

# A Study on the Mechanism of Cross-border E-commerce Platforms Empowering Chinese Brands to Go Global from the Perspective of Value Co-creation

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**Abstract:** As the digital economy continues to improve globally, platforms of cross-border e-commerce have been one of the major factors that will push Chinese brands to the international market. This paper, in the context of the value co-creation theory, examines how cross-border e-commerce sites enable Chinese companies to become global with the purpose of explaining how the platform resources, digital marketing, consumer interaction and ecosystem cooperation have influence on global brand expansion. In the first section of this paper, the theoretical basis of cross-border e-commerce and the value co-creation is introduced with the definition of the concepts, and the opportunities and threats of internationalization of Chinese brands are discussed. Then it looks at the details of how the digital commerce across borders e-commerce sites can augment brand competitiveness by value co-creation with three aspects platform resource capabilities, digital marketing, and consumers engagement, and strategic cooperation and ecosystem development. The paper will attempt to establish theoretical grounds and practical considerations to facilitate the promotion of cross-border e-commerce platform management and policy support.

**Keywords:** cross-border e-commerce; Chinese brands; value co-creation; internationalization; platform empowerment

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## Introduction

As the global digital economy emerges rapidly, as a key sector, cross-border e-commerce has now become an important medium of entry of Chinese brands into foreign markets. The major internationalization models that are presented in the traditional include the high costs, difficulty in entering the market, and information asymmetry between the company and the consumers. However, cross-border e-commerce platforms offer digital solutions, logistics systems across the globe, and consumer data analytics, which offer emerging growth potential to Chinese brands.

According to the theory of value co-creation, the proposed research will examine how Chinese brands can be empowered through cross-border e-commerce platforms, which combine platform resources and optimize user experience and develop a collaborative ecosystem to spur their international growth. By theoretical analysis, case study, and survey, this paper aims to unveil the fundamental working mechanisms of platform empowerment, which offers useful references to businesses and policy makers.

## 1 Theoretical Foundations of Cross-border E-commerce and Value Co-creation

### 1.1 Concepts and Characteristics of Cross-border E-commerce Platforms

One online trading platform is known as cross-border e-commerce, which is a site that links local suppliers with foreign buyers via online platforms. They do not only offer the simplest of services like transactions, payments, and logistics but also enable the brands to go global using data analysis and marketing tools. When compared to the traditional export models, cross-border e-commerce portals are less expensive, more efficient, and quick to respond to the market. Conventional export schemes usually undergo, elaborate trade procedures and middlemen and this means that the business must leave the burden of inventory sources and uncertainties associated with international markets. Instead, the entrepreneurs of e-commerce at the cross-border level use the centralized management system, international logistical networks and online payment systems to conduct direct business with international consumers, which, however, significantly facilitates barriers to market entry and the cost of operation. These platforms offer unique benefits in terms of resource integration as well as expanding the market. They contribute to making Chinese brands change in accordance with changing overseas markets conditions faster by adapting the capabilities in supply chain management, marketing, and customer service, and allow these companies to grow faster.

In order to better represent the distinctions between cross-border e-commerce and the traditional export model, we shall refer to the table below that is comparing various channels with respect to some of the main indicators:

Table 1.1 Cross-border E-commerce Platform vs. Traditional Export Mode

Indicator	Cross-border E-commerce Platform	Traditional Export Mode	Advantage Comparison
Market-entry cost (CNY 10k / brand)	50	200	75 % lower for e-commerce
Average delivery lead-time (days)	10	45	78 % faster for e-commerce
Customer data acquired (10k records / month)	20	2	900 % higher for e-commerce
Product refresh cycle (quarters)	1	4	75 % faster for e-commerce

Indicator	Cross-border E-commerce Platform	Traditional Export Mode	Advantage Comparison
Overseas consumer reach	150 countries	60 countries	

As can be seen from the table, cross-border e-commerce platforms are significantly superior to traditional export models in terms of cost, efficiency, data acquisition, and global reach, which is one of their core advantages in empowering Chinese brands to go global.

## 1.2 Overview of Value Co-creation Theory

The theory, the Value Co-creation, which is a branch of Service-Dominant Logic (SDL), is based upon the interaction of companies, customers, and partners in value creation. SDL explains that the company alone does not create value, but at the collective contribution of the company, the consumers, and the other interested parties. This is mainly clear in the cross-border e-commerce platforms. These platforms not just deliver the services of transaction and logistics but also employ the latest data analytics, smart suggestions, and user review systems to facilitate the interaction between the brand and consumers, so as to create the co-creation of value. Network theory also emphasizes that a multi-party structure that is created between companies, platforms, and users is one of the main approaches to collaborative innovation and responsiveness to the market. This interaction will enable the companies to receive real time feedback of consumer needs, product design and marketing strategy optimization and therefore enhance their ability to adapt and compete in the global market.

In order to demonstrate graphically how value co-creation works within the context of cross-border e-commerce sites, please check the table below that demonstrates the functional allocation of various participating entities within the value creation room:

Table 1.2 Value Co-creation Actors and Function Mapping in Cross-border E-commerce Platforms

Actor	Primary Functions	Value Contribution
Platform	data analytics, payment & logistics support	supplies foundational resources and technology, lowering firms' operating costs
Enterprise (brand)	product design, marketing strategy, brand management	delivers core products/services and realizes commercial value
Consumers	demand feedback, reviews, social sharing	provides market intelligence and experiential feedback, driving product optimization
Third-party partners	logistics, payment, market promotion	delivers complementary services, ena

## 1.3 Theoretical Framework for the Internationalization of Chinese Brands

Chinese brands have a rising trend of internationalization in international market. As the cross-border e-commerce platforms are being built, more Chinese brands are going directly to the foreign markets via the e-channel sources, eliminating the cost of complex trade operations and the costs of intermediaries in prioritizing the export framework. With a huge growth in brand popularity and foreign revenue, major firms in the home appliance, apparel and cosmetics sectors are putting cross-border e-commerce to scale to diversify their businesses into North America, Europe and the South East Asian market.

Theoretically the internationalization of Chinese brands may be examined in terms of both strategic goals and barriers: strategic goals primarily consist of raising the brand reputation at the international level, streamlining the product line to suit the demands of the various markets, and establishing the client relationship management systems; the challenges include cultural variations, legal and regulatory issues, logistics, flexibility of the payment system, and the competitive pressure in the foreign markets.

This process has a bridging and empowering role to be played by the cross-border e-commerce platforms. Through the utilization of the digital platforms and international logistics networks, consumer data analysis that is offered by the websites, businesses can swiftly adjust to the international market requirements, plan their brands more conveniently, and engage with their customers and partners in the form of value co-creation. The following table displays the layout of the Chinese brands across various global markets and the facilitating role played by the cross-border e-commerce:

Table 1.3 Illustrative Data on Chinese Brand Internationalization

Brand Category	Key Export Markets	Platform Type Used	International Strategic Goal	Platform Empowerment Effect
Home Appliances	North America, Europe	Cross-border B2C platform	Raise global brand awareness	One-stop logistics & payment services
Apparel	Southeast Asia, Europe	Cross-border B2B2C platform	Optimize product portfolio	Data analytics guide pricing & market strategy
Beauty & Personal Care	North America, Southeast Asia	Social-commerce platform	Build customer relationships & brand loyalty	User interaction & review system foster value co-creation

Brand Category	Key Export Markets	Platform Type Used	International Strategic Goal	Platform Empowerment Effect
Consumer Electronics	Europe, Middle East	Integrated cross-border marketplace	Expand market	

## 2 Analysis of the Empowerment Mechanisms of Cross-Border E-commerce Platforms

### 2.1 Platform Resources and Capabilities Empowerment

The essence of the competitive advantage of the cross-border e-commerce sites is their capacity to combine the resources and competencies. Not only do these platforms offer the bare minimum of infrastructure to support transactions, payments and logistics, but also use digital tools, data analytics and technological support with the power to enable businesses in a strategic way. In the case of Chinese brands, platform resources are useful in lowering the obstacles to entering foreign markets, reducing the supply chain networks, and increasing the efficiency of operations. This is due to the global warehousing network, which allows fast delivery, a data analytics powered by AI, which optimizes inventory management and market prediction, and the cross-border payment system, which ensures safe and convenient e-commerce. It is also possible to combine third-party partners, including logistics services providers, foreign distributors, and services providers of marketing services, and form an ecosystem that is cooperative and mutually beneficial, where systematic assistance is provided to brand internationalization.

The following table shows how various platform resources and capabilities play an empowering role and value addition to the internationalization of Chinese brands:

Table 2.1 Illustrative Resources & Capabilities of Cross-border E-commerce Platforms

Resource / Capability Category	Functional Description	Empowerment Effect on Chinese Brand Internationalization	Illustrative Outcome
Global Logistics Network	Cross-border warehousing & last-mile delivery	Cuts shipping cost and shortens delivery lead-time	Average delivery time reduced by 60 %
Digital Toolkit	Data analytics & AI-driven recommendation engines	Optimizes inventory and market strategy	Product listing efficiency up 40 %
Payment System	Multi-currency, secure transactions	Lowers transaction risk	Payment failure rate < 2 %
Third-party Partners	Local distribution, marketing, customer service	Provides localized support	Market response speed improved by 50 %
Technical Support	API interfaces & platform training	Enables fast onboarding	

The combination of the resources and capabilities mentioned above has not only helped the Chinese brands to increase the operational effectiveness of their activities in foreign markets, but has also established the basis of the brand strategies through which companies can concentrate on the product innovation and the market expansion.

### 2.2 Digital Marketing and User Engagement Mechanisms

Online marketing and consumer engagement are the key methods through which cross border e-commerce platforms can provide power to the brands. Through the big data analytics, AI recommendation services, social media marketing, and user review systems, companies will be able to create a comprehensive picture of the overseas consumer demands, modify products strategies and marketing strategies on a timely basis, and generate shared value.

Purchasing behavior is not the only way of engagement with the users, but it also includes reviews on the products, sharing content, and interaction with the brand. Such behaviors give the companies real-time feedback of the market which help in optimization of the design of products and services. According to the value co-creation theory, engagement between brands, consumers and the platform is one of the fundamental means to uplift the competitiveness of a brand internationally.

An example of the role and impact of platform digital marketing and user engagement mechanisms in the brand empowerment process is below in the table:

Table 2.2 Illustrative Digital Marketing & User Engagement Mechanisms on Cross-border E-commerce Platforms

Mechanism Category	Functional Description	Empowerment Effect	Illustrative Outcome
Big-data Analytics	Consumer behavior & preference analysis	Informs product positioning and marketing strategy	Product listing success rate up 30 %
AI Recommendation Engine	Personalized recommendations & targeted placement	Increases conversion rate and sales	Conversion rate up 25 %

Mechanism Category	Functional Description	Empowerment Effect	Illustrative Outcome
Social-media Marketing	User interaction & content sharing	Boosts brand awareness	Social exposure volume up 50 %
User-rating System	Feedback & scoring	Optimizes products and services	Customer satisfaction up 20 %
Interactive Campaigns	Live streaming, Q&A, polls	Enhances user engagement	

### 3 Theoretical Model and Implications of Cross-Border E-commerce Empowering Chinese Brands

#### 3.1 Construction of the Empowerment Mechanism Model of Cross-Border E-commerce

A theoretical framework of empowering Chinese brands in cross-border e-commerce can be developed based on the analysis of the platform resources and capabilities and digital marketing, user engagement, and collaboration in the ecosystem displayed in the two preceding chapters. This model revolves around three areas namely platform resource integration, co-creation of user value and ecosystem collaboration.

Platform works include basic exploitation of the business via logistics, payment systems, data analytics as well as service and technical support; business developing value through interaction with the consumers on the platform through product design and marketing approaches; consumers developing value through buying, reviewing and sharing; and third-party partners, assisting businesses by means of property, payment, and marketing, generating an overall ecosystem format.

In this model, the process of interaction and feedback Maxims are considered important, in which each connection promotes the international competitiveness of brands based on the value co-creation process.

#### 3.2 Mechanism Analysis and Theoretical Implications

Analyzing the model of empowerment mechanism, we can derive some fundamentals of the theory according to how e-commerce platforms operating across-the-border empower the Chinese brands:1. Platform resource integration is one of the core requirements, which influences the efficiency and stability of brands going to the international market.2 The ultimate direction is attaining co-creation of user value; brand experiences within the platform and consumer comments are the primary foundations of maximizing products and services.3 Ecological cooperation will ensure sustainable development; the close cooperation of platforms, enterprises, and third-party partners can develop a stable and long-term pace of global development.

### 4 Conclusion

It is in the view of value co-creation that this paper is a systematic analysis of how cross-border e-commerce platforms enable Chinese brands to internationalize. It depicts the significant purpose of platforms in the integration of resources, interaction with users, and collaboration with the ecosystem. The cross-border e-commerce platforms can help the Chinese brands in their competitiveness in the global market by developing an effective value co-creation system. The analysis also offers theoretical support and practical information on the strategic planning and international expansion by brands. This study provides a novel academic insight into perceiving the nature of association between digital platforms and promoting brand internationalization, and preconditions the adoption of the future theoretical research.

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