

# 2024

## World Internet Conference Collection of Cross-Border E-Commerce Practice Cases

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# I PREFACE

In the world today, changes unseen in a century are accelerating, global trade and investment are slowing down, the international situation is undergoing complex and profound changes, and the world has entered a turbulent era of change. As a new form and model of e-commerce, cross-border e-commerce (CBEC) has been developing rapidly in recent years, becoming a new engine and a new bright spot for global economic development. However, due to differences in policy environments, market development stages and digitalization levels among countries in the field of cross-border e-commerce, and the lack of practical experience in some countries in their digital transformation journey, the development of global cross-border e-commerce has been impacted to some extent. CBEC has witnessed a strong momentum of development in China. The governments at all levels, enterprises in all links of the industrial chain and relevant organizations have worked in close cooperation to drive innovations in all fields and aspects such as policies, technologies, channels and services and promote the continuous growth of the CBEC market as well as the gradual improvement in the industrial ecosystem. China has also accumulated a wealth of practical experiences in this field.

World Internet Conference (WIC), as an emerging international organization in the digital field, is committed to building a global Internet platform for extensive consultation, joint contribution and shared benefits. In 2023, WIC established the Working Group on Cross-Border E-commerce (WG CBEC), released the *Report on Developments of International Normative Systems on Cross-Border E-Commerce*, and put forward the proposition of promoting the development of cross-border e-commerce and creating an enabling business environment. To put our proposition in practice, the WG has launched a call to collect practice cases from relevant government departments, international organizations, industry associations and enterprises in all links of the CBEC industry chain. Since the call was launched in January 2024, we have received more than 60 cases from government departments, comprehensive CBEC service platforms, trading platforms, logistics enterprises, financial institutions, sellers, dispute resolution bodies, enterprises and organizations providing supporting services and other interested parties. Through categorization and organization, we have compiled and released a collection of practice cases, hoping to build a platform for sharing and exchanging CBEC practice cases, and promote the relevant entities around the world to learn from each other and achieve mutual complementarity, thus forming a business environment conducive to the healthy development of cross-border e-commerce.

# 01 | Government Planning to Improve and Optimize the Service System

## Comprehensive Pilot Area (CPA)

The cross-border e-commerce comprehensive pilot area (hereinafter referred to as the “CPA”) is a city area for the pilot implementation of CBEC in a comprehensive manner, which aims to build a complete industrial chain and eco-chain of CBEC through institutional innovation, management innovation, service innovation and coordinated development, and gradually form a set of management systems and rules to adapt to and lead the development of cross-border e-commerce worldwide and provide replicable and scalable experiences for boosting the healthy development of CBEC in China. Since the establishment of the first CPA in Hangzhou, Zhejiang Province in 2015, China had already established 165 CPAs at the end of 2023, covering 31 provinces, autonomous regions and municipalities. As an innovative highland for the development of CBEC, the CPA is conducive to stimulating the vitality of trading companies, improving the efficiency of foreign trade operation and stabilizing the industrial and supply chains of foreign trade. From the cases submitted by **Guangzhou, Shenzhen, Hangzhou, Jinhua, Yiwu** and other CPAs, it can be found that the local governments have ensured the healthy and orderly development of CBEC ecosystem and realized the integration of industrial digitalization and trade digitalization by promoting institutional innovations, optimizing regulatory model, developing diversified forms of business, continuously fostering talents and providing various services.

### 1.China (Guangzhou) Cross-Border E-Commerce Comprehensive Pilot Area (Guangzhou CPA) creates barrier-free channels for CBEC enterprises to go global and cultivates CBEC entities in all aspects.

Guangzhou CPA strengthened cross-border e-commerce “3 + N” policy matrix and took the lead in exploring and launching 6 innovative initiatives, such as the CBEC import and export information system, the embedded application of “Weijing” (micro-police identity authentication service) system, the CBEC public distribution center, and the adoption of “Z-Code” for the traceability of imported goods, to optimize the regulatory model and create barrier-free channels for CBEC enterprises going global. Guangzhou CPA kept carrying out the dual IP marketing campaigns: “Guangzhou e-commerce going global” and “famous e-commerce enterprises entering districts”. Based on the characteristic and advantageous industrial zones of different districts, Guang-

zhou CPA went further to drive the coordinated development of upstream and downstream supply chains of industrial belts and incubate more CBEC entities. At the end of 2023, the import scale of Guangzhou's CBEC ranked first in China for nine consecutive years, achieving a 136-fold increase. At present, 24 CBEC industrial parks in Guangzhou have attracted more than 1,200 CBEC enterprises to settle and a complete industrial ecosystem has been formed, including CBEC import and export platform, logistics, warehousing, transportation, customs declaration and integrated trade services.



## 2.China (Shenzhen) Cross-Border E-Commerce Comprehensive Pilot Area (Shenzhen CPA) promotes the “sunshine pilots” and enters the stage 2.0 of scale development.

To encourage a more compliant development of cross-border e-commerce industry, Shenzhen CPA is the first to put forward the “concept of sunshine” and implement it in China. In 2023, it built the first national full-mode “sunshine public service platform”. Through the introduction and continuous improvement of policies and measures for “sunshine pilots”, it encouraged and guided enterprises to develop CBEC business across the entire link, from customs clearance, foreign exchange collection and settlement and taxation in a more compliant way. Shenzhen established demonstration brands of industrial clustering, optimized the global layout of overseas warehouses, developed special support measures for independent foreign trade e-commerce websites, and promoted the integrated development model of “cross-border e-commerce + industrial belt” to drive industrial upgrading. Shenzhen innovatively created the “bank + integrated foreign trade service” foreign exchange collection model and launched the paperless export tax rebate services to improve regulatory efficiency. In addition, Shenzhen attaches great importance to brand building. In the latest Top 100 list of CBEC brands in China published in 2024, more than 40% came from Shenzhen. In 2023, the CBEC import and export volume in Shenzhen increased by more than 70% year-on-year, making Shenzhen at the top of the list of the Chinese cities for 31 consecutive years in terms of the export volume.



## 3.China (Hangzhou) Cross-Border E-Commerce Comprehensive Pilot Area (Hangzhou CPA) explores innovative payment formats, builds talent ecosystem, cultivates global brands, and builds a multi-layered CBEC ecosystem.

Relying on various cross-border payment institutions in the zone, Hangzhou CPA aims to build a cross-border payment highland by expanding cross-border payment scenarios, increasing the size of cross-border payment, extending the service chain, and building innovative and diversified payment formats. Hangzhou CPA built a CBEC talent ecosystem through collaboration among governments, enterprises, universities and the society. In 2023, 21 higher education institutions in the CPA set up CBEC majors, and cultivated 115,700 CBEC talents throughout the year. Through the industry-academia-research cooperation, Hangzhou CPA initiated a new model of government-enterprise collaboration to promote the transformation of traditional industries, actively practiced the model of “international talents helping Chinese enterprises go global”, and promoted traditional foreign trade and manufacturing enterprises to realize “brands going global” via cross-border e-commerce. Hangzhou CPA has nearly 100 well-known CBEC brands at or above the provincial level, accounting for more than one-third of the province.



#### 4.China (Jinhua) Cross-Border E-Commerce Comprehensive Pilot Area (Jinhua CPA), depending on its location advantages, forms a new "two-wheel drive" model of "hub + trade".

Jinhua promoted market development by building outbound channels for freight and data. It opened up the export channel for CBEC export parcels, which is characterized by "inspection and release by the supervision center – railway customs transit - exit from Beilun Port in Ningbo", and realized "one-time sealing, whole-process customs clearance and direct loading upon arrival", saving 40%-50% of transportation cost compared with air transport. Jinhua continued to improve China Railway Express (CR Express) services in Zhejiang and Yiwu-Ningbo-Zhoushan Open Corridor. In 2023, 2,380 CR Express trains were operated in Zhejiang, delivering 194,600 TEUs. Jinhua optimized the business environment by improving the overseas warehouse service system, platform service system and the campaign support system. 146 public overseas warehouse cooperation systems have been established, covering 39 countries and regions on five continents.



#### 5.Relying on its advantages in market, trade and international land port hub, China (Yiwu) Cross-Border E-Commerce Comprehensive Pilot Area (Yiwu CPA) strives to promote supply chain innovation.

Yiwu strives to drive the high-quality development of cross-border e-commerce by carrying CBEC B2B export, conducting industrial cluster CBEC development pilot, introducing innovative model of "market procurement + CBEC", and expanding CBEC bonded import (code 1210). In 2023, Yiwu's CBEC trading value reached 121.16 billion yuan, up 11.8% year-on-year; the sales of CBEC bonded import (code 1210) reached 12.42 billion yuan, up 77.68% year-on-year; and there were 188,000 new e-commerce entities established in Yiwu, up 49.8% year-on-year, of which more than 40% engaged in CBEC business. The small commodity industrial belt in Yiwu was listed as one of the "Top 10 Digital Foreign Trade Industrial Zones" in Alibaba.com.



## Comprehensive Bonded Zone (CBZ)

China sets up comprehensive bonded zones (CBZs), which implement closed supervision and integrate the functions of bonded zones, export processing zones, bonded logistics zones, and ports, with aim to develop international transit, distribution, procurement, intermediary trade, export processing and other business. It has become a special customs supervision area enjoying the highest level of openness, the most preferential policies, the most complete functions and the simplest procedures in China. At the end of 2023, China had a total of 163 CBZs, covering 31 provinces. From the cases submitted by Jinyi, Yiwu, Weihai and other CBZs, it can be found that these CBZs have taken advantage of their location advantages, improved the efficiency of CBEC imports, and played a positive role in promoting opening up.

### 6.Jinyi Comprehensive Bonded Zone (Jinyi CBZ) improves comprehensive cross-border import and export capacity to drive the development of cross-border industries.

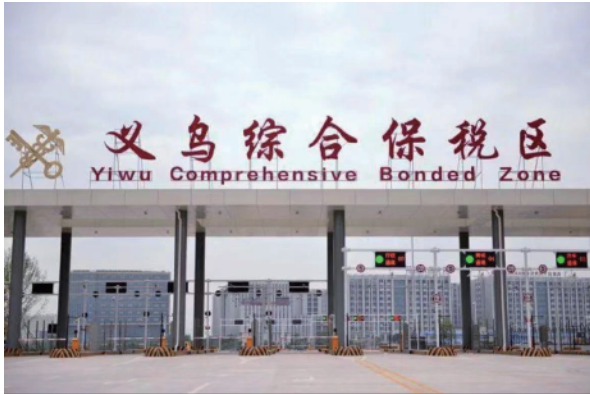
In terms of cross-border import, Jinyi CBZ, as one of the core platforms of Jinhua CPA, processed a total of 22.24 million cross-border parcels coded as 1210 in the outbound direction in 2023, representing a year-on-year increase of 20.22%. The import volume under the first-line customs reached 3.7 billion yuan, covering categories such as cosmetics, pet food and milk powder. Relying on its advantages in transportation, logistics, policy, warehousing and services, Jinyi CBZ attracted a full range of categories and multiple platforms to gather and settle in the zone, and promoted the development of cross-border industries. In addition, Jinyi has built up the central warehouse of pet food for eastern China and the national pet food import demonstration base, and more than 80% of imported pet food in eastern China are imported through Jinyi CBZ. In terms of cross-border export, in 2020 and 2021, Jinyi CBZ successively ran through the whole process of export, declaration and tax rebate for cross-border e-commerce goods coded as 9810 and 9710. In 2023, it established cooperation with Hangzhou Xiaoshan International Airport to set up an urban off-site cargo station, and achieved a cross-border e-commerce export value of US\$ 12.87 million in the whole year.



### 7.Yiwu Comprehensive Bonded Zone (Yiwu CBZ) actively introduces bonded logistics, processing, R&D and service functions to promote the transformation and upgrading of international trade in small commodities in Yiwu.

Approved by the State Council of China for establishment in March 2020, Yiwu CBZ is located in the Yiwu land port block of the Jinyi Area of China (Zhejiang) Pilot Free Trade Zone. Yiwu CBZ has functional blocks such as bonded logistics, bonded processing, bonded R&D, bonded services, and port operations. In October 2021, it officially started closed-loop operations. Yiwu CBZ aims to build an inland demonstration special customs supervision area with “high-end and diversified industries, sound functional layout and high-quality and efficient services” and focuses on building five platforms: bonded logistics and processing, two-way cross-border e-commerce, bonded exhibition and trading, comprehensive

international trade services and financial services. Through good connections with the surrounding CBZs, ports and Yiwu market clusters, Yiwu CBZ aims to build a bonded ecosystem featuring coordinated development of CBZs, ports and market clusters and promote the transformation and upgrading of international trade in small commodities in Yiwu.



### 8. Weihai Comprehensive Bonded Zone (Weihai CBZ) brings together innovative development factors to create the preferred place for cross-border e-commerce to Japan and the Republic of Korea (ROK).

Relying on policies enjoyed by the local economic cooperation demonstration area of China-ROK Free Trade Zone, the pilot city for innovative development of trade in services and the cross-border e-commerce CPA, Weihai CBZ has built a full-mode CBEC innovation industrial park by full play its advantage of near Japan and ROK, and the cooperation among the 4 seaports and airports in Weihai and Incheon. Weihai CBZ opened the first CBEC transit warehouse to ROK, innovatively promoting the transfer of European and American goods via Weihai to the Korean market in the form of e-commerce. It has become the first CBZ in Shandong Province, supporting business in a one-stop manner, such as “cross-border direct purchases” (code 9610), “online shopping bonded import” (code 1210), “cross-border e-commerce B2B direct export” (code 9710), and “e-commerce B2B export to overseas warehouse” (code 9810). It has served more than 4,000 enterprises with CBEC import and export business volume of more than 20 billion

yuan. At the same time, it has formed a “multi-warehouse” development pattern with preferred warehouses for direct purchase export, export distribution warehouses under code 1210, transit warehouses for re-export e-commerce and central warehouses for bonded stocking.



# 02 Comprehensive Services to Enhance the Efficiency of Cross-Border Trade

CBEC integrated service platform, as a collaborative platform for CBEC-related government departments and e-commerce, logistics, payment and other enterprises, provides “one-stop” services across the entire process, which greatly improves the efficiency of customs clearance and promotes the facilitation of cross-border trade. In recent years, the integrated service platform has continuously improved its digital service capabilities and helped CBEC enterprises to improve quality and efficiency. For example, through the linkage of government and enterprises, and in collaboration with the customs, commerce, taxation, foreign management and other departments, Shenzhen, Chengdu and Qingdao helped CBEC enterprises solve financial, logistics, customs clearance and other problems in a one-stop manner, reduced costs and increased efficiency for cross-border e-commerce and realized digital transformation of compliance management.

## 9. China (Qingdao) Cross-Border E-Commerce Comprehensive Pilot Area Public Service Platform 2.0 helps traditional foreign trade enterprises to transform and upgrade.

The platform focuses on data services, optimizes data management, and strengthens the application of big data to promote the innovative development of digital foreign trade. It focuses on addressing foreign trade development issues and optimizing the capacity of intelligent government services by enhancing the collaboration between government and enterprises, unifying the certification system, and linking with customs, taxation, foreign exchange and commerce departments to provide the one-stop whole-process services for cross-border e-commerce. Relying on the digital platform, it introduced innovative value-added services across the whole industry chain, launched special products such as financial services, overseas marketing and intellectual property, and boosted the quality improvement of foreign trade enterprises. Since the launch of version 2.0, the platform has trained and guided more than 1,000 enterprises, assisted more than 200 enterprises in realizing the digital transformation and upgrading of CBEC business, served CBEC transaction amount up to more than 20 billion yuan, more than 40 million

orders, and more than 400 enterprises in the zone.



## 10. Chendu ICT Information Technology integrates online and offline service resources to create a sharing platform for the entire CBEC eco-chain in Chengdu.

The enterprise service platform of Chengdu Global Cross-Border E-Commerce Service Resource Center (hereinafter referred to as the Center), a one-stop integrated service online center in Chengdu Cross-Border E-Commerce Comprehensive Pilot Area (Chengdu CPA), accurately and efficiently solves the problems encountered by CBEC enterprises through the model of “online platform features + offline resource services”. At the end of 2023, relying on this enterprise service platform, the company had successfully provided services such as data clearance, data verification and validation and subsidy



application for 1,691 enterprises, assisted 735 local enterprises in Chengdu to carry out cross-border e-commerce business and provided services such as policy interpretation, special training, resource matching, financial consultancy, store operation consulting, overseas marketing promotion, etc., to constantly improve the industrial chain ecosystem of cross-border e-commerce in Chengdu.



### 11. Shenzhen Qianhai Jiumi Information Technology and Ping An Bank jointly initiated the service model of combining finance and integrated foreign trade service platform.

Jiumi and Ping An Bank jointly set up an integrated foreign trade service platform for cross-border e-commerce, connected data interfaces of regulatory authorities, platforms and enterprises, and provided one-stop sunshine integrated services covering the whole process of “customs, foreign exchange, taxation and loan” and compliance services. It provides secure and convenient export foreign exchange collection, fund settlement and integrated cross-border financial services for CBEC enterprises. At the same time, based on cross-border trade data, it provides enterprises with safer, more efficient, faster and lower-cost foreign exchange fund settlement services. It explored deeply into customer needs, and provided CBEC enterprises with integrated services such as low-interest financing, capital appreciation, and risk avoidance for going global, so as to realize data value and financial inclusion. In 2021, the Jiumi platform handled 172 million CBEC orders, with a

total trade volume of 22.3 billion yuan. In 2022, the total trade volume on the platform exceeded 30 billion yuan. In 2023, the total trade volume on the platform was around 40 billion yuan.



### 12. Shenzhen Mingxin Digital Intelligence Technology launches a “Kuaifu system” (cross-border e-commerce empowerment system) to build an integrated service platform for smart operations to drive the development of local CBEC industry.

The Kuaifu system - the cross-border digital AI application independently developed by Shenzhen Mingxin Digital Intelligence, was selected as the “Big Data Industry Development Demonstration Project” by the Ministry of Industry and Information Technology (MIIT) in 2023. The integrated service platform for smart operations contributed to the digital and compliant development of CBEC industry. The first cross-border service AI assistant (AI customs declaration, AI tax rebate, AI industry-finance service) based on AIGC large model in the industry has been put into operation. Combined with the actual business scenarios, the Kuaifu system aims to help CBEC enterprises to meet the compliance requirements of export customs declaration, tax rebate and foreign exchange settlement, and help them reduce costs, increase efficiency and realize the digital transformation of compliance management. As the core contractor of China's first “cross-border e-commerce full-mode sunshine public service platform” under the guidance of Commerce Bureau of Shenzhen Municipality, it has served nearly 20 industrial parks,



more than 2,000 cross-border platforms and enterprises, and many banks, with a maximum increase of 300% in the customs declaration efficiency. The annual output value of the parks served by the system exceeded 100 billion yuan.

## 数智化AI报关/退税申报

跨赋平台通过建立AI大数据模型，将过往繁杂的跨境电商报关、退税申报工作，实现数智化流程，并对所有申报材料做到风险管控提前预警，减少了报关、退税申报的机械重复性工作，提高了操作过程的便捷性和准确性。



## 03

## Trading Platforms to Promote the Transformation and Upgrading of Traditional Foreign Trade Enterprises

The trading platform has become the core component of the CBEC industry chain. As an interactive channel of information flow, it provides goods or services information for suppliers and consumers, connects resources and services, promotes accurate matching between supply and demand, and effectively facilitates global trade. In recent years, the trading platform has fully leveraged the advantages of global digital network, actively expanded commodity categories, explored innovative business models and provided capacity-building services, which has effectively promoted the digital transformation and upgrading of traditional foreign trade enterprises and digitally empowered small and medium-sized enterprises (SMEs) to go overseas. **In terms of business layout**, the trading platform has continuously expanded the scope of business areas. For example, Alibaba has expanded its service areas to inland areas in China to help local enterprises transform and upgrade. Guangzhou Dora Technology has actively expanded overseas markets and built the “Fordeal” platform for the Middle East market to help China goods go global. **In terms of supply chain**, the service models have witnessed constant innovations. For example, SHEIN creates a flexible supply chain with on-demand production through technological innovations. Tmall Global explores a new supply chain service model with “bonded import + retail processing + omni-channel sales” and actively promotes the digital upgrading of the industrial chain. **In terms of capacity-building**, Alibaba.com and SHEIN, relying on their own platform advantages, provide more convenient conditions for enterprises to engage in cross-border business by launching overseas supportive programs and providing trainings.

### 13. Alibaba.com takes advantage of the global digital network of B2B CBEC platform to empower SMEs to go abroad.

Since its establishment in 1999, Alibaba.com has been committed to helping SMEs to become multinational companies. At present, it has become a digital foreign trade service platform driven by new technologies, which not only serves enterprises in coastal areas, but also provides opportunities and platforms for SMEs in inland areas of China for a long time. Since the landing of Alibaba.com in Xi'an in 2008, it had served about 1,500 foreign trade enterprises in Shaanxi Province by April 2024. By helping the local enterprises in Xi'an accurately match buyers, identify the industry segments and capture new growth points, it has turned the “traditional foreign trade companies” into “new forces” for cross-border e-commerce, among whom there are not only typical merchants who have switched from domestic trade to foreign trade, but also representatives who have switched from traditional trade to cross-border

e-commerce, as well as success stories of the post-90s starting from scratch.

### 14. Tmall Global's “New World Factory” initiative explores a new model for the landing of the import industrial chain and helps high-quality overseas brands reach domestic consumers.

Relying on the policy advantages of CBZ, Tmall Global explores to build a “New World Factory” model with “bonded import + retail processing + omni-channel sales” as the core, whereby overseas brands can directly open a factory or entrust a specialized factory in special customs supervision areas. Through the process re-engineering of the mature cross-border retail import supply chain, the terminal processing and sub-packaging of overseas finished products are moved to the CBZ and the finished products in large packages and in bulk are processed in a simple way, so as to realize a new global supply chain service model of omni-channel retail and customized sales

for consumers in China. According to statistics, through the cooperation of international industrial chain and supply chain, “New World Factory” has created more than 500 direct jobs and more than 5,000 indirect jobs in e-commerce operation, live-streaming e-commerce, logistics and supporting services, and reduced the international transport of packaging materials and accessories by 5 million ton-km.



### 15. SHEIN actively promotes the digital upgrading of the industrial chain based on its unique dual engines of "self-owned brands + platform".

As the world's leading online retailer of fashion and lifestyle, SHEIN has directly served consumers in more than 150 countries and regions around the world, and has become the most popular fashion brand in the world through innovative digital flexible supply chain. In 2023, it unveiled the “Gravity” one-million vendor scheme and the nationwide initiative called the “500-City Industrial Belt Going Global” plan. Combined with its strong user base, social networking traffic and mature global market layout, and coupled with the digital trade and digital flexible supply chain of its own platform, it aims to drive SMEs, brands and industrial belts to go global through cross-border e-commerce, and help the industrial chain to upgrade digitally while expanding global market sales and promoting brands. To this end, SHEIN unveiled wide-ranging enabling policies, such as the whole-process training system, operation and tool empowerment, one-stop fulfillment support, order and settlement support and low input cost, covering all stages of development from intro-

duction to growth to comprehensive capability improvement. The plan aims to help 10,000 sellers around the world achieve annual sales of over US\$ 1,000,000 over the next three years.



### 16. Chinagoods Platform, the official website of Yiwu market ([www.chinagoods.com](http://www.chinagoods.com)), builds an integrated service platform of "digitalization of traditional market + digitalization of fulfillment services".

Relying on the physical store resources in Yiwu market, Chinagoods.com takes digital integration of trade as the core driver, matches the needs of supply and demand in production & design, display & trading, market management, logistics warehousing, finance and credit, and creates an innovative B2B integrated service platform for international trade. The platform launched the digital product “shopping assistant” for foreign trade fulfillment service, expanded the application scenario of “code 1039”, and created an online-offline integrated full-link digital service ecosystem. Through independent research and development and the introduction of third-party services, a series of digital services and products, including AI products and trade services and products, were launched to empower the platform to improve its service capacity and transform into a fourth-party service platform. Service scenarios such as overseas website cluster, trade matching and high-end forums were developed, diversified marketing matrices were created and trade channels for merchants were expanded. At the end of 2023, 6 national websites including website in Spain and Dubai had been unveiled.



**17. Guangzhou Dora Technology Co., Ltd. builds its own “Fordeal” platform to help Chinese goods and merchants go global easily and efficiently.**

Targeting at the Middle East market, Dora has helped more than 45,000 Chinese enterprises sell their goods to overseas markets, and provided high-quality products to consumers in the Middle East and Gulf region and more than 30 countries in Europe. At present, 60% of the countries covered by the platform have signed cooperation documents with China to jointly build the Belt and Road. Dora has continuously promoted the landing of the new digital economy models in countries along the Belt and Road to facilitate the development of “Digital Silk Road”.



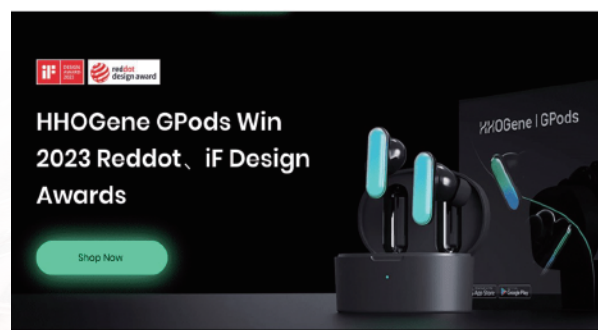


# 04 | Brand Building to Create New Advantages for E-Commerce Going Global

CBEC lowers the threshold for enterprises to do international trade, and provides a new path for enterprises to find business opportunities, expand markets, sell products and create brands. With the rapid development of cross-border platforms and independent websites, enterprises can use fast and efficient online channels to integrate “online + offline” resources, promote brand upgrading, build independent brands for overseas markets and establish brand influence. HHO Limited builds a digital cross-border e-commerce platform and adopts the concept of digital marketing to launch its own brand overseas. Join Digital Group makes use of Internet social networking platform to carry out personalized marketing campaigns on holidays and other festive occasions to enhance brand awareness.

## 18. HHO Limited uses the digitization of the entire chain as a driving force to support the development of new brands.

With the vision of “connecting your life with the world in 7 seconds”, HHO has built its own digital e-commerce platform “7sGood” for Japanese consumers. At the same time, it has established a strong content dissemination capability for branded goods, achieved more effective content growth, and realized the comprehensive coverage of the brand in the Japanese market. Adhering to the concept of full-chain digitalization, it launched two self-owned brands, namely HHO Gene Gpods digital earbuds and HHO Love O sitter intelligent pet feeding, and developed a full-link product matrix to meet the needs of users by using big data and cloud storage services.





## 19. Join Digital Group actively strengthens its overseas market coverage and brand influence through brand integrated marketing and digital transformation.

Join Digital Group uses social media platforms such as Facebook and JoinChat for brand communication, builds a global marketing matrix, and carries out differentiated and localized marketing campaigns during major festivals, such as blind box campaigns during Christmas and New Year's Day, which has attracted the participation of millions of fans and effectively enhanced brand awareness and user interaction. In addition, with the use of digital technology such as JoinChat intelligent customer service function, it has realized the deep interaction between brands and fans, enhanced brand communication and user loyalty, and demonstrated the great potential of digital marketing in the global market.



## 20. CBEC platform provides new opportunities for the export of Fu tea from Xixian and offers new possibility for the global development of Fu tea industry.

With the assistance of Jinghe New City Administrative Committee and Jinghe New City Science and Technology Culture and Tourism Group, Xixian New Area Fu Tea Town International Trade Co., Ltd. used the CBEC platform to establish a partnership with Sofia International Hotel, the only five-star hotel in Bishkek, Kyrgyzstan, realizing the export of Fu tea for the first time and laying the groundwork for the global export of Fu tea. The convenient trade channels provided by cross-border e-commerce have not only expanded the overseas market share of Fu tea enterprises, but also improved the popularity and competitiveness of Fu Tea Town and Fu tea products. At the same time, CBEC trade has tightened commercial ties between China and Kyrgyzstan and promoted economic and cultural exchanges and cooperation between the two countries.

# 05 | Logistics Aggregation to Build New Supply Service Scenarios

Logistics and warehousing play an important role in cross-border e-commerce (CBEC) supply chain. Different from the traditional logistics model, CBEC logistics has a longer chain due to the existence of import and export customs declaration, customs clearance and other links; therefore, greater attention should be given the efficient synergy between trunk transportation and last mile delivery. The continuous innovation of digital technology, the transformation of hosting model of logistics and warehousing services, the innovation of transportation mode, and the improvement of supporting facilities and after-sales service system have strongly guaranteed cross-border e-commerce to go global. Hutchison Ports YANTIAN and other enterprises have created a “sea, land and air” multimodal transport or “combined port” mode by giving full play to the location advantages of ports to improve transportation efficiency. Cainiao Logistics and Jinhua Zhejiang - China Railway Combined Transport Port develop plans to promote “smart logistics” with the help of digital technology, actively integrate existing logistics facilities and resources, provide customers with brand-new logistics experience, and improve quality and efficiency for CBEC logistics services. JD.COM Central Warehouse for Returns and Leliana’s Global Central Warehouse solve the after-sales dilemma of cross-border imported and exported goods through innovative reverse logistics model. By exploring the CBEC service platform, Kawaigo and 55train.com connect the upstream and downstream industries of cross-border logistics and provide new logistics experiences for cross-border consumption.

## 21. Jinhua Zhejiang - China Railway Combined Transport Port, Ltd. takes “digital empowerment, cost reduction and efficiency improvement” as the core, and promotes the development of cross-border industrial logistics through multi-party collaboration.

The East China International Intermodal Port (ECIIP), which is operated and managed by Jinhua Zhejiang - China Railway Combined Transport Port, Ltd., actively integrates and optimizes the existing logistics facilities, forms a multimodal transport system “highway, railway, air, and waterway”, and builds an inland international land port integrating the “Belt and Road” international trains, sea-rail intermodal transport and road-rail intermodal transport. Relying on China (Zhejiang) International Trade Single Window, it builds the intelligent intermodal management platform of “Smart Port Area” to realize the efficient and coordinated development of train operators and related entities. The standardization, normalization

and intelligence of train operations have been enhanced, the transportation efficiency and service quality of trains have been effectively improved, and the data value and data capacity of the port area have been strengthened. In addition, the port is also constantly expanding new channels for opening up. At present, a transport pattern covering five Central Asian countries, West Asia, Europe and Southeast Asia has been formed.





## 22. Hutchison Ports YANTIAN of Shenzhen actively strengthens the matching of shipping routes and customs clearance resources, promotes trade facilitation in many aspects, and boosts the high-quality development of CBEC industry.

Hutchison Ports YANTIAN is one of the largest single container terminals in the world, with an annual throughput of over 14 million TEUs. In recent years, based on the new foreign trade models and according to the development needs of cross-border e-commerce, it has built innovative express maritime shipping channels, improved the matching of customs clearance and industrial resources, and promoted trade facilitation in various ways. On the one hand, it has made innovative use of port resources to develop CBEC express shipping services in southern China and expand the storage capacity of port electrically charged products. In 2024, Hutchison Ports YANTIAN has opened 10 CBEC express shipping routes, including 8 North American routes and 2 Australian routes. On the other hand, it has connected the resources of different parties, built a communication platform and output constructive opinions from the industry, built YANTIAN CBEC industrial clusters, promoted the landing of supporting functions, and formed an enabling business environment. In addition, it has vigorously developed sea-rail intermodal transport and “combined port” mode to provide more economical, green and efficient supply chain logistics channels for the CBEC industry, and to promote the high-quality development of new foreign trade formats.



## 23. Relying on the CR Express “Chang’an” and the port platform, Xi’an Chan-Ba International Port gives full play to the advantages of “cross-border + free trade + comprehensive bonded + import + port” to drive the prosperity of cross-border e-commerce.

By continuously expanding new lines of CBEC trains, Xi’an Chan-Ba International Port has significantly improved the transportation timeliness of CBEC trains. It has built the CBEC consolidation center of CR Express “Chang’an”, developed the online intelligent consolidation information management system, developed innovative shipping model, and improved the customs clearance efficiency for cargoes; the construction of CBEC overseas warehouses has greatly reduced the consolidation time and transportation costs. At present, the CR Express “Chang’an” freight train has covered 45 countries and regions along the “Belt and Road”, broadening the channels for CBEC enterprises. The Functional Zone of Xi’an Chan-Ba International Port has successively introduced domestic and foreign well-known CBEC platforms and upstream and downstream enterprises to settle and develop, registering more than 270 e-commerce and supporting service enterprises, attracting more than 4,000 e-commerce talents, and realizing the agglomeration of CBEC enterprises. From May 2021 to the end of 2023, a total of 525 cross-border e-commerce trains were operated, with the cumulative CBEC trade volume exceeding 10.2 billion yuan, effectively driving the increase of the scale of import and export trade. Xi’an Chan-Ba International Port has become a highland for the development of CBEC industry in the western region and a new growth pole for Shaanxi's foreign trade.





## 24. Cainiao builds a smart logistics network, realizes the end-to-end integrated capabilities for cross-border logistics, promotes the efficient fulfillment of global CBEC logistics, and helps the international emergency rescue work.

In 2023, Cainiao launched the cross-border express delivery product “5-Day Global Delivery”. Through continuous investment in global logistics infrastructure, efficient integration of logistics resources, and extensive application of logistics technology in all aspects of cross-border logistics, Cainiao has realized the seamless connection of the whole chain, providing customers with a new cross-border logistics service experience and helping CBEC logistics services improve quality and efficiency. At present, the “5-Day Global Delivery” has covered more than 10 countries and regions, making the CBEC logistics experience almost similar to the domestic logistics experience and helping merchants improve the repurchase rate. In addition, Cainiao has established a systematic, intelligent and fast-responding global emergency response system based on its own global smart logistics network to deal with major disasters. In major events such as the Turkish earthquake, the Qinghai earthquake in Gansu, and the international transportation of Chinese vaccines, Cainiao responded quickly, delivered relief materials efficiently through measures such as intelligent management of the whole link and optimization of the whole transportation process. It reached strategic cooperation with the United Nations World Food Program (WFP), injecting new power into the international emergency rescue work with the high efficiency and rapid response capability of e-commerce logistics.



## 25. JD's Central Warehouse for Returns breaks the traditional after-sales dilemma of cross-border goods and explores innovative after-sales process of returned goods.

The Central Warehouse for Returns is an industry innovation project between JD Worldwide and Hangzhou Customs. It breaks the data barrier between customs areas, realizes compliant returns across customs areas, reshapes the after-sales return disposal process of CBEC retail imports, and minimizes the end-to-end reverse disposal cost of CBEC industry. For sellers, it greatly simplifies the disposal process and reduces the loss of enterprises. For buyers, Central Warehouse for Returns solves the difficult problem of after-sale and return of cross-border goods, and provides consumers with a better shopping experience.

## 26. Lelian's Global Central Warehouse introduces innovative global return and replacement model for cross-border e-commerce to help CBEC enterprises realize product value reengineering, cost reduction and efficiency improvement.

Relying on domestic bonded warehouses and linking overseas warehouses, Hangzhou Lelian Network Technology CO.,Ltd links up forward and reverse international logistics, forming a global CBEC return and replacement center covering the whole process of cross-border customs clearance, solving business difficulties such as returning and repairing overseas goods, sorting and replacing boxes, and insurance claims for CBEC enterprises, helping them realize product value reengineering, cost reduction and efficiency improvement and practice green logistics. Lelian's Global Central Warehouse once helped a leading 3D printing enterprise to handle a large number of high-value returned machines for repair in overseas warehouses and turn them into regular-priced saleable goods for overseas sales. It also helped a top apparel brand on Amazon to repair and re-label the unsalable products in Europe and then resell them in North America, helping it reduce the rental cost of overseas warehouses and recover losses. Lelian's Global Central Warehouse won the System Innovation Award in Zhejiang Free Trade Zone in 2021, and the global CBEC return and replacement center was also selected as the excellent reform pilot in Hangzhou area of Zhejiang Free Trade Zone in 2021.



## 27. Pangoo teknikhall improves the efficiency of warehousing after-sales service with the help of digital technology.

In order to solve the after-sales challenges faced by CBEC business, such as return sorting, labeling and re-labeling and efficient quality inspection, Pangoo teknikhall has independently developed WMS warehousing and after-sales system through technological innovations, providing localized solutions for export brands. It has not only integrated the platform, ERP, warehousing and logistics, but also realized seamless flow of goods, information and capital through the close integration of truckload platform to provide strong back-end support for brands going global. In addition, Pangoo teknikhall actively explores the application of big data and AI technology to empower application scenarios, and improves warehouse management and operational efficiency by integrating advanced warehouse management technologies and automation solutions.



## 28. Yangguangjietong independently builds up "55train.com", a one-stop digital logistics platform for cross-border e-commerce between China and Europe.

The platform applied the Internet, big data and intelligent monitoring, and pioneered the China-Europe road-rail intermodal transport service model. Domestic shipping warehouses are distributed in more than 15 cities with cross-border e-commerce sources in the Yangtze River Delta and Guangdong Province, and overseas delivery destinations cover postal sorting centers and commercial express delivery centers in 32 cities in the European Union, directly serving global cross-border e-commerce giants such as Alibaba, Cainiao Network, DHL, Amazon, eBay and Wish. In 2020, Yangguangjietong entered Khorgas and built the platform of "55train.com". Empowered by technologies such as Internet, big data and AI, it has promoted innovations in international logistics and transportation, and explored the innovative "road-rail-road" cross-border transportation mode, the first of its kind in China and unique in the industry. Relying on the transportation modes such as Horgos-Europe China Railway freight train, overhead land bridge, the sixth-generation port China-Europe Express, China-Kazakhstan-Europe Land-Air Intermodal Transport, the goods are safely and efficiently transported to overseas warehouses.

## 29. Kawaigo focuses on overseas supply chains and national bonded warehouse supply chains to create a high-quality and convenient online zero-tariff shopping experience for consumers.

Kawaigo, as an Internet technology platform company based on import and export trade in Shaanxi, launched a one-stop cross-border e-commerce service platform independently developed by itself in July 2021. Through connecting with the customs clearance system of the General Administration of Customs, it matches zero-tariff products for consumers and provides fast customs clearance services. In May 2023, kawaigo's offline cross-border duty-free shop landed in Xi'an Silk Road Paradise of Shaanxi Tourism Group, creating an immersive experience for consumers to experience and purchase cross-border bonded products. In December 2023, Kawaigo adopted the OMO model and an online-offline integrated operation and service system to enhance the service capabilities of existing scenarios and continuously improve the quality of customer service.



## 06

## Financial Empowerment to Promote Compliance and Convenience of Cross-Border Transactions

CBEC financial services include supporting services and derivative services, which not only support transactions across the entire CBEC industry chain, but also provide derivative services such as financing and taxation. With the application of digital technology in financial services, financial institutions continue to explore innovative financial service formats and models. Ant Group's WorldFirst builds a global digital payment network to provide one-stop digital payment services for SMEs and help them go global. Shenzhen South E-Port Co., Ltd, EVAT Master, and Airwallex integrate "online + offline" resources through innovative financial service models, and remove barriers to cross-border e-commerce tax compliance and data flow, enhancing customs clearance facilitation and avoid the risk of exchange rate fluctuations."

### 30. Ant Group's WorldFirst provides easy-to-use digital payment and financial services to meet the needs of SMEs going overseas.

WorldFirst's one-stop digital payment and financial service platform is committed to providing SMEs with inclusive and convenient "one-stop" cross-border financial services, "one-click account and store opening" value-added services and "one set of accounts" cross-border operation and management services. Relying on the global ecosystem network in the cross-border financial field, WorldFirst covers more than 200 countries and regions and provides one-stop payment and collection services on more than 120 e-commerce platforms and payment gateways around the world, and supports more than 40 currencies. Through the "Global Voyage" program, it has connected nearly 30 platforms such as Amazon and AliExpress, and more than 20 independent e-commerce websites around the world, helping SMEs to become global enterprises, thus operating globally and efficiently. At the end of 2023, WorldFirst processed over US\$ 200 billion transactions for more than 1 million cross-border merchants around the world.



### 31. Shenzhen South E-Port builds the first full-mode business compliance public service platform for cross-border e-commerce in China - "Sunshine Cross-Border Service Platform" to provide CBEC export enterprises with customs, foreign exchange and tax compliance services.

Relying on Shenzhen International Trade Single Window and the integrated service platform for cross-border e-commerce, Shenzhen South E-Port takes the government public service platform as the hub, gradually clarifies the definition and standards of sunshine operations through enterprise pilots, breaks through the data barriers among CBEC enterprises, foreign comprehensive service enterprises, tax rebate collaborative service companies and banks, integrates high-quality resources of the indus-



try, and builds a one-stop service system for the whole process of cross-border export customs clearance, foreign exchange and taxation. It gives full play to the guiding role of policies, promotes the compliant operation of cross-border enterprises and standardizes the development of the industry. At present, there are more than 100 sunshine service enterprises and the service scale exceeds US\$ 120 million.



### 32. Shenzhen EVAT Master uses the technology of "Big Data + RPA + API" to build a direct channel between cross-border sellers and overseas official compliance agencies, providing enterprises with diversified compliance services.

EVAT Master is the world's leading provider of SaaS platform solutions for CBEC compliance services. It has independently developed a "one-stop CBEC compliance cloud service platform" to provide CBEC enterprises with one-stop compliance cloud services such as taxation, products and intellectual property, covering more than 220 countries and regions around the world. EVAT Master's platform products and services help CBEC enterprises realize digital transformation and upgrading, optimize their business with data, and help users achieve compliance and risk avoidance, reduce costs and increase efficiency. Currently, it has reduced 85% of VAT declaration costs for CBEC sellers and improved the declaration efficiency by 90%.

### 33. Airwallex builds a global fund collection and payment network and uses AI algorithm to drive global fund allocation and transfer to ensure the safe and efficient operation of cross-border payment services.

Airwallex is committed to building an integrated platform for cross-border payment, providing safe and compliant cross-border settlement, international collection and payment, foreign exchange management and other services for global corporate customers. Through the self-built global fund collection and payment network, Airwallex is connected to the local clearing systems of major countries and regions in the world, and the API flexibly connects with and manages the global collection and payment. Targeted at the pain points of cross-border payment, Airwallex has built the global fund liquidity management system, and at the same time, optimized the foreign exchange high-frequency trading strategy model with the help of AI algorithm to help customers avoid foreign exchange losses in cross-border payment. Airwallex has established a strict information security management system to ensure the safe operation of cross-border payment business. At present, Airwallex provides cross-border clearing and settlement, international payment and other services for corporate customers in nearly 150 countries and regions around the world, covering more than 50 currencies.

# 07 Technical Support to Drive Business Innovation and Efficiency Enhancement

The application of digital technologies such as AI and big data has upgraded the operation model of cross-border e-commerce and greatly improved the efficiency and experience across all links. **In product development and production link**, the introduction of new technologies enables cross-border e-commerce achieve more efficient and flexible production. SmallRig's innovative "quick manufacturing" capability reduces the iteration period of new products, and makes the production more flexible. Anker Innovations uses AI technology to tap the needs of users in customer service scenarios and help products upgrade quickly. **In the operation and management link**, digital technology helps enterprises reduce costs and increase efficiency. ET-Global's self-built ERP system smooths cross-border e-commerce logistics and connects with many mainstream platform enterprises to facilitate sellers to realize cross-platform full-process management. Hyperchain Technology uses blockchain technology to lower the threshold of customs declaration and tax rebate for SMEs and help them save costs. **In the marketing and promotion link**, the application of new technology can greatly improve the marketing and promotion and brand building capabilities of merchants. NetEase, TecDo Technology and some other enterprises use the data analysis ability and the AI-enabled applications to provide personalized solutions for enterprises and achieve greater marketing effect with less efforts. It is foreseeable that new technologies will become an important engine for the future development of CBEC and lead the CBEC industry to a more prosperous future.

## I. One-Stop Website Creation and Operation Solution

### 34. SHOPLINE provides digital solutions to help CBEC brands go global through independent websites.

SHOPLINE is committed to building independent website SaaS system, providing end-to-end solutions for merchants all over the world, from product selection, website construction, traffic attraction, conversion to fulfillment to meet the needs of sellers of overseas brands. Relying on technological innovations, SHOPLINE has launched self-developed functional plug-ins, and tried to build AI-empowered website creation features to help brands achieve deeper operations. At the same time, based on the open ecosystem capability, SHOPLINE has started cooperation with ecosystem partners at home and abroad to rapidly expand the number and categories of apps in app stores, to empower more diversified e-commerce scenarios of independent websites, and help overseas enterprises achieve cost reduction and

efficiency improvement. In addition, with the help of SHOPLINE's integration system, merchants can effectively manage inventory, optimize operations and diversify sales channels, while maintaining brand consistency. Up to now, SHOPLINE has provided services to more than 600,000 sellers around the world, including world-renowned brands such as Linsy, FMS and Samebike.



### 35. Hechuangmeixin actively explores the regional platform to boost the development of local enterprises in Xinjiang.

Xinjiang Hechuangmeixin Technology Development Co., Ltd. (Hechuangmeixin) aims to create an enabling digital regional platform in Xinjiang adapted to local characteristics through the deep online-offline integration. Based on the advantages of its own platform, Hechuangmeixin provides one-stop CBEC services including product selection, supply chain management, logistics & distribution, payment and settlement. At the same time, drawing on the new model of developed cities in China, Hechuangmeixin pre-loads product selection, bonded display, ordering, packing and other links in the MellinGo cross-border bonded shopping experience store, and consolidates the three forms for release of the goods to be centrally distributed by logistics companies. It can effectively improve the concentration and consistency of business and boost the rapid development of CBEC industry in Xinjiang.

## II. Accelerating Product Iteration

### 36. Leqi SmallRig focuses on the global video scenario track and launches the "quick manufacturing" mode for product innovation and supply chain.

By integrating the high-quality resources in procurement and production, Leqi SmallRig realizes the rapid response and optimization of the supply chain in three aspects: goods demand management, flexible production and compliance of logistics customs declaration, and builds the "quick manufacturing" capability featuring small batch, multi-variety, high frequency and semi-customization, providing one-stop video making solutions for customers with personalized needs. Through this model, Leqi SmallRig gives birth to 1.6 new products every day and iterates 300-400 products a year, and the fastest time to market for a new product is 45 days. It has formed a business closed loop with a leading response speed in the industry. The "quick manufac-

turing" model effectively guarantees the service satisfaction rate of SmallRig and SmallRig-empowered SMEs, and its business covers more than 160 countries and regions around the world.



### 37. Anker Innovations takes AI as the driving force, aggregates multi-platform information, introduces innovations to customer service models, and gains insight into customer demands.

The "Anker Innovations AI Smart Customer Experience Project" of Hangzhou Shulex Technology Co., Ltd solves the customer service and product experience problems through various service channels such as mail, chat, telephone, livestreaming, social media, independent website, APP, etc., and at the same time digs out the product demand, scenario and experience in the user's voice, supports product planning and definition, and helps products refine the user experience through product internal testing and user testing. In addition, combined with AI innovation, it integrates the feedbacks from all channels, realizes the intelligence and automation of full-link customer service, intelligently analyzes the relationship between the market and consumers, and uses the custom AI tag feature to identify new groups, new demands and new usage scenarios. In 2022, Anker Innovations' annual revenue exceeded 14.2 billion yuan and had 18 100-million-yuan-level product lines. Its business covers more than 100 countries and regions and has more than 100 million users around the world.







strategies by selecting major traffic channels such as Google, Facebook, TikTok and local media, so as to maximize marketing efficiency, successfully helping Infinix achieve the goals of reducing CPM cost and increasing brand volume, and setting a good example for the development of Chinese manufacturing industry in the intelligent field on a global scale.

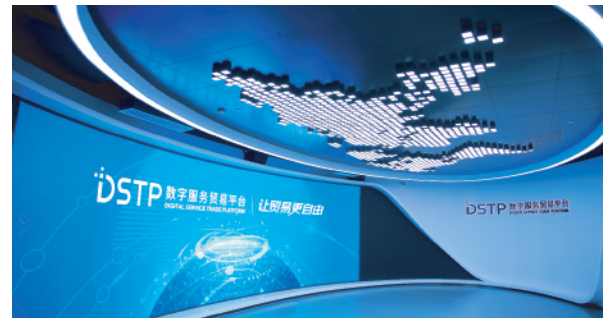


## IV. Reducing Costs and Increasing Efficiency for Enterprises

### 41. DSTP unveils innovative digital service model and builds a bridge to facilitate CBEC with data services.

The Digital Service Trade Platform (DSTP) is an open third-party digital service platform based on the Global Traceability Center (GTC), a public infrastructure of the digital economy established by Guangzhou's Nansha District and it is built and operated by Guangdong-Hong Kong-Macau International Supply Chain (Guangzhou) Co., Ltd. Relying on the global traceability system, DSTP helps users integrate data resources of the entire trade ecosystem and form a multi-dimensional and visualized data operation control tower, while the users maintain independent control of data assets and independent authorization & management. It promotes the innovation of trade ecosystem data in the application scenarios of digital commerce, digital logistics, digital finance, digital government services, etc., and solves the trade facili-

tation issues in all dimensions, and at the same time, it helps users to realize the application of and value increase of their data assets. Relying on the government's public digital infrastructure, DSTP's platform services have been extended to Hong Kong, Macau, Hainan, Hubei, Qingdao, Xiamen and other regions.



### 42. ET-Global establishes a new model of digital joint operation to drive cross-border services to the Middle East.

ET-Global has built its own ERP system to realize intelligent information management. By digital means, it has run through CBEC business processes such as supply chain, logistics warehousing and operation, and realized features such as information synchronization, data analysis and intelligent operation. It can assist the operation of Chinese sellers by using comprehensive data analysis, intelligent operation tools, and so on. Up to now, it has cooperated with eight CBEC platforms, such as Amazon and AliExpress. The partners cover 20 provinces including eastern China and northern China, providing cross-border export services for 2,500 enterprises and providing joint operation services for 800 enterprises and 200 domestic brands going to the Middle East. The joint operation business of ET-Global realized year-on-year growth from 2021 to 2023.



### 43. Hyperchain Technology empowers CBEC enterprises with blockchain to facilitate customs declaration and tax rebate.

Hangzhou Hyperchain Technology Co., Ltd. takes the blockchain as the underlying infrastructure for safe and trusted data exchange, and innovatively builds a monitoring and early warning model. It focuses on the two directions of “enterprise service and government governance”, connects business, government departments and financial institutions, and provides convenient online services such as customs declaration and tax rebate for SMEs, saving the business processing costs for micro-, small, and medium-sized enterprises (MSMEs) and improving the export efficiency of enterprises. At the same time, based on data collaboration and sharing, it provides enterprises with the basis for credit enhancement in financing, promotes mutually beneficial cooperation between banks and enterprises, helps MSMEs to complete online services such as convenient customs declaration and tax rebate, and provides a business environment for convenient financing.

### 44. Magnetworks provides a cloud technology platform to protect cross-border transmission.

Magnetworks provides MagWANHub cross-border transmission solutions for companies doing cross-border business. By constructing a fully interoperable intranet supporting multi-cloud and multi-office operations and on the basis of the original intranet deployment, it connects domestic and foreign platforms without changing the deployment of the existing intranet, and accesses the network nearby with the help of MagNetworks' global network nodes and cloud resources. It adopts proprietary acceleration technology at the application layer to solve network problems. Visualized management provides network-wide performance monitoring and fault alarm, improves overseas network performance and experience, and ensures

the stable operation of cross-border business.

## V. Improving Supply Chain Efficiency

### 45. EDA Cloud links the upstream and downstream of CBEC ecosystem and empowers the CBEC industry through independent R&D of SaaS platform and the construction of overseas warehouse landing network.

Using technologies such as big data, AI and cloud computing, EDA Cloud Technologies has successfully built a CBEC supply chain cloud service platform including core systems such as business middle platform, data middle platform and AI middle platform, serving cross-border logistics, cross-border marketing and digital warehousing. At the same time, with AI combined with SaaS platform system, it can analyze the characteristics of CBEC enterprises, and use AI technology to provide them with convenient services, such as intelligent translators, intelligent customer services, intelligent technology to identify trade documents intelligent price comparison robots, etc. With “AI+ overseas warehouses”, it can help enterprises intelligently dispatch, plan and manage order data, monitor inventory, etc., and help enterprises go global intelligently. At present, EDA's cloud platform has served hundreds of millions of consumers in more than 20 cities in the United States, the U.K., Canada, Australia, Germany and other countries.



## 46. Yiwu Cujia provides one-stop digital supply chain services to help cross-border enterprises operate efficiently.

Combining information management system, multi-currency payment service in supply chain and logistics integration and optimization, Yiwu Cujia is committed to provide one-stop digital supply chain services for cross-border enterprises. CJdropshipping, a brand of the company, provides a full range of logistics services for CBEC sellers at home and abroad, such as procurement, inventory management, packaging, warehousing, product promotion and marketing, serving the operation of enterprise stores and brand building. At the same time, it cooperates with international logistics companies to integrate logistics resources, optimizes logistics routes by using big data analysis, and serves more than 200 countries and regions around the world. In addition, through cooperation with a number of payment institutions, it has launched a series of supply chain multi-currency payment services and provide related platform support for upstream and downstream enterprises.

**You sell-We source and ship for you!**  
We will source for you with lower price and higher quality.



**Global Warehouses**

We already have warehouses in the United States, China, Germany, Britain, Poland, and more warehouses coming soon. Excellent warehousing services are ready for you.



**Big Smiles from our Customers**



**Efficient Deliver**

You will have the nearest warehouse, the best shipping method, and the shortest processing and delivery time.

## 08

## Industrial Support to Empower Resilient and Sustainable Development

To pursue high-level development of the CBEC industry, we should not only focus on the cultivation of CBEC ecosystem, build an all-round, systematic and stable support system, and realize coordinated digital development of upstream and downstream, but also strengthen the construction of the public service system, such as strengthening the cultivation of digital talents, and setting up an industry exchange platform, so as to promote the sustainable development of the CBEC industry. **In terms of industrial ecosystem operation services**, many cities focus on the development of CBEC industry and the clustering of upstream and downstream enterprises, and promote the development of CBEC industry by complementing and strengthening the chain. For example, Donghai Cross-Border EC Ecosphere, as the first CBEC industrial complex in Fujian, provides a full range of services for the industry including CBEC operation, financial services, big data information, training, creation and incubation, product supply chain, logistics and warehousing, helping cross-border e-commerce enterprises to go overseas. **In terms of talent training services**, enterprises pay greater attention to the supporting role of talents in the innovation and development of CBEC. For example, eWTP actively explores the new development model of "e-commerce + talents" and provides training courses for more than 40,000 students in more than 60 countries and regions around the world through the eWTP global digital talent training program. **In terms of industry exchange and cooperation services**, multiple parties have promoted the establishment of industry exchange platform and jointly advanced the quality of industrial public services. Many industry-university-research entities and institutions are actively exploring industry linkage, media communication and knowledge sharing to provide an open exchange platform and promote the effective connection between CBEC talent resources and multi-directional demands.

## I. Industrial Ecosystem Operation Services

### 47. "Three Centers" of Global Cross-Border E-Commerce help solve the key and difficult problems of CBEC industry and reshape the ecosystem of the CBEC industry.

At the beginning of 2023, Guangzhou Comprehensive Pilot Area took an innovative action. Led by Guangzhou Municipal Bureau of Commerce, more than 40 member units from customs, taxation, foreign exchange and market supervision cooperated with national industry associations, professional think tanks and key CBEC enterprises to explore the creation of "Three Centers" of global cross-border e-commerce, namely, eco-innovation center, seller service center and super supply chain center, aiming at gathering global resources, promoting and driving

the transformation and upgrading of traditional industries and gathering brands to go overseas. The eco-innovation center establishes a public service system of new CBEC economy and industries. By integrating the top resources in the industry, the seller service center provides one-stop government services and an authoritative resource matching platform for the whole chain of cross-border e-commerce, accelerates the agglomeration of CBEC industry and promote brands to go overseas. The super supply chain center uses data technology to analyze and obtain global market dynamics, helps factories to implement personalized design, reverse customization and flexible production, reduces the costs of enterprise, and builds an enabling e-commerce big data service ecosystem, promotes the CBEC with "one-stop services, and delivers worry-free experiences".





#### 48. Guangzhou Nansha Economic and Technological Development Zone actively promotes the orderly and efficient circulation of global data elements to digitally empower the real economy.

In 2023, the Nansha node of the Global Traceability Center (GTC) was officially launched and put into operation. Based on the public infrastructure of digital economy of the GTC, the "4-4-3" integration model of basic data system is constructed, i.e., the requirements of basic data system in 4 aspects (confirmation of rights, circulation, security, and income distribution), 4 types of practical achievements (theoretical rules, standards and laws, practical applications, and technical support), and 3-tier implementation structure (country-region-industry), pioneering the data right&obligation and authorized circulation rules, transforming cross-border commodity information into data assets and realizing the aggregation, circulation and application of data elements with high efficiency and low cost. The application of GTC (Nansha) in the field of import and export trade covers full trade modes such as general trade, cross-border e-commerce, and market procurement trade, encourages the co-construction and sharing of information in the whole chain of cross-border industry with the basic data system and builds a credible digital trade ecosystem. As of March 2024, more than 15,000 enterprises around the world had participated in traceability, involving 8,824 brands, with the value of traceable goods amounting to more than US\$ 60.7 billion. The applied goods have covered 147 countries and regions, such as the United States, Australia and Thailand.



#### 49. Wugong County in Xianyang City, Shaanxi Province, seizes the major opportunity of "Internet +" and the "Belt and Road Initiative" to develop e-commerce innovatively.

In light of the development priorities of the industry, Wugong County has highlighted the development of deep processing of agricultural products as the "first industry" of e-commerce logistics, made great efforts to build "10 billion-level" e-commerce industrial clusters, and established the goal of building the largest e-commerce logistics hub and the online-of-line distribution center of agricultural and sideline products in the west. Combining the geographical advantages and the actual characteristics of local industries, Wugong County upgraded the e-commerce model of "buy from China, sell to the world, and made in Wugong" to enrich industrial formats. At the same time, Wugong launched some key projects, such as the digital economy industrial park and e-commerce buildings. It attached importance to the construction of digital infrastructure to empower the development of CBEC industry. In 2023, the annual sales of e-commerce in Wugong County amounted to 6.156 billion yuan, and the annual sales of cross-border e-commerce exceeded 100 million yuan. The county-level e-commerce industry directly employs 16,000 people and indirectly employs 40,000 people.



## 50. Donghai Cross-Border EC Ecosphere empowers CBEC enterprises to go overseas through the comprehensive service advantages of industrial clusters and CBEC industry.

Located in Quanzhou City, Fujian Province, Ecosphere was transformed from an old industrial zone in 2017, and was awarded the national e-commerce demonstration base in 2023. More than 260 merchants have settled in the park, with their transaction volume reaching 5.94 billion yuan in 2023, a year-on-year increase of over 20%. As the first CBEC industrial complex in Fujian, the Ecosphere provides a full range of services for the industry through six service centers, including CBEC operation, financial services, big data information, training, creation and incubation, product supply chain, logistics and warehousing. Among them, the "Liveshow Kuafu", a SaaS platform for integrated digital tax rebate service independently developed by Donghai, has connected the interfaces of various institutions, and developed innovative methods of compliant customs declaration and tax rebate for enterprises. At present, cross-border e-commerce exports (code 9710) have exceeded US\$ 1 million on the platform.



## 51. Yiwu International Land Port E-Commerce City builds a one-stop exchange and cooperation platform for cross-border e-commerce through the project of cultivating cross-border e-commerce integrated service center.

With the help of cross-border platform service resources, Yiwu International Land Port E-Commerce City deepens the cooperation with the official platform of cross-border e-commerce, releases the innovation potential of "industrial cluster + cross-border e-commerce", further promotes the project of "e-commerce talent science and technology creation enclave of Yiwu International Land Port Group (Hangzhou)", explores the "new path" of cross-border e-commerce development, introduces the cutting-edge e-commerce resources of Hangzhou for the enterprises settled in the e-commerce mall, guides the resources of production factors such as cross-border e-commerce talents, industry, science and technology in Hangzhou to gather in the enclave as well as provides samples and ideas for the e-commerce enterprises in Yiwu to solve the dilemmas of talents shortness and technology innovation.



## II. Talents Training Services

### 52. Electronic World Trade Platform (eWTP) cooperates in training digital talents, setting a new model for global digital economic cooperation.

The eWTP Global Digital Talent (GDT) Program encourages and helps global entrepreneurs, youth and women to start businesses by sharing the new business models and practical experiences of China's digital economy, and provides many developing countries with good experiences of China's digital economy development. In 2019, Eddie Mok, a private founder from Malaysia, participated in the training program. Learning from the concept and experience of rural e-commerce development in China, he returned to his country and worked with local communication companies to establish digital files for Malaysian villagers and conduct innovative training of rural e-commerce talents in a bid to drive the development of digital villages in Malaysia. Up to now, the eWTP GDP Program has provided training courses for 140 public policy makers, nearly 4,000 entrepreneurs, more than 1,500 university teachers and more than 40,000 overseas students from over 60 countries and regions.



### 53. Fengdong Cross-Border E-Commerce Livestreaming Base trains cross-border e-commerce talents for Shaanxi and helps Shaanxi's local enterprises to export their products overseas.

The live broadcast base is jointly operated by the Free Trade Industrial Park of Fengdong New City, Xixian New Area and Shaanxi Xingguang Huiyao Electronic Commerce Co., Ltd. to provide one-stop services for cultivating traditional domestic and foreign trade enterprises and incubating cross-border e-commerce talents by integrating supply chain resources and industrial advantages in Shaanxi. On the one hand, according to the characteristics of local cities, districts and counties in Shaanxi, the base helps rural e-commerce to expand cross-border sectors and helps traditional agricultural products to expand overseas markets. On the other hand, the base conducts cross-border e-commerce public welfare lectures every week to popularize cross-border e-commerce knowledge. Up to now, Fengdong Cross-Border E-Commerce Livestreaming Base has cooperated with 8 colleges and universities and organized more than 30 open lectures on campus. Interacting with associations and enterprises at all levels, it has organized more than 10 open lectures. It has also incubated more than 30 groups of individuals and teams, all of which are already operating in the field of cross-border e-commerce.



#### 54. DHGATE Group launched a diversified CBEC talent training project to empower micro, small and medium-sized entrepreneurs to improve their digital trade capabilities.

The APEC Cross-Border E-Commerce Training Workshop (APEC CBET), initiated by Wang Shutong, representative of China at APEC Business Advisory Council (ABAC), and founder and chairman of DHGATE Group, has provided professional e-commerce training for nearly 100,000 micro, small and medium-sized entrepreneurs, industry associations and policy makers in more than 50 countries and regions, including 21 APEC economies. Building on the relevant experience, in 2022, DHGATE Group upgraded and launched the "Her Power" global competition targeting at social e-commerce women entrepreneurs, which introduced the competition mechanism and innovative training mode and adopted the "AI+ livestreaming + e-commerce" model to empower women entrepreneurs. At present, "Her Power" has provided over 2,000 hours of digital skills training courses for e-commerce women entrepreneurs worldwide, helping improve the capacity building of MSMEs in various countries.



#### 55. Bringbuys promotes the exchange of Sino-Portuguese trade and bilingual talents through the Sino-Portuguese economic and trade platform, to help both countries share the research results of cross-border e-commerce.

As one of the leading enterprises in the field of CBEC and Internet in the Hengqin-Macau region, Bringbuys is committed to building a digital trade hub between China and Portugal. Through the organization of Sino-Portuguese enterprise promotion meetings and talent exchange meetings, Bringbuys has conducted in-depth exchanges with universities and enterprises. At the same time, China-Portugal livestreaming campaigns were carried out, with a cumulative total of more than 170,000 viewers. Through the new media cultivation project, it helps enterprises in Portuguese-speaking countries use new media to open up markets. As of February 2024, the total number of visits to the platform had exceeded 5.16 million, and 34,685 products and 483 investment projects from Portuguese-speaking countries had been released.

#### 56. Urumqi Happy Planet Network Technology Co., Ltd. has extensively carried out CBEC talent trainings to train professional talents for enterprises in Xinjiang to "go global".

As a comprehensive CBEC and foreign trade service provider in Xinjiang, the company has served more than 300 traditional foreign trade enterprises in Xinjiang to carry out CBEC business in the past seven years. It trains thousands of CBEC talents through online and offline activities every year, and carries out CBEC talent cooperation with multiple universities. In 2023, the company assisted enterprises in Xinjiang in getting orders from all over the world through major CBEC platforms with a total amount exceeding US\$ 100 million, creating thousands of jobs every year. At present, the company cultivates



30-40 enterprises in Xinjiang to carry out CBEC business every year, helping more products made in Xinjiang go global.

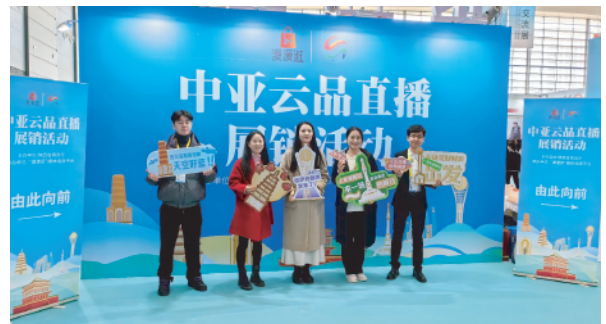
### III. Industry Exchange and Cooperation Services

#### 57. Shenzhen Cross-Border E-commerce Association gathers the resources of member enterprises to promote the development of CBEC industry on a large scale.

Shenzhen Cross-Border E-commerce Association has gathered more than 100 leading enterprises and more than 3,000 member units to commit to promoting the development of global cross-border e-commerce. By building an intelligent operation platform, the association carries out the internal management digitally and intelligently, and thereby enhances the recognition and trust of the members. The association has held the 8 consecutive sessions of Shenzhen International Cross-Border E-Commerce Trade Expo, deeply integrating and promoting resource sharing among members. It gives full play to its advantages of talent gathering and extensive connections in the industry, formulating industry norms to maintain industry order and safeguard the legitimate rights and interests of member enterprises. At present, Shenzhen Cross-Border E-commerce Association has presence in 5 continents and 25 countries, and has successfully held more than 300 international activities. It is rated as a "5A Social Organization in Shenzhen".

#### 58. The "Silk Road Media E-commerce Trade Exchange Platform" aims at the Central Asia and the "Belt and Road" region, and actively promotes international exchanges and cooperation.

The platform, led by Shaanxi Media Convergence (SMC), utilizes Shaanxi's geographical advantages and platform resources to build a communication matrix of "silk road video media + silk road audio media + silk road new media" and a new model of "silk road media + e-commerce business" to promote the linkage with overseas media contents. At the same time, relying on the technical support system of "Manmanguang" media e-commerce platform, it builds a trade exchange platform, integrates resources from various regions, promotes the development of e-commerce business by means of "featured media + e-commerce activities", and helps the landing of online cooperation pilot zone of "Silk Road Media E-commerce Trade Exchange Platform".



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### **59. Xi'an Starry Cross-Border One-Stop Declaration Service aggregates resources to boost the development of local cross-border e-commerce industry.**

By building and optimizing the service system platform, Shaanxi Starry Cross-Border Supply Chain Management Co., Ltd. provides "one-stop" cross-border import services such as bonded warehouse allocation, international and domestic logistics, customs declaration and clearance, and e-commerce system. The company also provides overall solutions for cross-border import supply chain, integrated declaration of goods and real-time retrieval of e-commerce lists for multiple CBEC enterprises and platforms at home and abroad, thus saving the cost of CBEC enterprises or platforms. It also actively improves its own service capabilities, uses its own influence to gather resources and actively builds CBEC industry clusters so as to provide a broader development space for the development of local CBEC industry in Xi'an.

### **60. Ebrun Think-Tank builds a public service system for CBEC industry, providing new ideas for high-quality economic development.**

As a professional e-commerce knowledge service organization, Ebrun, on the basis of cooperation with Chengdu on the topic of "study on cross-border e-commerce strategies in Chengdu", undertakes the consultation and the first-phase operation service of Chengdu Global Cross-Border E-Commerce Service Resource Center. It makes full use of its profound influence and extensive industry resources in the fields of new economy, e-commerce and Internet, vigorously promotes Chengdu's industrial development strategy and international business environment, and gradually introduces its domestic and foreign industrial resources into Chengdu. In addition, Ebrun has assisted Hangzhou in jointly building and operating a global cross-border e-commerce knowledge service center, helping Hangzhou form an industrial public service entity to drive high-quality growth of CBEC.

# 09 Digital Empowerment to Promote Efficient Resolution of Cross-Border Disputes

Because CBEC-related entities are located in different jurisdictions and subject to different legal systems, their business are cross-regional and virtual, so that the process of dispute resolution is complicate and difficult. Building a fair and efficient dispute resolution platform and improving the cross-border online dispute resolution mechanism are extremely important for protecting consumers' rights and promoting the healthy development of cross-border e-commerce. With the support of digital technologies such as AI, Hangzhou Internet Court and other judicial institutions have built a "one-stop" diversified online dispute resolution platform, and relevant enterprises and institutions have developed intelligent systems, to help effectively handle CBEC disputes, which is of great significance for reference.

## 61. Hangzhou Internet Court introduces innovative judicial models with technology empowerment to improve the efficiency of cross-border digital trade dispute resolution.

Hangzhou Internet Court is the first judicial dispute resolution and governance platform for cross-border digital trade in China. Based on the overall architecture of the digital rule of law system and the middle platform of judicial business, the platform has embedded such application modules as online trial, asynchronous trial, simultaneous translation of trial, and judicial blockchain to solve the problems of geography, time difference, language and evidence admissibility in foreign-related litigation. In addition, the platform also cooperates with external systems such as the "Mediation Cloud Platform" of China Council for the Promotion of International Trade and the APEC ODR platform to realize a "one-stop" diversified online resolution of cross-border digital trade disputes, and actively promotes the construction of the preferred choice for international online dispute resolution. The platform services have covered parties in more than 10 countries and regions, including Singapore, the U. S., Italy, Japan and the Republic of Korea.



## 62. Guangzhou Arbitration Commission explores the dispute resolution mode of "internet + arbitration".

As an important part of the cross-border e-commerce online dispute resolution cooperation framework of the Asia-Pacific Economic Cooperation, Guangzhou Arbitration Commission ODR platform provides a "three-in-one" online diversified dispute resolution services of negotiation, mediation and arbitration based on the "Guangzhou Standard" to ensure that the rights and interests of the parties are fully protected. Though the empowerment of technology, the "barrier-free channel" for cross-border dispute resolution has been realized, including online asynchronous communication and multilingual interpretation functions, which improves the efficiency of dispute resolution. In addition, a highly confidential platform information security system has been established to ensure the security of users' private data. Since the launch of the platform, it



has resolved disputes for commercial entities from APEC member countries and regions such as the U.S., Singapore, Hong Kong of China, and Taiwan of China, commercial entities from BRICS countries such as the U.K., India and Brazil, and commercial entities from countries and regions along the Belt and Road.



### 63. Guangzhou Yutong Information Technology Co., Ltd. and the legal artificial intelligence research center of South China University of Technology jointly developed the L-Code system to solve cross-border e-commerce disputes in a more intelligent way.

The L-Code system integrates cutting-edge technologies such as artificial intelligence and big data analysis which is specifically designed to solve trading disputes in the cross-border e-commerce field. By integrating multiple functions such as intelligent case analysis, multilingual processing, online communication and cooperation, and electronic signing, the system can quickly and accurately identify the core issues of disputes through intelligent case analysis technology and provide the most reasonable solution proposals for both parties. The L-Code system realizes the digitalization of the whole chain of cross-border e-commerce dispute resolution process, which significantly reduces the time and economic costs of dispute resolution, and also provides strong support for the healthy development of global e-commerce transactions.





# 10

## Next Steps

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Based on the cases collected, we plan to implement the following actions to further promote practical measures that facilitate the development of CBEC business.

### **I. Summarizing Innovative Experiences and Models of Cross-Border E-Commerce Practice Cases**

Based on the Working Group on Cross-Border E-Commerce (WG CBEC), we will further analyze the collected practice cases, and summarize the core elements, successful models and replicable experiences of these innovative practices by conducting on-site research and organizing seminars.

### **II. Carrying Out Activities to Release and Showcase Cross-Border E-Commerce Practice Cases**

WIC will organize thematic forums on cross-border e-commerce, actively hold various forms of release, presentation and workshop activities. We will invite relevant international organizations, industry associations, academic institutions, enterprises and other entities to participate together, aiming to showcase innovative, representative and trendy CBEC practice cases in an all-round and multi-angle way.

### **III. Promoting International Exchange and Dissemination of Cross-Border E-Commerce Practice Cases**

Based on international official publicity channels, WIC will actively build a platform for global exchange and sharing in the field of cross-border e-commerce, strengthen the effect of international communication, spread representative, effective and innovative practical measures and experiences to the international community, promote mutual learning and reference, and promote best practices in facilitating the development of cross-border e-commerce to benefit the whole world.

### **IV. Organizing Cross-Border E-Commerce Capacity-Building Training Programs**

Based on the collected practice cases of cross-border e-commerce, WIC will launch a series of related courses for enterprises, government officials and social organizations around the world, and carry out capacity building by organizing training courses, study tours and seminars to enable developing countries and SMEs to digitally transform and enhance their knowledge, skills and other competence of cross-border e-commerce.

## ACKNOWLEDGEMENTS

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In order to release *WIC Collection of Cross-Border E-Commerce Practice Cases (2024)* (hereinafter referred to as “Collection of Practice Cases”), the WIC Working Group on Cross-Border E-Commerce conducted on-site research in Hangzhou, Shanghai, Guangzhou, Shenzhen, Jinhua and Yiwu, during which we collected a wide range of practice cases of promoting the development of cross-border e-commerce, and mobilized relevant entities and enterprises to participate in case submission. Since the Call was launched in January 2024, we have received positive responses from all parties. The applicants cover cross-border e-commerce related government agencies, judicial bodies, international organizations, industry associations and enterprises in all links of the industrial chain. The cases are rich and diverse, fully demonstrating the vitality of the CBEC industry. Thanks to all the entities and enterprises involved in case submission for their support and trust and for sharing valuable practical experiences.

After the call deadline, we sorted and summarized the submitted cases, hoping to present the highlights of each case to our readers. In the process of compiling the “Collection of Practice Cases”, experts such as Professor Xue Hong from Beijing Normal University, Professor Wang Jian, Professor Liu Bin and Mr. Li Chuanchuan from the University of International Business and Economics, Mr. Alamusi from Beijing Society of E-Commerce Law, Mr. Tan Yaling from China Internet of Things Names Service Platform, and Ms. Zhu Xueting from the Institute of Policy and Economics of China Academy of Information and Communications Technology, provided professional and authoritative opinions and suggestions on the improvement of the “Collection of Practice Cases”.

Here, we would like to express our sincere gratitude to all entities, enterprises and experts who participated in and supported the preliminary research, cases submission, discussion and editing of the “Collection of Practice Cases”. We hope that this collection can provide useful reference and enlightenment for the development of cross-border e-commerce industry and also provide reference for the global sharing of the achievement of cross-border e-commerce development in the digital age.

# LIST OF SUBMITTED CASES AND PARTICIPATING ENTITIES

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## - Comprehensive Pilot Areas (CPAs) and Comprehensive Bonded Zones (CBZs)

China (Guangzhou) Cross-Border E-Commerce Comprehensive Pilot Area  
China (Shenzhen) Cross-Border E-Commerce Comprehensive Pilot Area  
China (Hangzhou) Cross-Border E-Commerce Comprehensive Pilot Area  
China (Jinhua) Cross-Border E-Commerce Comprehensive Pilot Area  
China (Yiwu) Cross-Border E-Commerce Comprehensive Pilot Area  
Jinyi Comprehensive Bonded Zone  
Yiwu Comprehensive Bonded Zone  
Weihai Municipal Bureau of Commerce  
Participating institution: Weihai Comprehensive Bonded Zone

## - Cross-Border Integrated Services

Qingdao Qingbao Cross-Border E-Commerce Integrated Service Co., Ltd.  
Chendu ICT Information Technology Co., Ltd.  
Shenzhen Qianhai Jiumi Information Technology Co., Ltd.  
Participating institution: Ping An Bank  
Shenzhen Mingxin Digital Intelligence Technology Co., Ltd.

## - Trading Platforms

Alibaba.com  
Taobao & Tmall Group  
Guangzhou Shein International Import and Export Co., Ltd.  
Yiwu China Commodity City Big Data Co., Ltd.  
Guangzhou Dora Technology Co., Ltd.

## - Brand Upgrade

HHO Limited  
Join Digital Group  
Xixian New Area Fu Tea Town International Trade Co., Ltd.

## - Logistics, Warehousing, etc.

Jinhua Zhejiang - China Railway Combined Transport Port, Ltd.  
Hutchison Ports YANTIAN  
Xi'an Chan-Ba International Port Management Committee  
Zhejiang Cainiao Supply Chain Management Co., Ltd.  
Shanghai jingdong Caiao E-commerce Co., Ltd.  
Participating institution: Hangzhou Customs District  
Hangzhou Lelian Network Technology CO., LTD  
Pangoo teknihall Group Co., Ltd.  
Horgos Yangguangjietong Digital Trading Co., Ltd.  
Kawaigo Cross-Border Platform & Kawaigo Experience Store

## - Financial Services

Ant Group  
Shenzhen South E-Port Co., Ltd.  
Participating institution: Bank of Communications Co., Shenzhen Branch  
Shenzhen EVAT Master Technology Co., Ltd.  
Airwallex (Shanghai) Network Technology Co., Ltd.

# LIST OF SUBMITTED CASES AND PARTICIPATING ENTITIES

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## - Digital Services

SHOPLINE Technology (Shenzhen) Co., Ltd.  
 Xinjiang Hechuangmeixin Technology Development Co., Ltd.  
 Shenzhen Leqi Network Technology Co., Ltd.  
 Hangzhou Shulex Technology Co., Ltd.  
 Hangzhou NetEase Bamboo Mail Technology Co., Ltd.  
 TecDo Technology Co., Ltd.  
 Easy Click Worldwide Network Technology Co., Ltd.  
 Guangdong-Hong Kong-Macau International Supply Chain (Guangzhou) Co., Ltd.  
 Guangzhou ET-Global E-Commerce Co., Ltd.  
 Hangzhou Hyperchain Technology Co., Ltd.  
 Magnet Networks Information Technology Ltd.  
 EDA Cloud Technologies., Ltd.  
 Yiwu Cujia Trade Co., Ltd.

## - Local Government Departments, Industrial Parks, Think Tanks, Associations, etc.

Three Centers (Guangzhou) Cross-Border E-Commerce Co., Ltd.  
 Participating institutions:  
 China (Guangzhou) Cross-Border E-Commerce Comprehensive Pilot Area  
 China Association of Trade in Services  
 Guangzhou Municipal Commerce Bureau  
 People's Government of Baiyun District, Guangzhou  
 Sanyuanli Street of Baiyun District, Guangzhou  
 Policy Research and Innovation Office of the CPC Working Committee in Guangzhou Nansha Economic and Technological Development Zone  
 Wugong E-Commerce Service Center  
 Donghai Cross-Border EC Ecosphere  
 Yiwu International Land Port E-Commerce City  
 Electronic World Trade Platform (eWTP)  
 Shaanxi Xingguang Huiyao Electronic Commerce Co., Ltd. (Fengdong Cross-Border E-Commerce Livestreaming Base)  
 DHGATE Group  
 Zhuhai Hengqin Bringbuys Network Technology Co., Ltd.  
 Urumqi Happy Planet Network Technology Co., Ltd.  
 Shenzhen Cross-Border E-Commerce Association  
 Shaanxi TV Technology Development Co., Ltd.  
 Shaanxi Starry Cross-Border Supply Chain Management Co., Ltd.  
 Ebrun Think-Tank

## - Dispute Resolution

Guangzhou Arbitration Commission  
 Hangzhou Internet Court  
 Guangzhou Yutong Information Technology Co., Ltd.  
 Participating institution: South China University of Technology

## - Editors

World Internet Conference:  
 Liang Hao, Zhang Xueli, Kang Yanrong, Han Kaiyu, Xie Fei, Yang Xi, Sun Xiaotong, Zhang Weichen.

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