology Co., Ltd. has built a closed-loop framework for human-machine collaboration that integrates efficient governance, intelligent decision-making, and traceable feedback.

Unifying the definitions of advertising data and metrics. Brands, orders, line items, and creatives are connected through secure integration with the reporting, configuration, budget, and conversion data from Amazon DSP. Definitions are unified for more than 50 core metrics, with data cleansing and quality checks carried out to provide standardized data for advertising analysis.

Developing data models for intelligent deci-

sions. A priority engine applies dynamic weighting to quickly filter noise and identify high-value anomalies. An **evidence-strength model** analyzes historical baselines and sample confidence to create a three-level risk control mechanism: alert, observe, and act. A **multi-dimensional attribution model** traces the connection among optimization recommendations, execution, and the resulting return on ad spend (ROAS) from end to end, creating digital records of operational activities and turning tacit marketing know-how into explicit, reusable organizational assets. The system also sends analysis results, "intelligent operations recommendation cards," directly to operations personnel.

The project has effectively increased ROAS, and relevant features are provided for cross-border e-commerce companies through SaaS.

CASE 51 META ZENITH AXIS: A Virtual Ecosystem Integrating Legal Technology, Digital Collaboration, and Education to Bridge the Digital Divide

Pakistan-based META ZENITH AXIS Versity & Connect provides an AI-driven compliance framework, unified digital connectivity, and intuitive learning pathways to address gaps in legal compliance, digital access, and skill development across emerging markets, lowering barriers to participation in digital trade for micro and small enterprises.

Deploying a legal technology platform. The platform leverages AI to sort out international legal provisions, virtual asset regulations, and corporate structure design, substantially lowering legal entry barriers for startups engaged in cross-border operations.

Building unified digital network infrastructure. It builds a digital platform to connect technical communication channels among enterprises, supporting deeper supply chain digitization and coordinated regional emergency response. It develops scalable, modular infrastructure that can be adapted to socioeconomic conditions in different regions and, building on this, can effectively integrate digital infrastructure with public welfare and community governance.

Promoting an inclusive education system. An EdTech platform has been developed with a focus on digital transformation, AI governance, and emerging technologies. Highly intuitive learning paths, voice annotations, and other assistive components make digital economy knowledge accessible to users with different educational and cultural backgrounds.

CASE 52 Ningshing UBAY: Helping Overseas Brands Enter China through Full-service Operations

Drawing on the location and policy advantages of the Ningbo Bonded Area, Ningbo Free Trade Zone Ningshing UBAY International Trade Co., Ltd. has built an integrated support system for overseas brands entering China.

For brand entry, the company develops differentiated entry paths based on consumer analysis, category positioning, market access assessment, and channel strategy. It uses short-form videos, KOL recommendations, brand-operated livestreams, influencer promotion, pop-up events, and new product launches to promote brands.

For channel development, an omni-channel network spans major e-commerce platforms and independent sites online, as well as supermarkets, premium grocery stores, and flagship stores offline.

For fulfillment, a 250,000-square-meter warehousing and distribution network and digital systems ensure stable operations, satisfying different warehousing requirements across food and beverages, cold-chain fresh products, and other consumer goods.



CASE 53 Hitpoint Cloud: Building a Digital Intelligent Cross-border E-commerce Solution to Support Efficient Operations

Hitpoint Cloud Co., Ltd. developed a digital and intelligent cross-border e-commerce solution spanning order management, overseas warehouse operations, and financial management to address end-to-end collaboration needs of cross-border e-commerce companies.

Building a unified global operations platform. The company uses the AI-powered, cloud-based Oracle NetSuite ERP to integrate cross-border e-commerce platforms, independent sites, and offline businesses. Orders, products, inventory, customers, and financial data are managed centrally.

Building a global supply chain collaboration system. The platform has a coordinated supply chain covering orders, forecasting, procurement, production, logistics, overseas warehousing, and delivery. It combines sales forecasts, historical data, and inventory levels to generate replenishment recommendations and procurement plans, optimizing global inventory and reducing stockout and overstock risks. The system centrally manages overseas warehouses, Amazon FBA warehouses, and third-party warehouse management systems, enabling inventory synchronization, intelligent

warehouse allocation, logistics tracking, and inventory alerts.



CASE 54 Unicres Solutions: An Integrated Operations Platform for More Granular and Standardized Cross-border E-commerce Management

UniExpres is an integrated cross-border e-commerce operations platform built on UniERP and the Frappe framework. It provides automated order processing, multi-warehouse management, and compliant invoice generation to address fragmented systems, compliance challenges, and labor-intensive reconciliation for SMEs in Pakistan and Saudi Arabia.

Building an integrated cross-border operations hub. Its multi-tenant architecture provides unified management across countries. Deep integration with open-source e-commerce platforms, payment gateways, and logistics providers eliminates data silos and manual reconciliation through automated order synchronization and data processing, keeping inventory, order, and financial information aligned in real time.

Automating and intelligently managing end-to-end operations. The system covers processes from automatic inventory reservation and shipping label generation to fulfillment notifications, offering anomaly alerts and proactive customer notifications. Companies can view inventory by country from a unified dashboard, route orders to the nearest warehouse based on the delivery address, manage exchange rates in real time, and view consolidated financial statements.

Strengthening localized tax compliance. For Saudi Arabia, the system includes pre-configured compliant electronic invoices and QR codes and supports tax reporting templates for Pakistan, reducing the compliance burden on businesses.

CASE 55 Xi'an Chiye: An End-to-end Digital Foreign Trade Service System for Small and Medium-sized Merchants' Compliant Global Expansion

Xi'an Chiye Foreign Economic and Trade Consulting Co., Ltd. independently developed an end-to-end digital foreign trade service system to address difficulties with business qualification filings, the high compliance risk of export agency arrangements using third-party documentation, risks associated with receiving foreign-exchange payments through personal accounts, inconsistencies between customs declaration and tax rebate data, and incomplete finance and tax records.

At the outset of the business process, the platform provides company registration, customs filing, China E-Port connectivity, bank account opening, and other basic compliance services. It synchronizes order data from Amazon, AliExpress, and other platforms, automatically generates customs declaration lists and logis-

tics manifests, and connects to the China International Trade Single Window. The platform provides services such as tax exemptions for qualifying B2C retail exports without valid purchase invoices and enterprise income tax assessed on a deemed basis under customs supervision code 9610, as well as export tax rebate reconciliation for cross-border e-commerce exports to overseas warehouses under code 9810.

For financial and tax management, the system incorporates modules for foreign exchange settlement through banks, reconciliation of receipts and payments, and matching of purchase, sales, and inventory records. It automatically aggregates order values across multiple e-commerce platforms, calculates platform and logistics fees, matches invoices against cost records, and generates financial statements and accounting journals. It also ensures that cross-border receipts are properly credited to corporate bank accounts through compliant channels.



CASE 56 China Unicom: Leveraging Cross-border Communication and Computing Network Advantages to Help Enterprises Expand into International Markets

The rapid development of global cross-border e-commerce has placed higher demands on basic communication as well as digital and intelligent services. In response, China Unicom Global Limited (China Unicom Global) has leveraged its advantages in information infrastructure, cross-border communication, and computing networks to help cross-border e-commerce businesses expand into international markets.

Delivering an integrated cross-border digital and intelligent services solution. Leveraging its six strategic positionings as an Infrastructure Hub for the Belt and Road, Submarine Cable Landing Center, Intelligent Computing Center, Integrated Innovation Center, Product Incubation Center, Security Operations Center, UniCom Global Intelligent · Cloud Data Center provides clients with a full-stack product solution of “computing power + network + applications.” The data center hosts

the core transaction systems of at least five Chinese financial institutions and assists cloud service providers, OTT internet providers, and warehousing platforms in building international core nodes and deploying international intelligent computing infrastructure, helping cross-border e-commerce businesses connect with regional capital and expand overseas.



 Expert insights

Wang Huimin, researcher at the Chinese Academy of International Trade and Economic Cooperation of the Ministry of Commerce, shared her insights on integrated innovation in supporting services.

The supporting services of cross-border e-commerce are evolving towards a platform- and ecosystem-based model, shifting from adding functions to integrated restructuring, promoting cost reduction and efficiency increase in trade. The selected innovative cases share three characteristics.

First, the integrated restructuring of service supply. In terms of payment and settlement, the integration of collection, payment, financing, and foreign exchange significantly reduces the capital turnover costs for enterprises. In terms of logistics, the integration of warehousing, line-haul transportation, and delivery reduces friction and costs in multi-party collaboration. In terms of comprehensive services, ERP, WMS, and finance and tax systems achieve unified management and systematically break down service boundaries.

Second, the intelligent upgrade of operational decision-making. Smart hardware has been densely deployed and large models have been integrated into business scenarios, promoting the digital and intelligent logistics transformation. Unified multi-source data definitions and innovative algorithms drive decision-making in advertising and inventory coordination to shift from relying on manual experience to human-machine collaboration.

Third, the development of a comprehensive service ecosystem. The industry, operations, compliance, and infrastructure of comprehensive services are evolving in a coordinated manner. In logistics and supply chains, a multi-level service network is formed, comprising domestic collection, pre-processing at ports of entry, distributed warehousing network overseas, and last-mile delivery. In the development of a localized ecosystem in emerging markets, the digital trade divide is being systematically bridged in regions such as Central Asia, Africa, and South Asia through modular infrastructure, the “Index Cloud Market”, and a virtual ecosystem that integrates legal technology, digital collaboration, and education.

In the future, supporting services will accelerate their evolution towards integration and intelligence. Leading service providers will aggregate small and medium-sized service providers through open APIs and modular architectures. Emerging markets will provide incremental space for localized integrated service platforms. The large-scale application of AI agents will drive the automation of core operational processes.

As cross-border e-commerce expands rapidly in scale, countries are accelerating adjustments to their trade rules, and issues such as platform governance, intellectual property protection, tax compliance, customs compliance, and green compliance are increasingly becoming key to the industry's sustainable development. Various market participants and service providers are developing compliance systems tailored to cross-border e-commerce. These cases address industry such pain points such as platform compliance governance, dispute resolution mechanism innovation, full-cycle intellectual property management, intelligent tariff compliance solutions, and green innovation, promoting the sustainable development of cross-border e-commerce.

04

Compliance and Sustainable Development



世界互联网大会
World Internet
Conference

Platform Compliance and Dispute Resolution

CASE 57 Beijing Dacheng (Shanghai) Law Offices: Establishing a Compliance Governance and Dispute Resolution Mechanism for Cross-border Payments

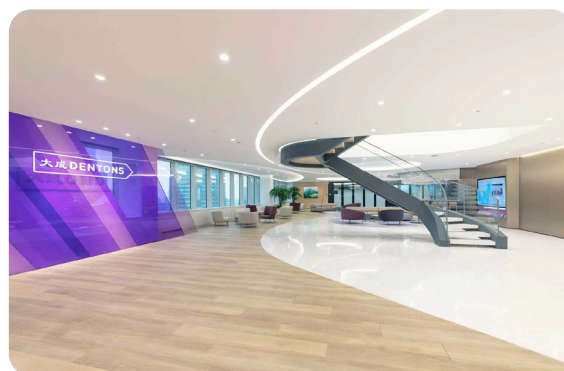
To resolve the disputes between international payment platforms and merchants, Beijing Dacheng (Shanghai) Law Offices, drawing on the business characteristics of cross-border payment platforms, built an integrated handling system centered on platform governance, merchant appeals, regulatory communication, and cross-border dispute alignment, promoting lawful and orderly dispute resolution.

Establishing a closed loop of offline reception and online feedback. The team received appealing account holders or their agents in person, fully recorded their claims and evidence, and formed an offline appeal process, an online information feedback channel, and compliance review templates, assisting the platform in providing appealing merchants with review results in both Chinese and English.

Conducting compliance review of account disposal. The team assisted in mapping out procedures for suspect accounts, from detection and early warning to restrictions, freezes, and debiting. After reviewing merchant violations and evaluating the scope of the User Agreement and Acceptable Use Policy within cross-border e-commerce,

it steered the platform away from a narrow focus on financial risk control toward a comprehensive compliance model that balances transparency, merchant communication, and consumer protection.

Formulating cross-border dispute resolution solutions. Drawing on its international resources, the team considered the platform's multi-entity operations in China, the United States, and Singapore, together with the dispute-resolution arrangements in its Asia-Pacific user agreement, and assessed international dispute-resolution pathways. It prepared response materials and an evidence review plan for potential arbitration or litigation in Singapore.



CASE 58 Guangzhou Arbitration Commission: AI-empowered Smart Arbitration for Efficient Resolution of Digital Economy Disputes

To address the cumbersome procedures, long trial cycles, and high labor costs of traditional offline arbitration, the Guangzhou Arbitration Commission built a smart digital cloud platform and moved the entire process of case filing, tribunal formation, hearings, and closures online, boosting overall case-filing efficiency by 25%.

Building a localized private AI computing cluster. To address public-cloud data leakage and cross-border compliance concerns, the Guangzhou Arbitration Commission deployed an independent,

dedicated computing infrastructure featuring a built-in open-source large language model (LLM). This setup enables local, closed-loop storage and processing of electronic case files, safeguarding commercial data confidentiality at the source. The Commission fully digitalized the case management lifecycle. During case filing, an automated pre-processing and manual review model allows cases to be filed fast. During case handling, an intelligent management system automatically classifies evidence, generates case summaries, assists with

document drafting, and provides multilingual translation, tracking key milestones in real time.

Establishing an intelligent case assessment and dispute resolution mechanism. The Guangzhou Arbitration Commission established an automated, intelligent case-triage mechanism to identify case types and match them with the most effective mediation models. Powered by an intelligent guidance assistant and a mediation support system,

the platform analyzes case facts, core disputes, and psychological profiles to enable early prediction and highly efficient mediation interventions. Furthermore, the Commission issued the Arbitration Rules of Guangzhou Arbitration Commission (2026 Edition), which expressly stipulate the application of digital and intelligent technologies in arbitration.

CASE 59 King & Wood: Compiling the Guidelines for Integrated Governance of Cross-border E-commerce Platforms to Foster a Compliant and Orderly Market Ecosystem

To address critical challenges including weak cross-border e-commerce platform accountability, data security risks, intellectual property infringement, misleading advertising, and consumer rights violations, King & Wood (Guangzhou) launched a comprehensive study on the integrated governance of cross-border e-commerce platforms and developed the Guidelines for Integrated Governance of Cross-border E-commerce Platforms.

The Guidelines for Integrated Governance of Cross-border E-commerce Platforms analyze legal requirements and risks across critical areas. These include entity qualifications of cross-border e-commerce platforms for imports and exports, data governance, advertising compliance, intellectual property protection, anti-unfair competition, compliance declarations and anti-smuggling risk

prevention, and consumer rights. By mapping out regulatory provisions and governance standards and analyzing the core regulation systems of major cross-border e-commerce platforms, alongside real-world case studies, the Guidelines help cross-border e-commerce platforms establish robust management systems. These systems cover three core pillars: governance frameworks, operational mechanisms, and safeguarding measures.

The Guidelines help cross-border e-commerce platforms clarify current statutory requirements, identify and prevent various potential legal risks, and strengthen their risk-control frameworks. By doing so, platforms can effectively minimize legal disputes and financial losses and build a reputable brand image.

CASE 60 Tmall Global: Continuously Building a Full-chain Quality Assurance System to Support High-quality Industry Development

As one of China's renowned import e-commerce platforms, to tackle industry pain points including ambiguous product sourcing and the complexities of international quality control, Tmall Global strengthened regulations and guidance and implemented full-process data transparency management. This initiative has helped more than 40,000 brands from over 110 countries and regions enter the Chinese market.

Strengthening entry qualifications and proactive compliance management. The platform

introduced the Standards and Guidelines for Verification of Overseas Production and Overseas Circulation, raising compliance standards. It implemented stricter qualification reviews for merchants and shifted its compliance mechanism from traditional post-infringement penalties to proactive, front-end removal.

Implementing the "Global Source Tracing Program." Through its "Global Source Tracing Certification" badge, the platform provides consumers with three core credentials to alleviate

their concerns. A “Certificate of Origin” confirms that products are genuinely made at the source, a “Certificate of Free Circulation / Market Authorization Proof” verifies compliance with overseas safety and quality standards, and “Visualized Proof of Genuine Overseas Distribution” clearly shows a product’s overseas sales.

Building an end-to-end quality assurance system. The platform has extended quality assurance across logistics and after-sales support. During customs clearance, the platform strictly matches the point of departure with the country of origin to prevent rerouting. For warehousing, regular spot checks are conducted in partnership with third-party testing agencies. Furthermore, the platform deepened its collaboration with insurance

providers to launch services such as “Replacement over Repair” and “Refunds for Allergic Reactions,” backed by a 24-hour emergency recall mechanism.



Intellectual Property and Qualification Compliance

CASE 61 Beijing Anti-infringement and Anti-counterfeiting Alliance: Helping Cross-border E-commerce Enterprises Overcome U.S. Schedule A Defendant (SAD) Mass Litigation and Safeguard Their Rights

In 2024, in response to an SAD mass trademark infringement suit, supported by Zhejiang's Cross-border E-commerce IP Trade Early Warning Station, Beijing Anti-Infringement and Anti-Counterfeiting Alliance partnered with companies and professional legal teams in China and the US to proactively prepare for the defense.

To address mass intellectual property litigation overseas faced by cross-border e-commerce companies, the Alliance established a four-stage defense strategy: Risk Early Warning and Assessment → Procedural Breakthrough → Evidence Reconstruction → Counterclaim Pressure. In the initial stage, the industry early-warning mechanism intervened promptly to assess the overall risk. During procedural defense, international judicial rules were applied accurately to break the traditional passive-defense position. During substantive defense, they systematically adduced evidence to challenge the authenticity of the plaintiff's evidence, overturning the infringement allegations based on facts. Following litigation and negotiations, the plaintiff withdrew all infringement claims and paid the enterprises settlement compensation. After the court vacated the default judgment, a counterclaim was filed, alleging that the plaintiff had abused overseas judicial procedures and initiated improper mass litigation, causing substantial losses to the enterprises' normal cross-border operations, thus shifting from "passive defense" to "proactive rights protection."

CASE 62 Dacheng Law Offices: Monitoring Key Trademarks and Time-honored Brands

Beijing Dacheng Law Offices established a specializing monitoring system, monitoring e-commerce

platform infringement, trademark squatting, online public sentiment, and litigation-related risks

for Beijing's key trademarks and time-honored brands on a regular basis.

For e-commerce infringement monitoring, specialized tools are used in comprehensive searches to produce suspected infringement leads, with final infringement determinations made by rights holders based on authorization and supply chain records. **For squatting monitoring**, similarity searches are conducted domestically and internationally using professional trademark databases to retain valid trademark data and flag third-party filings of identical or similar marks as squatting leads. **For sentiment monitoring**, both self-media and official news outlets are covered to offer a complete view of brand perception. **For litigation-risk monitoring**, authoritative judicial and business information platforms are leveraged to

track cases related to trademark rights and unfair competition.

Establishing full life-cycle, multi-dimensional trademark risk management. The monitoring service covers various scenarios, including trademark rights confirmation, market operations, word-of-mouth communication, and judicial disputes, and precisely integrates professional system tools tailored to each scenario. Additionally, through cross-verification of data from multiple sources, it eliminates information gaps inherent in single-platform approaches, enhancing the comprehensiveness and accuracy of the monitoring efforts and helping enterprises safeguard their legitimate rights and interests when engaging in cross-border e-commerce activities.

CASE 63 Landing Law Offices: Using Evidentiary Rules and Procedural Countermeasures to Lift Temporary Restraining Order (TRO)-Related Freezes and Resolve Delisting Crises for Chinese Cross-border E-commerce Sellers

In a mass copyright infringement suit, Shanghai Landing (SZ) Law Office established an integrated offensive-defensive TRO response mechanism, using procedural evidentiary rules to safeguard the legitimate rights and interests of cross-border e-commerce enterprises.

Identifying fabricated evidence. Landing's legal team conducted a rigorous audit of the plaintiff's evidence, uncovering multiple instances of suspected fabrication and false statements. They issued a formal warning under Rule 11 of the U.S. Federal Rules of Civil Procedure, compelling the plaintiff to withdraw or correct the flawed filings within the statutory timeframe.

Filing a motion opposing the preliminary injunction. Counsel proceeded on three fronts.

First, it **challenged the legal basis of the claimed rights**, using the evidentiary defects to show serious shortcomings in the rights holder's "likelihood of success" elements. Second, **on the balance of harms**, it emphasized that freezing the account during a major promotion would cause irreparable commercial losses clearly disproportionate to the harm claimed by the rights holder. Third, **on the public interest**, it argued that maintaining a broad freeze based on questionable evidence was inconsistent with the requirements of fair justice.

Through both litigation and out-of-court communications, the counsel persuaded the plaintiff to voluntarily drop the action and apply for its removal before a preliminary injunction hearing was held.

CASE 64 IPP MASTER: AI-empowered Compliance Risk Warning and Dispute Resolution for Cross-border E-commerce Brands

Shenzhen IPP MASTER Business Technology Co., Ltd. specializes in global trademark, design patent, and copyright registrations, as well as brand com-

pliance across key markets including the US, the UK, and the EU. It has developed an end-to-end solution of AI early warnings, global IP portfolio

planning, dispute resolution, and asset management.

Developing a closed-loop of full-cycle intellectual property services assisted by AI. At the **pre-export risk identification stage**, the company draws on existing trademark records to provide trademark and design search tools. These tools compare pronunciation, meaning, spelling, and visual elements to identify similarity risks. **For global intellectual property deployment**, it provides end-to-end application services for trademarks, design patents, and copyrights and recommends country-, category-, and stage-specific strategies based on target markets, helping companies move from one-off registration to systematic asset management. **In dispute response**, it addresses platform complaints, listing removals, and malicious squatting by organizing chains of evidence and coordinating with the local counsel to provide

defense, appeal, and rights protection support. Its links with international law firms enable rapid localized responses. **In ongoing management**, the Pro Global Intellectual Property Management Platform covers TRO risk alerts, infringement analysis, and case follow-up, delivering full life-cycle services of "pre-event early warning, in-process management, and post-event response."



CASE 65 Suku Technologies: Kadodo Africa Digital Certification Platform Helping Micro- and Small Enterprises Bridge the Digital Divide

Initiated by Suku Technologies and headquartered in Accra, Ghana, Kadodo Africa is a digital certification platform designed for African enterprises and professionals, aimed at solving trust deficits between buyers and sellers, assisting SMEs in proving their legitimacy, and helping SMEs and freelancers engage with global markets.

Developing a dual-path verification system.

Kadodo established differentiated verification schemes for enterprises and individual users. Business verification has three tiers: an entry-level tier (basic legal review), a trust-enhanced tier (industry-specific qualifications), and a global tier (including on-site inspections and social responsibility review). This ensures that companies of different sizes can obtain the relevant compliance documentation. The professional path for individuals meets the needs of the international gig economy through multiple checks of identity and professional experience.

Simplifying user interaction and data collection. Kadodo uses simplified, lightweight forms to ensure operations with an unstable internet connection. "Offline Smart Templates" allow users to complete their professional profile or credential information offline. Kadodo implements an "Information Locking" feature upon submission to prevent data tampering during audits.

Public market directory. Kadodo generates a unique "Kadodo Number" for users who pass the review and includes them in a public B2B market directory, building a credit library for international buyers seeking African suppliers. It establishes an incentive mechanism where "compliance earns global business exposure," stimulating local enterprises' willingness to improve compliance.

International Customs and Tax Compliance

CASE 66 Cainiao Group: Building Intelligent Customs Systems to Enhance Cross-border Compliance

To eliminate the high technical barriers of manual HS code classification, compliance risks, and inefficient document review, Cainiao Group developed a smart customs architecture. The system integrates customs regulations, product knowledge graphs, real-time policy updates, and hundreds of millions of clearance records to transition customs management from "experience-led decisions" to "data-driven automation."

Automated HS classification & dynamic tax rate calculation. The smart customs system automatically matches a product to the HS code used by the destination country based on information such as its name, description, and attributes, significantly increasing classification accuracy. By using AI to integrate dynamically adjusted tariff policies worldwide, it provides merchants with accurate, real-time tax-rate calculations, tariff estimates, and collection-and-remittance services, effectively avoiding tax compliance risks.

Smart product name standardization and end-to-end market access compliance checks. To address non-standardized product descriptions in cross-border trade, the smart customs system includes a product name optimization engine that

automatically converts fragmented descriptions into standardized names meeting the customs declaration standards of different countries. The system also integrates prohibited and restricted goods lists in different countries, rules of origin, and trade sanctions lists to provide end-to-end market access compliance checks, reducing the likelihood of cargo seizure, port delays, and fines resulting from compliance issues.

Cainiao Group has opened up its customs knowledge base API to improve the compliance capabilities of micro, small, and medium-sized merchants. It currently covers market access rules and tax requirements across 44 countries.



CASE 67 King & Wood: Assisting Cross-border E-commerce Companies in Securing Advanced Certified Enterprise Status with Full-process Legal Services

In October 2022, the General Administration of Customs issued the *Announcement on the "Standards for Customs Advanced Certified Enterprise"*, implementing a new version of the certification standards. The new standards lacked supporting detailed guidelines and there were few precedents for cross-border e-commerce platforms to follow in obtaining certification. Addressing the challenges faced by foreign trade companies, such as lack of application experience and incomplete compliance systems, the King & Wood team assisted them in

applying for the Advanced Certified Enterprise certification and provided specialized legal services.

The firm offered a full-cycle legal service encompassing diagnosis, construction, cultivation, final sprint, and long-term compliance. For diagnosis, it assisted companies in conducting compliance checks, understanding their basic information, ensuring the applicable scope of individual standards, and identifying any non-compliance issues that could lead to disqualification. For system construction, it helped companies establish orga-

nizational structures, draft compliance regulations, implement product review and merchant grading systems, and improve information systems and business partner contracts. For staff training, it provided tiered training for key positions and offered consultation on logistics, customs, and foreign exchange. For cultivation and communication, it secured one-on-one training from the customs, transforming vague standards into practical op-

erating details. For the final stage of certification, it conducted on-site simulations, created issue checklists, and provided full assistance to customs for on-site certification. For long-term compliance, it conducted third-party internal audits to prepare companies for the five-year periodic review.

King & Wood has successfully helped companies obtain advanced customs certification.

CASE 68 EVAT MASTER: AI-empowered Full-chain Compliance for Cross-border Sellers

Shenzhen EVAT MASTER Technology Co., Ltd. delivers a smart compliance service model of "AI risk detection + automated platform processing + expert review assurance," covering cross-border tax filing, product compliance checks, validity checks, tax calculations, customer inquiries, testing, and certification.

Building a delivery mechanism of AI preliminary assessment and expert review. The company has consolidated information on taxation, environmental protection, product certification, intellectual property, platform policies, and more into a professional knowledge base. It breaks policy provisions down by applicable country, product category, platform scenario, filing cycle, required documentation, and risk level. AI structures customer information and quickly matches it with the applicable rules and risk levels, and an expert team then reviews key conclusions.

Strengthening intelligent compliance testing and consulting. The company developed a product-link compliance-checking tool. After a seller enters a product link, the system automatically scans for potential compliance risks across

official regulations, platform policies, tax and environmental compliance, product testing and certification, and intellectual property. It identifies potential risks in product descriptions, images, categories, packaging, certifications, and target regions, and generates recommended corrective actions, helping SMEs complete a compliance check before listing or selling new products in multiple countries. Sellers can also use the AI cross-border compliance assistant to ask, in natural language, about matters such as tax ID registration, filing cycles, and EPR obligations. The system generates actionable recommendations based on the latest rules and historical records.



CASE 69 VATAI: Building an Intelligent Global Tax Services Platform for Cross-border E-commerce Sellers

VATAI Technology SRL (VATAi) in Belgium builds an intelligent tax services platform serving global cross-border e-commerce merchants, helping them turn dispersed tax obligations into identi-

able, executable, and trackable digital processes.

Establishing a global tax-rule library. VATAi builds tax-rule tags around country, marketplace, sales scale, product category, and platform type,

and manages VAT registration, filling cycles, tax-number status and more in a structured way. After companies fill in basic information, the system can generate tax compliance checklists, required materials, and risk alerts based on the target market and operational scenarios.

AI-assisted tax review. The platform integrates AI capabilities into tax data processing and VAT filling management, automatically classifies, recognizes fields in, and performs consistency checks on business documents, authorization documents, and platform sales data, identifying missing items,

erroneous items, overdue risks, and rule conflicts. High-risk matters enter expert tax review, forming a closed loop of "AI identification, rule verification, expert review, and client confirmation."

VATAi enhances the ability to collaborate on sales data across multiple platforms, supports sales data collection from mainstream platforms such as Amazon and Shopify, and connects with the interfaces of tax authorities in some European countries, driving the online flow of sales data, tax filing, and receipt archiving.

CASE 70 Xiaomao Sail: AI-powered Digital International Business Registration, Tax, and Financial Services for Cross-border E-commerce

To address pain points including lengthy, opaque processes of offline intermediaries and the high compliance cost in exports, Shenzhen Xiaomao Sail Technology Co., Ltd. provides a one-stop platform for international business registration, tax, and accounting services for cross-border sellers and service providers, lowering the barriers to operating overseas.

Leveraging AI to lower the entity establishment threshold. The platform provides AI-powered online name checking, supporting clients in completing name searches and preliminary assessments before company registration to improve the registration success rate. At the same time, based on the target country and region, business type, shareholder structure, account-opening needs, and subsequent maintenance requirements, it automatically generates lists of required documents, key process milestones, and important notes, enabling clients to fully understand the registration rules and service differences of different markets before formally submitting registration materials, avoiding blind trial and error.

Improving delivery transparency with digital process management. It uniformly and digitally manages business licenses, shareholder documents, authorization documents, and more, reducing duplicate data entry and repeated requests for additional documents. A modular, visualized operating interface breaks complex overseas business processes into understandable, trackable task units. It has achieved a direct API connection with HSBC, achieving a fully paperless and traceable process. It established an intelligent reminder mechanism to give advance notice of upcoming deadlines and potential compliance risk.



Green Innovation

CASE 71 GoingGreen: AI-powered Compliance Support for Green Trade

Shenzhen GoingGreen Sustainability Technology Co., Ltd. provides various cross-border businesses with services such as green certification, product carbon-footprint assessment, international rule adaptation, and emission-reduction support.

Establishing a mechanism to identify and translate international green rules. Focusing on the green compliance requirements in European and American countries and on major e-commerce platforms, GoingGreen identifies the applicable standards based on the enterprise's product category, raw material sources, supply-chain structure, and target markets, and customizes the certification method, material checklist, and timeline, reducing the understanding and trial-and-error costs enterprises face when confronting the rules of multiple countries.

AI-assisted data governance improves compliance efficiency. In view of characteristics such as cross-border sellers' many SKUs, long supply chains, and frequently updated materials, GoingGreen uses AI-assisted field recognition, material classification, and gap-flagging capabilities to organize product basic data, supplier documents, and life-cycle emissions data, establishing a data management mechanism with traceable sources and clear chains that makes complex carbon-footprint accounting operable and sustainable.

Building an end-to-end service from compliance to market conversion. GoingGreen assists enterprises in completing certification applications and, based on the accounting results, proposes emission reduction recommendations, driving enterprises to continuously improve in areas such as raw material selection, packaging optimization, energy use, and supply-chain management, turning green compliance from a cost burden into a competitive advantage.

GoingGreen is an official Amazon-certified third-party service provider and an EUDR service provider. It covers the certification standards of over 60 countries.



 Expert insights **WProfessor Xue Hong from Beijing Normal University shared her insights on compliance and sustainable development.**

Cross-border e-commerce transcends geographic limitations, enabling businesses to operate globally.. However, when e-commerce companies enter overseas markets and directly engage with local consumers, they must comply with local laws, regulations, standards, and requirements. Major economies around the world are strengthening the regulation of cross-border e-commerce and putting forward higher compliance requirements in areas such as intellectual property, consumer protection, personal information protection, digital taxation, and low-carbon environmental protection. The cases present various aspects of how international compliance pressures faced by e-commerce companies can be effectively alleviated through innovation in governance, technology, and business models.

Large digital platforms are the main underlying infrastructure for the booming growth of cross-border e-commerce, but it is not uncommon for these platforms to face hefty fines due to violations of local laws. The cases show that strengthening platform governance is an effective means to ensure the authenticity and legality of the sources of goods, protect consumer rights, and avoid or resolve disputes.

Intellectual property compliance has always been a challenge for cross-border e-commerce companies. Intellectual property rights are territorial and protected by specific laws of a country. Cross-border e-commerce companies are likely to be held liable for infringement due to a lack of understanding of local intellectual property laws and rights. The cases indicate a significant enhancement in cross-border e-commerce companies' capability to manage intellectual property risks. They not only respect and protect trademarks, patents, and other intellectual property in local markets, but are also able to react and defend against claims of rights abuse, safeguarding their legitimate rights and interests.

The cases strongly demonstrate that innovative technologies such as AI and digital identity authentication play an increasingly significant role in ensuring transaction security in cross-border e-commerce, promoting paperless trade, and managing finance and taxation. Achieving environmental protection goals is also indispensable to the sustainable development of cross-border e-commerce.

Against the backdrop of the deep integration of the global digital economy, international cooperation in cross-border e-commerce is gradually deepening, with countries actively sharing experiences and jointly advancing capacity building, industry matchmaking, trade in quality products, and talent cultivation. These cases showcase innovative explorations by different countries and different stakeholders, aiming to achieve inclusive and sustainable development of cross-border e-commerce through resource sharing, technological empowerment, capacity cultivation, and ecosystem development.

05

International Exchange and Cooperation



世界互联网大会
World Internet
Conference

Cooperation in Capacity Building for Small and Medium-sized Enterprises (SMEs)

CASE 72 eBay: Tapping into European Growth Opportunities to Help Chinese Auto Parts Sellers Go Global

eBay has outstanding advantages in automotive parts and accessories in countries such as Germany and the UK. Targeting issues such as traffic, operations, logistics, and compliance, it formulated a four-dimensional dedicated support program covering traffic, cost, data, and training to help Chinese auto-parts sellers expand into the European market.

Launching a dedicated incentive program to help automotive parts sellers expand overseas.

For traffic boost, eBay launched promotional events exclusive to Greater China sellers in the auto and motorcycle parts category on core sites such as Germany, the UK, and France. **For subsidy incentives**, sellers can receive up to a 9% sales reward and enjoy up to a 50% reduction in transaction fees and a 40% subsidy on advertising fees. **For data-driven product selection**, relying on the transaction and vehicle fitment data accumulated on the platform, eBay helps sellers precisely target mainstream vehicle models and high-demand best-selling categories in European markets. **For customized hands-on training**, by combining on-line livestreaming with offline summits, eBay pro-

vides sellers with professional guidance across the entire chain, from product selection strategy and cross-border compliance to refined operations and delivery.

Focusing on the growth of strategic categories.

eBay guides sellers to participate in the building of eBay's 2025 Strategic Auto and Motorcycle Parts Categories for Expanding Overseas, focusing on categories with long-term competitive advantages, such as new-energy accessory products including charging piles and charging cables, helping the relevant categories achieve exponential sales growth.



CASE 73 SR Intl Biz: Building a Cross-border Service Platform to Foster a Digital Barter Ecosystem

The cross-border service platform Services Barter, built by Pakistani enterprise SR Intl Biz, uses technologies including AI, blockchain, and fintech to develop a digital barter ecosystem and address challenges such as fund shortages, high administrative costs, and foreign exchange volatility faced by cross-border e-commerce companies.

Building an AI-driven intelligent service platform.

The platform integrates AI technology and analyzes professionals' skills, personalities, and abilities through an AI talent assessment and matching system to precisely form project teams.

Using self-learning modules to design performance indicators, it forecasts and maps service supply and demand based on industry trends, ensuring the optimal allocation of resources.

Establishing a global service bank.

Leveraging fintech, it manages the accounts receivable and payable of cross-border service transactions, and, without actual cash flow, resolves compliance and settlement issues in the exchange of services and resources through barter credits, helping mitigate risks arising from geopolitical and exchange-rate volatility.

Establishing a rigorous compliance and dispute-handling mechanism. The platform ensures security through strict personal information screening, region-based IP locking, and mandatory non-disclosure agreements. It uses digital contracts to record work execution, and once a dispute arises, the system conducts AI-assisted assessment

and initiates arbitration procedures.

This project aims to promote sustainable entrepreneurship, incubate startups, and provide small and medium-sized enterprises (SMEs) in regions such as Asia and Africa with equitable access to global markets and a collaborative environment.

Value-chain and Supply-chain Cooperation

CASE 74 Toodudu (TDD) of Guolian Co., Ltd.: Building a Global Digital Supply Chain Service Platform

The TDD B2B cross-border e-commerce platform built by Beijing Toodudu E-commerce Co., Ltd., through a five-in-one cross-border empowerment system of "industry clusters + public services + on-line transactions + supply-chain finance + industry data," addresses challenges in cross-border trade such as information asymmetry, low logistics efficiency, and high fund-delivery risks, helping the industrial chain enter the international markets through greater collaboration.

Building a global service system. TDD built one integrated digital trading platform and established seven international operation centers and 50 overseas warehouses, covering more than 50 countries and regions including Central Asia, the Middle East, Southeast Asia, and South Asia, forming a global service system centered on the multilingual TDD-Global platform.

Building a digital supply-chain system. TDD reconstructed the cross-border trade process,

enabling information sharing and process integration across "customs, taxation, foreign exchange, government services, commerce, ports, shipping, warehousing, and finance." It laid out bonded warehouses, general merchandise warehouses, and hazardous materials warehouses in key strategic regions such as Kazakhstan, building an integrated warehousing network of "domestic cloud warehouses, forward stocking warehouses at ports, overseas warehouses."

TDD established digital economy headquarters in Urumqi (Xinjiang), Kazakhstan, and elsewhere, achieving coordinated development between Guangxi (ASEAN) and Xinjiang (Central Asia) and accelerating industrial digital collaboration. It launched a digital economy headquarters in Pakistan, driving precise matchmaking between China's advantageous production capacity and local manufacturing.

CASE 75 Panda Pig: Driving International Cultural Exchange Through Digital Innovation

Zhejiang Jinhua Panda Pig Two End Black Industrial Development Co., Ltd., through cooperation with cross-border e-commerce, overseas social platforms, and the international academic community, has built a platform for displaying civilizational achievements and for international academic exchange, promoting the culture of Jinhua's

rare Liangtouwu (two-end-black) pig breed to the world.

Building an international cultural-exchange base. The company built the Panda Pig Two End Black International Ranch, deeply integrating 5G smart farming with farming civilization and build-

ing a platform for mutual learning centered on local pig breeds, showcasing the protection of local pig breeds and the intangible cultural heritage of ham-curing techniques through full-process pig farming visualization, cloud ranches, and digital exhibition halls. The platform digitizes intangible cultural heritage resources such as two-end-black pig culture and ham-curing techniques, makes them accessible worldwide, and shares farming techniques with international agricultural organizations.

Exploring an "IP + digital technology" integration model. It designed anthropomorphic IP characters, developed creative mystery boxes and digital collectibles, and used VR/AR technologies to

create immersive online experiences; it built online academic forums, inviting agricultural scientists and cultural heritage scholars from around the world for cross-national discussions; and it co-created content with mainstream media, turning topics such as "pig-view rooms" into cross-cultural communication hotspots.



Talent cultivation Cooperation

CASE 76 Google China: Digital Skills Training for the AI Era

Closely following China's "AI + cross-border e-commerce" and industry-education integration policy orientation, Google China launched the "Google Digital Talent Program," providing free overseas digital marketing training and teaching resources and helping universities build curriculum systems to support the building of a digital trade talent team.

Creating a dual-track linkage model of "inclusive online courses" and "offline empowering training." Online, the project cooperated with China University MOOC to launch a free "Overseas Digital Marketing Course Series," which is continuously upgraded along with global digital industry changes and covers cutting-edge solutions such as intelligent advertising solutions and AI-powered

overseas marketing. A supporting online assessment mechanism creates an industry-university-research collaboration loop of "cutting-edge industry empowerment by tech enterprises, industry-academia integration in universities, and targeted student engagement." **On the offline side,** the project focuses on empowering teachers, launching a systematic "Cross-border E-commerce Teacher Training Course Plan" covering modules such as an overview of marketing for going global and digital marketing systems; relying on the Google Cross-border E-commerce Acceleration Center (Shenzhen), it runs regular small-group workshops for teachers, forming a high-frequency, long-term collaboration mechanism and bringing the latest industry technologies and practices to a broader student population.

CASE 77 Pro AI Global: Strengthening International Knowledge Cooperation and Cultivating AI Talent for Digital Trade

Pakistan's Pro AI Global is an international knowledge cooperation platform committed to cultivating AI talent. Through flagship programs such

as "Build AI Nation," it addresses the problem of insufficient AI application capabilities among cross-border e-commerce talent in emerging mar-

kets.

Building an integrated talent cultivation ecosystem. The organization combines resources in public awareness, specialized education, leadership development, and international exchange to create an interconnected ecosystem and a closed loop from learning to practice. Addressing cross-border business pain points, the platform provides training in practical skills such as market research, multilingual communication, content localization, and business automation. It prioritizes underprivileged groups and uses blended online-and-offline teaching, modular content, and multilingual support to ensure that knowledge is shared fairly and accessibly.

Advancing flagship programs and knowledge transfer. Relying on "Build AI Nation," the platform provides modular courses adapted to different groups, comprehensively benefiting young people, women, and micro and small enterprises. Leveraging "Pro AI Talks" and international AI podcast platforms, it transcends geographical barriers, translating the cutting-edge insights from global experts into localized, hands-on knowledge.

Embedding responsible AI philosophies. The platform emphasizes the ethical use of AI, integrating data privacy, copyright, bias prevention, and human oversight throughout the training process to ensure the safety and sustainability of technology applications.

Expert insights

Wang Jian, professor at the University of International Business and Economics, shared his insights on international coordination and cooperation.

The six cases of international coordination and cooperation vividly present a new landscape of cross-border e-commerce. They showcase five different dimensions.

First, joint talent cultivation lays a solid foundation. Google China's Digital Talent Program advances the integration of industry and education, while Pro AI Global focuses on underprivileged groups in Pakistan, providing modular courses on skills such as AI marketing and multilingual content production, proving the inclusive logic that technology can be introduced, but capabilities must be co-built.

Second, infrastructure collaboration opens up networks. TDD has built overseas warehouses and digital economy headquarters in countries along the Belt and Road, building a network of domestic cloud warehouses, forward stocking warehouses at ports, overseas warehouses, upgrading cooperation from infrastructure project delivery to a systematic integration of supply chains, data, and finance.

Third, cultural exchange softens barriers. Leveraging VR-enabled digital ranches and intangible cultural heritage, Panda Pig virtually promotes the culture of Jinhua's Liangtouw (Two-end-black) pig breed to the world, bringing the pig farming culture to global consumers.

Fourth, blockchain reshapes trust. SR Intl Biz leverages intelligent matching and on-chain credit points to solve cross-border payment challenges under foreign exchange controls, making "service for service" a traceable and arbitrable new trade paradigm.

Fifth, cross-border e-commerce helps enterprises enter the global supply chain. Deeply engaged in the European auto parts market, eBay empowers industry clusters with its model database, accurately integrating the Chinese supply chain into the global automotive aftermarket system, and establishing a new model of cooperation between Chinese enterprises and local European services.

The five interconnected dimensions mark cross-border e-commerce as a key component driving the deep interconnection, collaborative development, capability co-building, and cultural empathy of the global supply chain.

Using digitalization as a lever, government departments and industry associations are exploring distinctive practical paths in service innovation, regulatory optimization, and ecosystem coordination. Through building integrated service platforms and adopting differentiated approaches, government departments have effectively lowered the threshold for enterprises to enter international markets. Using digital technologies to reconstruct regulatory processes, they have improved customs clearance efficiency and compliance levels. Leveraging their resource integration advantages, industry organizations have built end-to-end service networks covering supply-chain coordination, brand marketing, and talent cultivation.

06

Government Guidance and Service Innovation



世界互联网大会
World Internet
Conference

Integrated Service Innovation

CASE 78 Dalian Municipal Bureau of Commerce & Administrative Committee of the Dalian Area (Dalian Free Trade Zone) of China (Liaoning) Pilot Free Trade Zone: Building a Cross-border E-commerce Going Global Service Center and Integrated Service System

Relying on the functional advantages of the special customs control zone and ports, **Dalian Municipal Bureau of Commerce & Administrative Committee of the Dalian Area (Dalian Free Trade Zone) of China (Liaoning) Pilot Free Trade Zone** has driven the building of a cross-border e-commerce ecosystem.

Building an integrated cross-border e-commerce service system. Centered on core links such as "customs, tax, foreign exchange, goods, agency, and insurance," and mobilizing resources across "government, industry, academia, research, and application," it carried out practical measures such as large-scale policy briefings, small-scale thematic coaching, online product displays, and offline trade matchmaking, focusing on solving two core pain points of "lacking the know-how and the courage to try" and "customer acquisition challenges and slow results."

Providing differentiated services and adopting tailored approaches. Focusing on key nodes across the full life cycle of enterprises' foreign trade business, it implemented a "one enterprise, one policy" service mechanism for the differentiated needs of manufacturing, trade, and platform entities, among others. **Before an enterprise is established**, it provides one-stop public services such as business registration, policy coaching, filing guidance, and tax services. **In the early operating stage**, it provides personalized services such as "agency operations" and "one-on-one" hands-on guidance. **As enterprises scale up their operations**, it routinely carries out services such as guidance on compliant overseas operations and training on platform rules and the regulations of export destination countries.

This service system has attracted a cluster of service entities across multiple links such as agency operations, logistics, and payments, and the cross-border e-commerce ecosystem has gradually improved.



CASE 79 Longnan City E-commerce Development Bureau: Deeply Integrating Cross-border E-commerce with Local Specialty Industry Clusters

To address bottlenecks such as transportation constraints affecting local specialty products, single sales channels, and weak brand influence, the

Longnan City E-commerce Development Bureau in Gansu province, China, promoted the deep integration of cross-border e-commerce with local

specialty industry clusters, using digital technology to break geographical barriers and exploring a poverty reduction path empowered by cross-border e-commerce.

Building an integrated service system in China.

It established a city- and county-level coordination mechanism, issued policies such as filing guidance and logistics support, and, jointly with customs, tax, and financial departments, set up a "one-stop" service window providing services such as cross-border e-commerce export filing, customs declaration, foreign exchange settlement, and agency services for export credit insurance. By forming a cross-border e-commerce federation, building a platform for resource sharing and collaborative development, and implementing measures such as follow-up coaching tailored to each enterprise ("one enterprise, one policy"), it formed a development pattern in which leading enterprises take the lead and SMEs follow.

Improving the overseas service system. It established overseas warehouses, overseas display centers, and after-sales stations in countries such as Vietnam, Bangladesh, and Russia, establishing an integrated service network encompassing consolidation, warehousing, sorting, distribution, and after-sales services. By integrating distinctive product resources, it built a multidimensional cross-border product selection system of "agricultural specialty products + medicinal herbs + light-industry products + cultural and creative products based on intangible cultural heritage," driving product grading, deep processing, packaging upgrades, and quality-inspection standardization. It promoted the internationalization of regional public brands and guided enterprises to benchmark against international standards and apply for international market-access certifications.

CASE 80 Qingdao Cross-border Public Service Platform: Building a Smart Integrated Overseas-Warehouse Service System to Help Foreign Trade Companies Enter International Markets with Ease

To address problems such as the wide distribution of overseas warehouse resources, information opacity, non-uniform service standards, and supply-demand mismatch, the China (Qingdao) Cross-border E-commerce Comprehensive Pilot Area Public Service Platform built a smart integrated service system for overseas warehouses.

Enhancing precise supply-demand matching with digital measures. The overseas warehouse service system aggregates a vast number of quality overseas warehouse resources into a "Global Warehouse Map." Enterprises only need to enter core parameters such as product type, order volume, sales cycle, and target market, and the system can automatically compare overseas warehouses' core data, such as locational advantages, storage area, distribution lead time, fee standards, and service capabilities, intelligently selects the optimal warehouse solution, and accurately calculates the comprehensive warehousing cost, greatly reducing

enterprises' research time and labor costs.

Building a three-pronged standardized regulatory system. The platform innovatively designed a three-in-one regulatory mechanism of "qualification verification + technical verification + assessment and evaluation" to address the service instability and goods-ownership disputes caused by low-quality and fake warehouses. **In the qualification verification stage**, 24 access indicators are set to comprehensively verify the core qualifications of warehousing entities; **in the technical verification stage**, technologies such as coordinate positioning, on-site visual comparison, and data tracing are used to verify the authenticity of warehouse addresses and facilities; **in the assessment stage**, a dynamic assessment and survival-of-the-fittest mechanism is established based on core indicators such as outbound processing time and distribution quality.

Customs Supervision Innovation

CASE 81 King & Wood: Exploring Institutional Innovation in "Behind-the-border" Goods Trade Regulation in the Hainan Free Trade Port

Beijing King & Wood (Guangzhou) carried out research on the institutional opening-up of the "behind-the-border" management for goods trade after the island-wide independent customs operation in the Hainan Free Trade Port. Through field research and institutional comparison, it recommended building a differentiated regulatory system.

Building a dual-track regulatory system. On one hand, based on existing mature cross-border e-commerce policy frameworks, it made localized adaptation and optimization to form a standardized B2C regulatory scheme suited to Hainan enterprises selling in China, clarifying that goods exceeding the catalog or value limits are supervised as general goods, striking a balance between trade facilitation and security. **On the other hand**, breaking through the limitations of the existing regulatory framework, for the special business format with both individual and merchant attributes in which individuals on the island sell goods across the customs boundary for profit, it designed an independent C2C regulatory model with a unified supporting catalog and transaction value limit

standards, stripping commercial goods out of ordinary individual mailing channels and minimizing the risks of smuggling across the customs boundary (the "second line") at the source.

Building a supporting risk prevention and control system. It established e-commerce platforms as the core regulatory lever and designed a full-process primary legal responsibility mechanism covering platform product access review, verification of enrolled entities' identities, real-time transaction monitoring, anomalous transaction reporting, and credit deposit management.



CASE 82 Qianhai Supervision Center: Digital Twins Drive a Paradigm Shift in Cross-border E-commerce Logistics

To address problems in traditional yards and parks such as information silos, low manual-checking efficiency, and lagging anomaly response, Shenzhen Cross-border E-commerce Logistics Supervision Center Co., Ltd. (the "Qianhai Supervision Center"), a subsidiary of Shenzhen Shenchuangjian Holding Group Co., Ltd., introduced digital twin technology to build a smart logistics visualization control platform covering the full "park-to-warehouse" chain, achieving full-element online status and full-process traceability for vehicles, goods, and yards.

Enhancing real-time data-driven capabilities.

Phase one of the project focused on real-time dynamic control of vehicles and goods entering and leaving the yard, replicating the park 1:1 through three-dimensional modeling and using IoT devices to collect data in real time. The platform dynamically updates driving trajectories, parking positions, and loading status, launching a parallel mode of "sensing upon transit and verification upon sensing." Phase two went deep inside the warehouse, finely modeling the unloading area and sorting lines and deploying radio frequency identification technology, visual sensors, and

positioning tags to achieve automatic data collection at all steps including goods on-boarding, X-ray scanning, temporary storage, and leaving the warehouse.

Multi-dimensional dynamic visualization displays in each link. The platform provides functions such as dynamic goods location tracking, tracing, real-time video linkage, and anomaly early warning, achieving instant comparison between virtual and physical scenes and automatically triggering an alert when goods fail inspection.

With these measures, the efficiency of vehicles entering and leaving the yard improved by more than 30%, the time for warehouse goods search

and stocktaking was shortened by 50%, and the manual information-checking error rate dropped to below 1%, significantly reducing operating costs and operational risks.

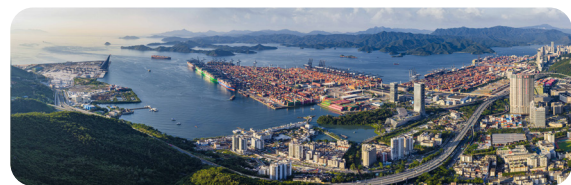


CASE 83 Hutchison Ports YANTIAN: Prioritizing Customs Clearance Facilitation System for Cross-Border E-Commerce

Fulfilling its port support functions, Hutchison Ports YANTIAN has built diversified customs clearance facilitation systems to improve customs clearance efficiency for full-container-load (FCL) shipments and address the industry challenge facing less-than-container-load (LCL) cargo, where an irregularity in a single consignment may result in the detention of the entire container. This initiative helps enterprises stabilize the timeline of goods entering international markets while improving service quality and reducing costs.

Diversified customs clearance facilitation systems for FCL and LCL cargo. For FCL shipments, with the support of port authorities, YANTIAN has optimized the overall inspection process and implemented the facilitation measure of “priority inspection for Code 9710 FCL export declarations,” thereby accelerating customs clearance. **For LCL shipments,** by optimizing its terminal systems and operational procedures, YANTIAN

has established a port support framework of the “inspection before container loading” supervision model. Cross-border e-commerce export LCL cargo enters the customs-supervised facility as loose items. After all customs declaration and inspection procedures are completed, the cargo is consolidated and loaded into containers. The laden containers are then delivered to the terminal and loaded onto vessels in an orderly and timely manner, supported by YANTIAN's optimal gate appointment, weight cut-off, and customs cut-off systems. This has addressed the industry-wide challenge of “one irregular consignment causing the detention of an entire container,” improving customs clearance efficiency and reducing corporate costs.



CASE 84 Taizhou Comprehensive Bonded Zone: An All-round Coordinated Operating Model That Supports the Development of Cross-border Industry Clusters

To address bottlenecks and challenges in industrial development, Taizhou Comprehensive Bonded Zone Investment and Development Co., Ltd. pro-

motest cross-border e-commerce innovation by integrating cross-border resources across the region, optimizing logistics chains, filling service gaps, and

cultivating market participants.

Building a core operation system. This system built diversified linkage carriers such as physical parks, covering the entire global market expansion process, including enterprise incubation, logistics distribution, talent cultivation, product selection and marketing, cross-border finance, and compliance risk management. It innovated digital and intelligent supply-chain services, optimizing multimodal transport routes by laying out forward stocking warehouses and cross-border consolidation centers; it implemented digital services such as intelligent customs declaration, digital booking, and intelligent logistics scheduling, greatly improving supply-chain operating efficiency. It also built a "domestic consolidation warehouse + overseas warehouse" linkage network, enhancing global

distribution timeliness and supply-chain resilience.

Empowering the digital transformation of SMEs. Addressing SMEs' shortcomings in digital operations, the comprehensive bonded zone introduced AI product selection, big-data marketing, and digital operation tools, routinely carried out hands-on training, and improved enterprises' capabilities in data analysis, platform operation, and ad placements. It guided manufacturing enterprises to set up independent sites, helping enterprises transform from OEM production to a DTC own-brand trade model.

In 2025, the park attracted more than 30 market entities such as cross-border sellers, logistics providers, livestreaming agencies, and operation service providers.

Service Innovation by Industry Organizations

CASE 85 Macau Live Streaming Association: Launching One-stop Cross-border E-commerce Services

The Macau Live Streaming Association, in collaboration with the Macao Economic and Technological Development Bureau and relying on the "Macau Live Streaming Service Center" platform, launched one-stop cross-border e-commerce services, building a new cross-border livestreaming e-commerce channel covering markets such as the Chinese Mainland, Portugal, and France.

Building an end-to-end cross-border service system. To solve SMEs' challenges in cross-border logistics, customs clearance, and fulfillment, the one-stop cross-border e-commerce service covers the entire process of local collection, cross-border transportation, customs clearance, and last-mile delivery, achieving direct shipment of Macao goods to consumers in the Chinese Mainland. To enhance industrial digital capabilities, the Macau Live Streaming Association jointly built the Alibaba Lingyang Intelligent Digital Economy Incubation Base with Lingyang Intelligent Technology Co., Ltd., providing an integrated AI and big-data solution to help enterprises with digital transforma-

tion.

Building a multi-tiered talent-cultivation system. Targeting the shortage of professional livestreaming e-commerce talent, the Macau Live Streaming Association partnered with relevant institutions to systematically advance local talent cultivation; it launched a public welfare "internet marketing specialist, one exam for dual certificates" training class, where graduates can simultaneously obtain a Ministry of Human Resources and Social Security vocational-skill-level certificate and a Douyin digital marketing certification



CASE 86 Beijing Cross-border E-commerce Exhibition Service Center: Building a Three-in-one Government-Enterprise-Association Ecosystem Service Platform

To solve the pain points faced by small and medium-sized foreign trade enterprises, such as information asymmetry, difficulty acquiring resources, and high compliance costs, the Beijing Cross-border E-commerce Exhibition Service Center integrated resources from government, associations, platforms, and enterprises to build a comprehensive service system, including product display, resource matchmaking, talent cultivation, policy consulting, and data monitoring.

Building an integrated service system. The center launched a "6+2+1" service system covering enterprises' full life cycle: **six basic services**, including financial settlement, international logistics, customs declaration and inspection, overseas marketing consulting, legal/financial/tax compliance, and cross-border e-commerce transformation support, address the basic needs of enterprises engaged in foreign trade; **two featured services** are running a "going-global boot camp" to improve enterprises' practical skills and introducing an AI assistant to optimize product selection, marketing, and decision-making processes; and **one distinctive service** of setting up a "Domestic Sales Pathway" column provides dedicated support for foreign trade enterprises affected by the international trade situation to shift from export to domestic sales, achieving flexible switching between the domestic and international dual circulation.

Through efficient matchmaking with enterprise demand, a "three-hour express channel," policy briefings, and other activities, the center helps enterprises reduce compliance and operating costs.



CASE 87 Ningbo Cross-border E-commerce Association: Leveraging the Industry Association's Clustering Effect to Promote High-quality Cross-border E-commerce Development

Upholding the philosophy of "being a good assistant to the government, a promoter of the industry, and a helper to enterprises," the Ningbo Cross-border E-commerce Association proactively plays the role of a communication bridge between the government, industries, and enterprises.

Building a government-association coordination mechanism. The association actively undertakes events such as the cross-border e-commerce industrial-belt empowerment series and cross-border e-commerce themed salons, leveraging its advantages of a broad industry network and strong resource integration capa-

bilities to help traditional manufacturing enterprises accelerate cross-border e-commerce transformation and foster cross-border industry clustering.

Creating a new paradigm of exhibition operations. Relying on industry resources, the Association has developed the brand project of the "Ningbo Export Cross-border E-commerce Expo." Committed to professionalism, internationalization, digitalization, and ecosystem-based development, it built an exhibition operation paradigm of "supply-chain reconstruction + ecosystem aggregation + international linkage," deeply cultivating the "industry clusters + cross-border e-commerce" integration track.

Improving the standards and norms system to consolidate the foundation of industry norms. The association actively participates in the building of industry standards and compliance systems, leading or participating in the drafting (and revision) of the *Overseas Warehouse Group Standard and the Compliance Guidelines for Overseas Operations of Ningbo Cross-border E-commerce Export Enterprises*, helping the cross-border e-commerce industry continuously advance toward standardization and normalization.



CASE 88 Yiwu Cross-border E-commerce Association: Developing an Ecosystem of End-to-end Empowerment and Multi-dimensional Support

By building an ecosystem of "end-to-end empowerment and multi-dimensional support," the Yiwu Cross-border E-commerce Association solves enterprises' challenges in foreign trade and drives member enterprises' brand transformation and overseas-market expansion.

Building a differentiated supply-chain coordination system. The Association integrates resources from more than 10 mainstream global e-commerce platforms, sets up offline merchant recruitment, operation, and client reception service spaces, and provides enterprises with localized enrollment guidance, compliance consulting, and full-process logistics support. The Association divides suppliers into three types, namely traders, integrated trade-and-manufacturing enterprises, and source manufacturers, and implements differentiated empowerment. Through a progressive path of "course

training → professional incubation → formal enrollment," it helps traditional factories accelerate their transformation into cross-border sellers; and it developed permanent showroom presence, product selection salons, a multimedia matrix, and targeted matchmaking groups, achieving efficient matchmaking between cross-border supply and demand and greatly lowering the stocking and logistics thresholds for SMEs.

Playing the role of a government-enterprise bridge and an engine of the industry ecosystem. The association plays a government-enterprise linking role, helping interpret key policies such as cross-border taxation and compliance and driving the precise implementation of business-friendly policies. It holds industry summits, resource-matchmaking meetings, and other activities, facilitating major project cooperation.

 Expert insights **Wang Jian, professor at the University of International Business and Economics, shared his insights on government guidance and service innovation.**

The eleven cases of government guidance and service innovation outline a collaborative ecosystem of government guidance, industry autonomy, and market operations, with three highlights.

First, government services extend outward to help expand overseas networks. Dalian implements a "one enterprise, one policy" service mechanism based on enterprise lifecycles, providing support from company startup through to compliance guidance. Longnan connects business between China and international markets. It develops comprehensive service windows in China and builds overseas warehouses and display centers in Vietnam and Russia, allowing over 60 agricultural specialty products and intangible cultural heritage creative products from mountainous areas to go overseas through cross-border e-commerce, increasing the proportion of high-value-added products to 60% and providing a model of industry clusters combined with digital channels for underdeveloped areas. Qingdao Cross-border Public Service Platform creates a "Global Warehouse Map", using algorithms to match the optimal warehouse sources and turning overseas warehouses from an information black box into visible resources.

Second, the digital innovation in regulation and institutional dividends. Qianhai Supervision Center in Shenzhen uses digital twin technology to create a 1:1 replica of the industrial park with full-element online connectivity across vehicles, goods, and facilities, lowering the error rate to below 1%. Hutchison Ports YANTIAN introduces an "inspection before container loading" model for consolidated (LCL) cargo, addressing the persistent problem of "one irregular consignment causing the detention of an entire container." Beijing King & Wood carried out research on "behind-the-border" regulatory innovation in the Hainan Free Trade Port. It puts forward independent regulatory rules tailored to the nature of C2C sales across the customs boundary combining both individual and merchant attributes. The rules can both ensure second-line security and release the benefits of the independent customs operations policies, reflecting the institutional flexibility of delegating power and improving regulation.

Third, the guiding standards of industry organizations and the aggregation effect of service ecosystems. Macau Live Streaming Association has established a connectivity bridge between mainland China and Portuguese-speaking countries, introducing a "One Test, Dual Certification" talent development mechanism. Beijing Cross-border E-commerce Exhibition Service Center launched a "6+2+1" service system, introducing the "Domestic Sales Pathway" column to assist enterprises in flexibly switching between the domestic and international dual circulation. Ningbo Cross-border E-commerce Association leads the drafting of the Overseas Warehouse Group Standard and the Cross-border E-commerce Talent Cultivation Standard and develops the brand project of the "Ningbo Export Cross-Border E-Commerce Expo." Similarly, Yiwu Cross-border E-commerce Association builds a model of empowerment by category and plays the role of a government-enterprise bridge, indicating that industry organizations are evolving from liaison officers to rule-makers and resource integrators of the industry.

These eleven cases collectively demonstrate that the high-quality development of cross-border e-commerce relies on the complementary efforts of an efficient market and an enabling government, as well as the substantial support of industry organizations in standards, talent, and the ecosystem.

Case Index

CASE 01	JD Worldwide: Implementing the "10 Billion GigaGrowth Plan" to Help Overseas Brands Enter the Chinese Market	02
CASE 02	Jumia: Local Infrastructure Empowerment and Full-chain Support to Help Chinese Supply Chains Efficiently Tap the African Market	02
CASE 03	Ozon Global: Efficiently Empowering Chinese Sellers to Expand into Russia and the CIS Markets	03
CASE 04	Jiaxing Hongzhi Technology: Building "Sweater Pi," a Going-global Service Platform for the Sweater Industry	03
CASE 05	Newegg: Focusing on Chinese Tech Brands and Empowering High-Quality Overseas Expansion for Chinese Smart Brands	04
CASE 06	realme: Reshaping a Localized Brand in Indonesia Through the Integration of Technology and Culture	04
CASE 07	SHOPLINE Technology: A Digital and Intelligent Global Expansion Solution for Consumer Electronics Brands	05
CASE 08	Wayfair: Leveraging Data and Technology Advantages to Help SMEs in Home Furnishing Industry Clusters Upgrade Toward "Brand Going-global"	06
CASE 09	Gansu Zhaofeng Agriculture: Building an Integrated Chain to Help Mountain-region Agricultural Products Go Global	07
CASE 10	JDUODUO: Building an Integrated Cross-border Trade Services Platform for Bulk Chemicals and Plastics	07
CASE 11	SHEIN: Advancing the Digital and Intelligent Transformation of Traditional Industries through Innovation in Flexible, On-demand Production	08
CASE 12	ZHUTOVA: Building a One-stop Cross-border B2B Sourcing and Sales Matchmaking Platform	08
CASE 13	360shuyin.com: Building JUCDDO Industrial Resources Trading Platform to Form an Integrated Service System Combining Centralized Procurement, Matchmaking, Cross-border Trade and Financial Services	09
CASE 14	Alibaba: 1688's Newton Agent Helping Small and Medium-sized Manufacturers with Cross-border E-commerce	12
CASE 15	Alibaba.com: Accio Work, an Enterprise AI Agent Platform Built for Real Business	12
CASE 16	Beijing Juzi.Bot: AI Cross-border Shop Manager Empowering Global Enterprise Transformation via Chinese AI Engineering Practices	13
CASE 17	Shoplazza: AI-native E-commerce Operating System Lowering Barriers to Integrated Operations for Merchants	13
CASE 18	Jiumi: Developing a New AI-driven Model for Comprehensive Cross-border E-commerce Services	14
CASE 19	Qianhai Jmai: Building a Vertical AI Agent Platform for E-commerce to Help Industry Clusters Go Global	15
CASE 20	Tec-Do: Building Navos, the Marketing Multi-agent System	15
CASE 21	Baidu: Boosting Foreign Trade Companies' Intelligent Marketing Capabilities with Baidu Yijing All-scenario Digital Human Platform	16
CASE 22	Beijing Sunac Cloud: An AI-based Intelligent Operations System for Cross-border E-commerce	16

CASE 23	BrandPal: Integrating AI with Content-based E-commerce to Bolster the Value of Cross-border E-commerce Brands	17
CASE 24	Kuaishou: Building a New Cross-border E-commerce Ecosystem through Content-based E-commerce	17
CASE 25	NetEase Youdao: Youdao Ads Global Digital Marketing Solutions	18
CASE 26	DHgate: A Community-based Co-creation Model for Cross-border E-commerce	18
CASE 27	HunarHub: Providing AI and Handicrafts Training to Support Female Entrepreneurs	19
CASE 28	Newegg: SellingPilot, an Intelligent Multi-channel ERP Solution	19
CASE 29	Focus Technology: Empower Cross-border E-commerce across the Whole Value Chain with AI	20
CASE 30	Shipbid: A Digital Platform for Addressing Challenges in Cross-border Vessel Transactions	20
CASE 31	Sailvan Times: AI-driven Digital and Intelligent Upgrade of China's Apparel Value Chain	20
CASE 32	SF Digital and Intelligence Supply Chain: Building an Integrated Cross-border Supply Chain System in Southeast Asia	21
CASE 33	CoGoLinks: Providing One-Stop Cross-border Payment Solutions for E-commerce Businesses Expanding Globally	24
CASE 34	Flyway: Building an End-to-end Cross-border Fund Service Platform to Lower Global Expansion Barriers for SMEs	24
CASE 35	PingPong: A One-stop Global Payment Acceptance Solution for Local Payment Challenges	25
CASE 36	China Construction Bank (CCB) Changzhou Xinbei Branch: Enabling Seamless Cross-border Fund Flows with Cross-border e-Remittance	25
CASE 37	AIYA Warehouse: Leveraging Overseas Warehouses to Build an Integrated International Service System	26
CASE 38	GGT: Building a Digital and Intelligent Supply Chain Center to Enable Two-way Cross-border Trade	26
CASE 39	Ningbo Fuli Logistics: Accelerating Transition to Smart Warehousing for Greater Efficiency and Standardization	27
CASE 40	University of Nottingham Ningbo China: An Intelligent Planning Model for Container Pickup, Delivery, Unloading, and Return at Overseas Warehouses to Optimize Cross-border E-commerce Logistics	27
CASE 41	PT. Yiyo: Leveraging its International Showroom in Indonesia to Help SMEs Expand into International Markets	28
CASE 42	APEX Cargo Service: Conducting Two-way Interaction Between Standard Development and Internal Process Reform	28
CASE 43	Shanghai Waniya: Developing One-stop International Supply Chain Services through YHYC	29
CASE 44	Sea Global SCM: A Standardized, One-stop Logistics and Compliance Solution for Small and Medium-Sized Brands Expanding Overseas	29
CASE 45	Zipto: Developing One-stop Supply Chain Services Centered on Overseas Warehouses	30
CASE 46	China Gate Logistics (CGL): An Innovative "Upstream Cargo Processing + All-cargo Aircraft Charters" Mode	31

CASE 47	Zongteng Group: Building a Comprehensive Solution Combining Overseas Warehousing and Dedicated Cross-border Logistics Routes ·····	31
CASE 48	Index Hosting Limited: Helping African Companies Expand Globally through the Integrated Digital Platform Index Cloud Marketplace ·····	32
CASE 49	Jinpin: Building a Silk Road E-commerce Ecosystem in Uzbekistan ·····	32
CASE 50	Linhai Shuyun Chuangxiang: Optimizing Cross-border E-commerce Advertising and Intelligent Operations ·····	33
CASE 51	META ZENITH AXIS: A Virtual Ecosystem Integrating Legal Technology, Digital Collaboration, and Education to Bridge the Digital Divide ·····	33
CASE 52	Ningshing UBAY: Helping Overseas Brands Enter China through Full-service Operations ·····	34
CASE 53	Hitpoint Cloud: Building a Digital Intelligent Cross-border E-commerce Solution to Support Efficient Operations ·····	34
CASE 54	Unicres Solutions: An Integrated Operations Platform for More Granular and Standardized Cross-border E-commerce Management ·····	35
CASE 55	Xi'an Chiyi: An End-to-end Digital Foreign Trade Service System for Small and Medium-sized Merchants' Compliant Global Expansion ·····	35
CASE 56	China Unicom: Leveraging Cross-border Communication and Computing Network Advantages to Help Enterprises Expand into International Markets ·····	36
CASE 57	Beijing Dacheng (Shanghai) Law Offices: Establishing a Compliance Governance and Dispute Resolution Mechanism for Cross-border Payments ·····	39
CASE 58	Guangzhou Arbitration Commission: AI-empowered Smart Arbitration for Efficient Resolution of Digital Economy Disputes ·····	39
CASE 59	King & Wood: Compiling the Guidelines for Integrated Governance of Cross-border E-commerce Platforms to Foster a Compliant and Orderly Market Ecosystem ·····	40
CASE 60	Tmall Global: Continuously Building a Full-chain Quality Assurance System to Support High-quality Industry Development ·····	40
CASE 61	Beijing Anti-infringement and Anti-counterfeiting Alliance: Helping Cross-border E-commerce Enterprises Overcome U.S. Schedule A Defendant (SAD) Mass Litigation and Safeguard Their Rights ···	41
CASE 62	Dacheng Law Offices: Monitoring Key Trademarks and Time-honored Brands ·····	41
CASE 63	Landing Law Offices: Using Evidentiary Rules and Procedural Countermeasures to Lift Temporary Restraining Order (TRO)-Related Freezes and Resolve Delisting Crises for Chinese Cross-border E-commerce Sellers ·····	42
CASE 64	IPP MASTER: AI-empowered Compliance Risk Warning and Dispute Resolution for Cross-border E-commerce Brands ·····	42
CASE 65	Suku Technologies: Kadodo Africa Digital Certification Platform Helping Micro- and Small Enterprises Bridge the Digital Divide ·····	43
CASE 66	Cainiao Group: Building Intelligent Customs Systems to Enhance Cross-border Compliance ····	44
CASE 67	King & Wood: Assisting Cross-border E-commerce Companies in Securing Advanced Certified Enterprise Status with Full-process Legal Services ·····	44
CASE 68	EVAT MASTER: AI-empowered Full-chain Compliance for Cross-border Sellers ·····	45

CASE 69	VATAi: Building an Intelligent Global Tax Services Platform for Cross-border E-commerce Sellers · 45
CASE 70	Xiaomao Sail: AI-powered Digital International Business Registration, Tax, and Financial Services for Cross-border E-commerce · 46
CASE 71	GoingGreen: AI-powered Compliance Support for Green Trade · 47
CASE 72	eBay: Tapping into European Growth Opportunities to Help Chinese Auto Parts Sellers Go Global 50
CASE 73	SR Intl Biz: Building a Cross-border Service Platform to Foster a Digital Barter Ecosystem · 50
CASE 74	Toodudu (TDD) of Guolian Co., Ltd.: Building a Global Digital Supply Chain Service Platform · 51
CASE 75	Panda Pig: Driving International Cultural Exchange Through Digital Innovation · 51
CASE 76	Google China: Digital Skills Training for the AI Era · 52
CASE 77	Pro AI Global: Strengthening International Knowledge Cooperation and Cultivating AI Talent for Digital Trade · 52
CASE 78	Dalian Municipal Bureau of Commerce & Administrative Committee of the Dalian Area (Dalian Free Trade Zone) of China (Liaoning) Pilot Free Trade Zone: Building a Cross-border E-commerce Going Global Service Center and Integrated Service System · 55
CASE 79	Longnan City E-commerce Development Bureau: Deeply Integrating Cross-border E-commerce with Local Specialty Industry Clusters · 55
CASE 80	Qingdao Cross-border Public Service Platform: Building a Smart Integrated Overseas-Warehouse Service System to Help Foreign Trade Companies Enter International Markets with Ease · 56
CASE 81	King & Wood: Exploring Institutional Innovation in "Behind-the-border" Goods Trade Regulation in the Hainan Free Trade Port · 57
CASE 82	Qianhai Supervision Center: Digital Twins Drive a Paradigm Shift in Cross-border E-commerce Logistics · 57
CASE 83	Hutchison Ports YANTIAN: Prioritizing Customs Clearance Facilitation System for Cross-Border E-Commerce · 58
CASE 84	Taizhou Comprehensive Bonded Zone: An All-round Coordinated Operating Model That Supports the Development of Cross-border Industry Clusters · 58
CASE 85	Macau Live Streaming Association: Launching One-stop Cross-border E-commerce Services · 59
CASE 86	Beijing Cross-border E-commerce Exhibition Service Center: Building a Three-in-one Government-Enterprise-Association Ecosystem Service Platform · 60
CASE 87	Ningbo Cross-border E-commerce Association: Leveraging the Industry Association's Clustering Effect to Promote High-quality Cross-border E-commerce Development · 60
CASE 88	Yiwu Cross-border E-commerce Association: Developing an Ecosystem of End-to-end Empowerment and Multi-dimensional Support · 61

List of Abbreviations

Serial Number	Abbreviation	Full Name
1	AGV	Automated Guided Vehicle
2	AI	Artificial Intelligence
3	AIGC	Artificial Intelligence Generated Content
4	API	Application Programming Interface
5	AR	Augmented Reality
6	A2A	Agent to Agent
7	DTC	Direct-to-Consumer
8	EdTech	Education Technology
9	EPR	Extended Producer Responsibility
10	ERP	Enterprise Resource Planning
11	ESG	Environment, Social, Governance
12	EUDR	EU Deforestation Regulation
13	FBA	Fulfillment by Amazon
14	FDE	Forward Deployed Engineer
15	FedEx	Federal Express
16	GMV	Gross Merchandise Volume
17	HS	Harmonized Commodity Description and Coding System
18	IP	Internet Protocol

Serial Number	Abbreviation	Full Name
19	KOL	Key Opinion Leader
20	OTT	Over-the-Top Media Service
21	ROAS	Return On Ad Spending
22	SAD	Schedule A Defendants Scheme
23	SaaS	Software as a Service
24	SEO	Search Engine Optimization
25	SKU	Stock Keeping Unit
26	SSL	Secure Sockets Layer
27	SWIFT	Society for Worldwide Interbank Financial Telecommunications
28	TRO	Temporary Restraining Order
29	USPS	United States Postal Service
30	VR	Virtual Reality
32	3C	Computer, Communication, Consumer Electronics

Acknowledgments

Since the preparation of the 2026 World Internet Conference Collection of Cross-border E-commerce Practice Cases commenced in April 2026, the WIC Working Group on Cross-border E-commerce has conducted in-depth field research in many cities including Beijing, Ningbo, and Zhoushan, while soliciting practice cases globally through multiple channels. We have received positive responses from various parties, with cases submitted by government agencies, higher education institutions, research institutions, industry associations, and enterprises in the cross-border e-commerce sector. The cases were rich and diverse, with notable international characteristics, fully demonstrating the vitality of the cross-border e-commerce industry. We would like to thank all the organizations and enterprises that have submitted cases for their support and trust, as well as for sharing their valuable practical experience.

Following the collection phase, we categorized, summarized, and refined the submitted cases, with the aim of presenting the highlight of each case to our readers. During the compilation of this collection, several experts have contributed their professional and authoritative suggestions for the enhancement of this publication, including Professor Xue Hong from Beijing Normal University, Professor Wang Jian from University of International Business and Economics, Professor Ouyang Rihui from Central University of Finance and Economics, Mr. Li Mingtao from China International Electronic Commerce Center, former Vice President Wang Jinzhen from China Council for the Promotion of International Trade, Vice President Wang Xi from China Council for the Promotion of International Trade Commercial Sub-Council, and Ms. Lin Wanti, Director of the eWTP Policy Research Center.

Our sincere gratitude goes to all the organizations, enterprises, and experts that have participated in and supported the preliminary research, case submissions, discussions, and editing of this collection. It is our hope that this publication can provide valuable references and inspiration for the development of the cross-border e-commerce industry, enabling more micro, small, and medium-sized enterprises globally to better leverage cross-border e-commerce in expanding into international markets.

Research Team

World Internet Conference

Ren Xianliang, Secretary-General

Liang Hao, Executive Deputy Secretary-General

Zhang Xueli, Deputy Secretary General

Chang Yao, Senior Officer, Development Research Department

Han Kaiyu, Senior Officer, Development Research Department

Wang Hang, Officer, Development Research Department

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

Wang Huimin, Research Fellow, Institute of International Innovation and Governance

Xu Didi, Research Fellow, Institute of International Innovation and Governance

Hong Yong, Associate Research Fellow, Institute of International Innovation and Governance

Zhao Xinquan, Associate Researcher, Institute of International Innovation and Governance

Chen Cong, Assistant Research Fellow, Institute of International Innovation and Governance