



CROSS-BORDER E-COMMERCE

Selling on Amazon

How the Platform Actually Works

A practical operations session · 2026

Presented by Grace Tai · Founder, HuhuPanda



Grace Tai

BSc Management, Zhejiang University
MSc Economics, National University of
Singapore

Founder, HuhuPanda

Cross-border growth & affiliate operations

YOUR SPEAKER

10+ years growing brands overseas

Deep, hands-on experience helping Chinese companies build brand influence and grow sales in overseas markets.



ByteDance · Head of Client Solutions

Led TikTok advertiser growth & operations across China-outbound, Russia, Central Europe, Israel, SE Asia & Korea.



Alibaba · Marketing Expert

Overseas user growth & marketing for AliExpress — drove \$10B+ in GMV during tenure.



Verizon Media Singapore · APAC Account Manager

Advertiser growth across APAC; clients incl. Mobvista, Baidu, Cheetah Mobile, Yeahmobi.

What we will cover in 90 minutes

01



Market Landscape & Rules

市场布局与平台规则

02



Store Registration

店铺入驻流程

03



Product Selection

选品技巧

04



Listing Optimization

产品上架优化

05



FBA Logistics

FBA 物流运作

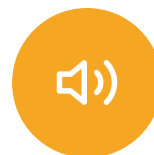
06



Order Management

实操订单管理

07



Ads & Compliance

广告推广与合规运营

08



Affiliate Operations

亚马逊站外运营

01



MODULE 01

Market Landscape & Platform Rules

市场布局与平台规则 · understand the field you are playing on

Amazon is a marketplace of independent operators

\$717B

2025 total revenue; Q1 2026 alone ≈ \$143B

60%+

of units sold come from third-party sellers — not Amazon

1.9M

sellers actively selling, out of 9.7M registered accounts

\$50B+

Amazon ad business — 3rd largest after Google & Meta



The number that matters most: ~80% of registered accounts never really sell.

The gap between "having a listing" and "operating a business" is the entire subject of today.

One brand, many marketplaces — but the rules are local



North America

US · CA · MX



Europe

UK
DE · FR · IT · ES · NL · SE · PL



Japan

amazon.co.jp



Middle East

UAE · KSA · EG



Australia

amazon.com.au



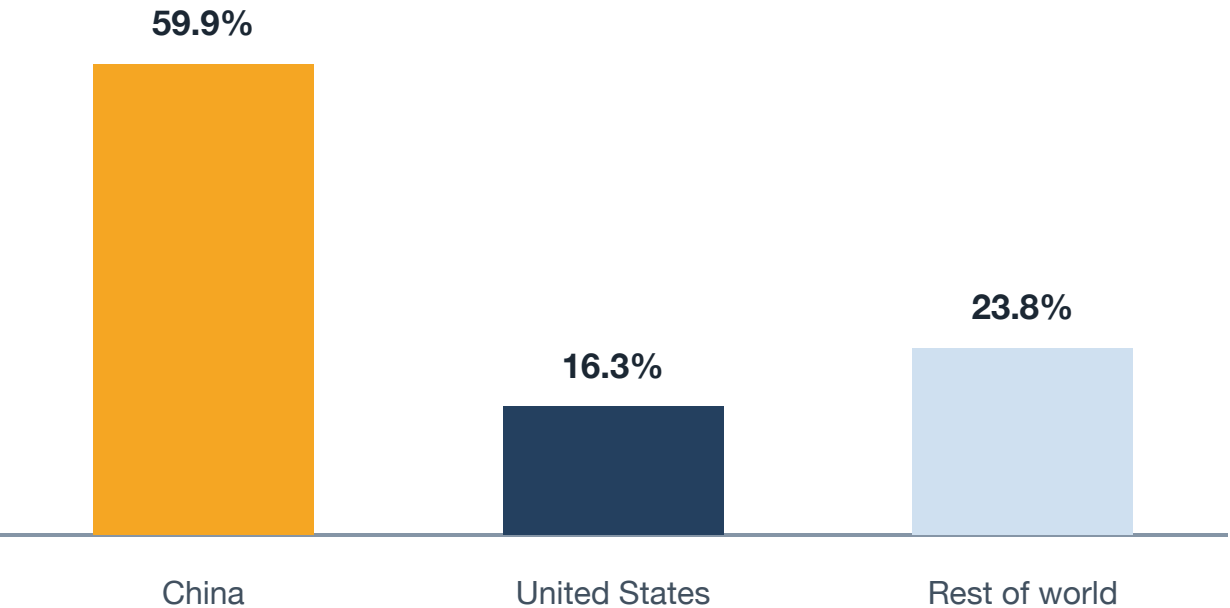
India · Singapore · Brazil

growing marketplaces

Platform global, paperwork local. Each marketplace has its own tax, VAT, and entity rules — decide which one you can register for before anything else.

Chinese sellers lead in numbers — not in revenue per seller

Share of new Amazon sellers, 2025 (%)



Average revenue per seller

\$885K US

\$394K China (≈ less than half)



Your takeaway

You will lose competing with Shenzhen on price. Win on a niche or a home market you can read and they cannot.

Every seller has already made three choices



RELATIONSHIP

1P vs 3P

1P (Vendor): you sell wholesale to Amazon.

3P (Seller): you sell through Amazon and keep control + margin.

Assume 3P — it is what ~99% use.



FULFILLMENT

FBA vs FBM

FBA: Amazon stores & ships → Prime badge.

FBM: you ship yourself.

Small & fast → FBA;
large, heavy or slow → often FBM.



BUSINESS MODEL

Brand vs resell

Private Label (your own brand) has the highest upside and most work.
Reselling / arbitrage is easier but crowded and thin-margin.

Everything else today — keywords, ads, reviews, fees — is downstream of these three. You cannot optimize your way out of a bad choice here.

02

MODULE 02

Store Registration

店铺入驻流程 · getting through the door



Individual vs Professional

Individual

- No monthly fee
- Pay a small per-item fee instead
- No advertising, no Buy Box eligibility
- Fine for testing the water

Professional

- ≈ \$39.99 / month flat
- Required for advertising
- Eligible for the Buy Box
- The real choice for a serious business

What's the Buy Box? the “Add to Cart” button on a product page. When several sellers share one listing, only the Buy Box winner makes the sale — and only Professional accounts can compete for it.

What Amazon will ask you for



Identity verification

Government ID and often a live video verification call.



Business documents

Business registration / entity details for your seller account.



A bank account

One that can receive the marketplace currency and get you paid.



Tax information

A US tax interview (e.g. W-8BEN) for non-US sellers on Amazon US.

First homework: which marketplace can you register for — from where, with which bank and tax setup?

Registration, step by step

1

Prepare documents

ID, business info, bank, tax details ready before you start.

2

Create your account

Sign up at sell.amazon.com and pick Individual or Professional.

3

Verify identity

Complete document upload and the video verification call.

4

Set up deposits & tax

Add your bank account and finish the tax interview.

5

Enroll Brand Registry

If you own a trademark — unlocks A+ Content, ads, protection.

6

List & go live

Create your first listing, send inventory (FBA), start selling.

Official start point: sell.amazon.com

Amazon Seller University (free training) inside Seller Central

Registration in practice



How long? Most approvals land in 24–72 hours; the full process is typically 1–3 business days. The sign-up itself takes 30–60 minutes if your documents are ready.



Why applications get rejected

- Blurry, expired, or mismatched ID
- Name differs across ID, bank & business docs
- Missing documents (invoices, registration, tax)



How to sail through

- Make names & addresses match everywhere
- Upload clear PDF / JPG at required resolution
- Turn on 2FA first; reply fast to any doc request

Beware phishing: Amazon never asks you to “verify your account” via an emailed link — real document requests appear inside Seller Central. Stuck over 7–10 business days? Check your Seller Central notifications.

03

MODULE 03

Product Selection

选品技巧 · the decision that outweighs all tactics





Module 03 · The truth nobody wants to hear

You cannot optimize your way out of a bad product.

Great photos, clever keywords, and heavy ad spend cannot rescue a product nobody wants, in a category you cannot win, at a price that leaves no margin. Selection is 70% of the outcome — spend your time here.

Six questions to ask about any product



Demand

Is there real, steady search volume — not a one-week fad?



Competition

How many entrenched sellers, and how strong are their reviews?



Margin

After all fees, product & shipping cost — is money left? (next module)



Size & weight

Small and light keeps FBA fees low. Bulky items get punished.



Seasonality

Year-round demand beats a product that sells six weeks a year.



Restrictions

Gated categories, safety rules, IP, hazmat — can you even list it?

Where competition is fiercest — and where gaps remain

Crowded & price-driven

- Generic electronics & accessories
- Phone cases, cables, basic gadgets
- Cheap home & kitchen commodities
- Anything a factory can copy overnight

More defensible

- Niche with a specific use-case
- Products needing local taste or language
- Brand + community + content
- Bundles and problem-solving design

Before you commit inventory: validate that demand is steady or growing, not a fad. The next slide shows free tools to do exactly that.

Free tools for product research



Product Opportunity Explorer

Amazon's own niche & demand explorer

Official · Pro account



Revenue Calculator

Estimate profit after all Amazon fees

Official · Pro account



Keepa

Price & Best-Seller-Rank history per product

Free · no account



CamelCamelCamel

Free Amazon price-history tracker

Free · no account



Helium 10 (free plan)

Black Box & Xray product research (limited)

Free · no account



Jungle Scout / SellerSprite

Sales estimator & Chrome extension (free tiers)

Free · no account

No seller account yet? start with Keepa, CamelCamelCamel & Helium 10's free plan — no account needed. Amazon's official tools unlock once you register as a Professional seller.

04

MODULE 04

Listing Optimization

产品上架优化 · build a salesperson the AI will recommend



Every element does one of two jobs



kate spade new york
Canvas Tote Bag with
Interior Pocket

★★★★★ 3,163

Amazon's Choice

\$27⁹⁵

Get it as soon as **Saturday,**
Aug 1

FREE Shipping on orders over
\$35 shipped by Amazon



For the algorithm

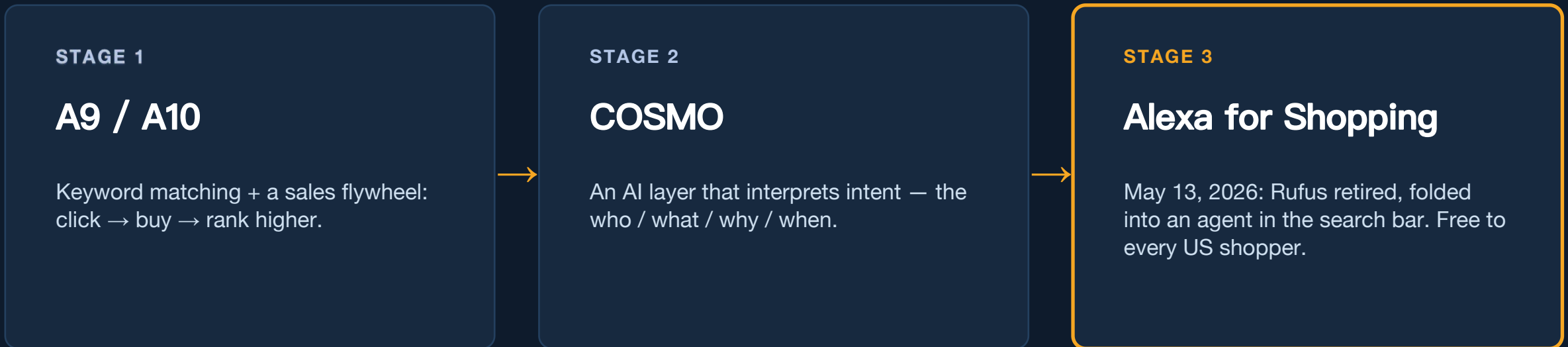
- Title — primary keywords, front-loaded
- Backend keywords — invisible search terms
- Category & attributes — how you're indexed



For the human

- Main image — decides your click-through
- Bullets & A+ content — benefit before feature
- Reviews, ratings & Q&A — the trust layer

From matching keywords to answering questions

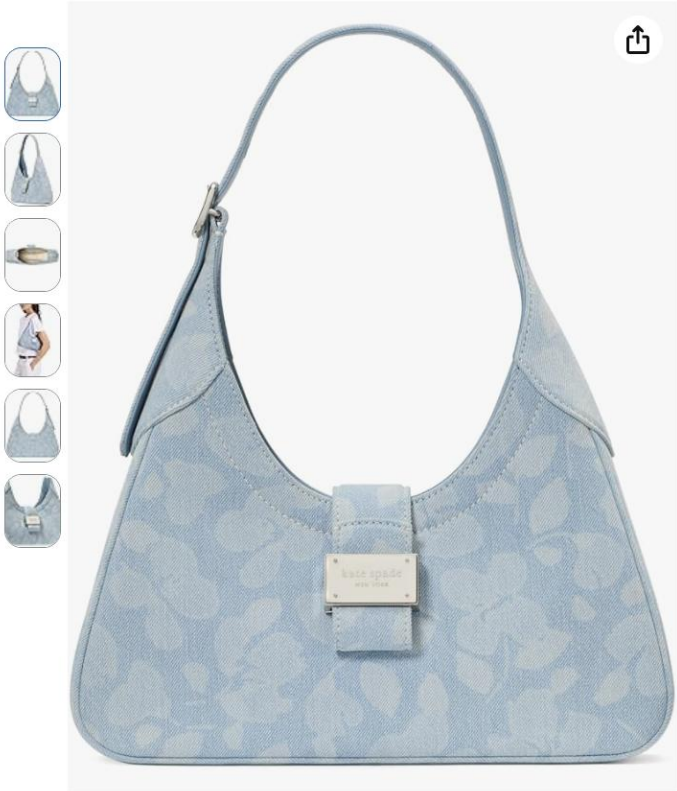


What it means for you: keyword stuffing is dead. Write listings in natural language that answer the real question a shopper asks the assistant.

Amazon Fashion

WomenMenKidsLuggageSales & DealsNew ArrivalsAmazon Brands

Clothing, Shoes & Jewelry › Women › Handbags & Wallets › Shoulder Bags



kate spade
NEW YORK
Visit the kate spade new york Store

kate spade new york womens Nouveau Small Shoulder

4.6 ★★★★★ (15) | Search this page

\$200⁰⁰ [Price history](#)
Or \$50⁰⁰ /2 weeks (x4). [Select from 1 plan](#)

FREE Returns
Color: Blue Suede Denim

 \$200.00	 \$200.00	 \$279.37	 \$200.00 \$328.00	 \$170.37 \$183.02	 \$134.48	 \$196.20	 \$229.60
 \$183.73	See 5 options with no featured offers						

Size: One Size

Product details

Top highlights

Origin Imported

prime
Enjoy fast, free delivery, exclusive deals, and award-winning movies & TV shows.
[Join Prime](#)

\$200⁰⁰ [Price history](#)
FREE delivery **Saturday, August 1**
Or [Prime members](#) get FREE delivery **Wednesday, July 29.**
Order within 6 mins. [Join Prime](#)

Delivering to Los Angeles 90060 - [Update location](#)

In Stock

Quantity: 1

Add to cart
Buy Now

Shipper / Seller Amazon.com
Returns FREE 30-day refund/replacement
Payment Secure transaction

[See more](#)

Ask Alexa

What material is it made of? Does it have a zipper closure?

Is it machine washable? Why you might like this

Compare with similar Ask something else

Same product, engineered for the question



Shopper asks the assistant: “something to keep my coffee hot on a long commute”



Keyword–stuffed (old way)

“Water Bottle Insulated Stainless Steel Vacuum Flask Sports Gym Travel 500ml BPA-Free Leakproof Thermos”

Reads like a list of words. Answers no one’s actual question.



Question–answering (2026)

“Insulated Commuter Bottle — Keeps Coffee Hot 12 Hours, Fits Car Cup Holders, One-Hand Leakproof Lid”

Speaks to the use-case. The AI can recommend it.

The ranking flywheel — why conversion is king



Ads exist to buy the first turns of this wheel — early sales velocity the algorithm then rewards.

05

MODULE 05

FBA Logistics

FBA 物流运作 · the warehouse half of the business



FBA vs FBM

FBA — Fulfillment by Amazon

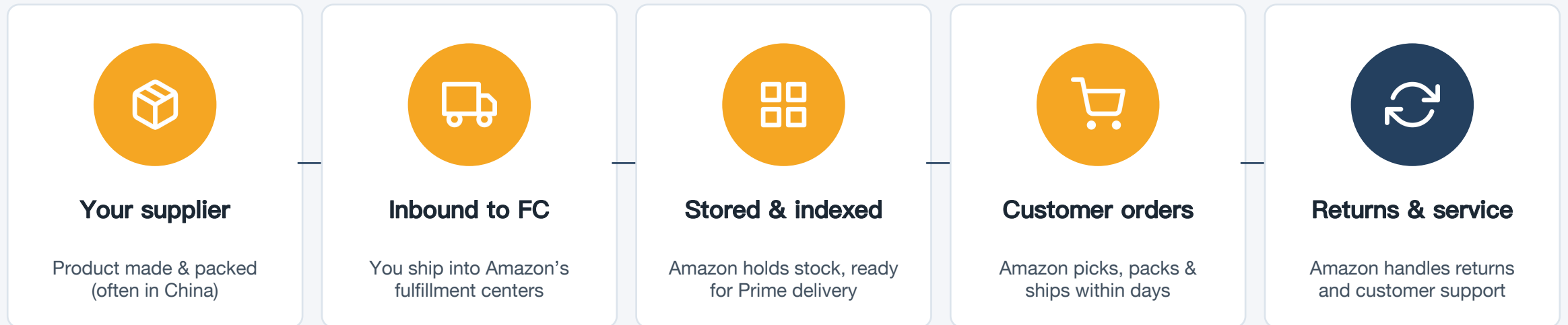
- You send inventory to Amazon's warehouses
- Amazon stores, picks, packs, ships & handles returns
- You get the Prime badge → big conversion lift
- You pay fulfillment + storage fees

FBM — Fulfillment by Merchant

- You ship every order yourself
- Cheaper per unit if you own logistics
- No automatic Prime badge
- More operational load on you

Rule of thumb: small, fast-moving items → FBA. Large, heavy, or slow items where storage piles up → often FBM.

From factory to doorstep — and back



This is exactly why FBA matters more after 2025 (next slide): it pre-positions your inventory inside the destination market.

The fee stack — Amazon takes 30–45% before product & ads

Selling price	\$25.00
– Referral fee (15%)	–\$3.75
– FBA fulfillment (small standard)	–\$3.50
– Storage (allocated)	–\$0.50
– Product cost	–\$5.00
– Inbound shipping	–\$2.00
– Advertising (≈15% of price)	–\$3.75
= Net per unit	≈ \$6.50

2026 additions to watch

- 3.5% fuel & logistics surcharge (from Apr 17, 2026)
- Low-inventory-level fee for running too lean
- Inbound placement fees for wrong-warehouse stock

A rival drops price to \$20 to win the sale.
Watch how fast net goes to zero. That is why you compete on the product and niche — not the price.

Illustrative example using Amazon 2026 fee ranges (referral 8–15%; FBA from \$3.22; storage \$0.87–\$2.40/cu ft).

The end of the cheap parcel



US de minimis ended

The \$800 duty-free exemption ended for China / HK in May 2025 and for all countries by late 2025. Every parcel now needs formal customs entry + full duty.



Volume collapsed

Sub-\$800 parcels into the US fell roughly 54% after the change. Direct one-parcel-at-a-time from a factory is no longer cost-competitive.



EU closing the gap

A €3 fixed customs charge on parcels under €150 begins July 1, 2026. The same model is spreading.

The operational lesson: winners now pre-position inventory inside the market (that is FBA) and treat customs & compliance as a core skill — not back-office. If you study trade or supply chain, this just became front-line.

06

MODULE 06

Order Management

实操订单管理 · the daily loop that keeps you alive



A repeating loop, not a one-time setup

01



Check dashboards

Sales, sessions, conversion, ad performance

02



Manage inventory

Restock forecasts; avoid stockouts & aged stock

03



Handle customers

Messages, returns, and issues within SLA

04



Watch account health

Keep every policy metric in the green

Great sellers automate the boring parts and spend their attention on **inventory and account health** — the two things that quietly kill accounts.

Account health metrics Amazon watches

Order Defect Rate

Negative feedback, A-to-z claims, chargebacks

Keep under 1%

Late Shipment Rate

Orders confirmed shipped after the deadline

Keep under 4%

Pre-fulfillment Cancel

Seller-initiated cancels before shipping

Keep under 2.5%

Valid Tracking Rate

Shipments with working tracking numbers

Keep above 95%

Breach these repeatedly and Amazon can suspend your account. Your listings, reviews, and cash flow all sit on top of account health.

Inventory, returns, and the Buy Box



Inventory

Forecast demand so you never stock out (lost rank) or over-stock (long-term storage fees, 2–3× higher in Q4).



Returns & feedback

Returns are normal; how fast you resolve them protects your rating. Respond to messages within 24 hours.



The Buy Box

The “Add to Cart” win. When several sellers offer one product, price, fulfillment & health decide who gets the sale.

07



MODULE 07

Advertising & Compliance

广告推广与合规运营 · pay to be seen, play by the rules

The advertising toolkit



Sponsored Products

Promotes a single listing inside search results. The workhorse — where beginners start.



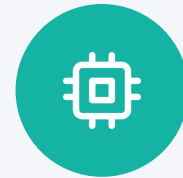
Sponsored Brands

A banner with your logo + several products. Needs Brand Registry.



Sponsored Display

Retargeting shoppers on and off Amazon.



Sponsored Prompts (AI)

Ads inside the Alexa-for-Shopping conversation. New in 2026 — currently a free beta. Early & cheap.

ACoS tells efficiency; TACoS tells health

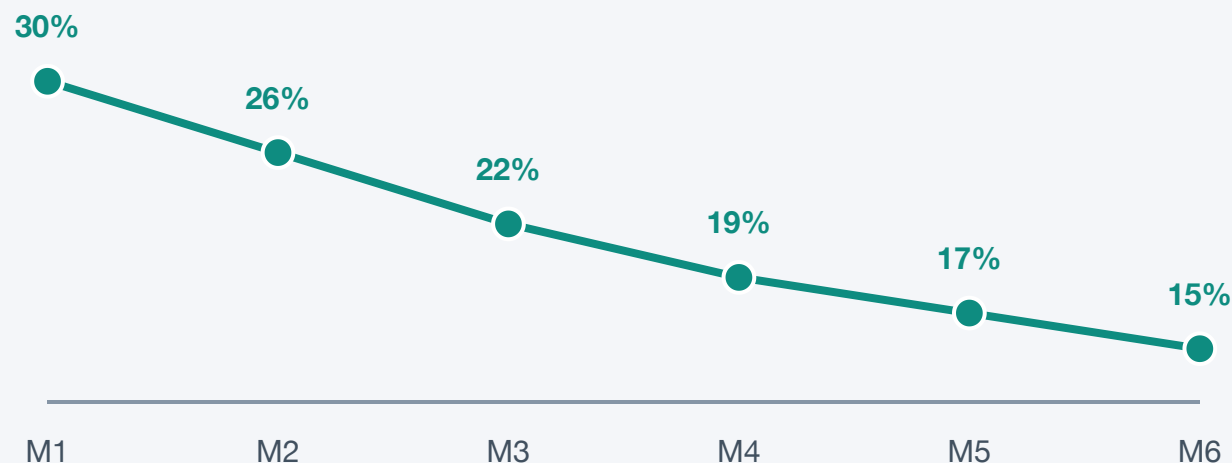
ACoS Advertising Cost of Sales

Ad spend ÷ sales from those ads. Lower = more efficient ads.
The beginner's number.

TACoS Total ACoS

Ad spend ÷ total sales (organic + ads). Falling TACoS = your organic engine is working. The operator's number.

Healthy pattern: TACoS falls as organic grows



The beginner chases a low ACoS and starves the listing of visibility. The operator uses ads to build organic rank, then watches TACoS fall.

What gets accounts suspended



Review manipulation

Fake reviews, incentivized reviews, review gating. The fastest way to lose everything.



IP infringement

Selling counterfeits or using others' trademarks, images, or patents.



Restricted products

Ignoring gated categories, safety, hazmat, or regional rules.



Poor account health

Letting defect / late-shipment metrics slide into the red.

Compliance is not bureaucracy — it is the ground your whole business stands on. One serious violation can erase years of work overnight.

08

MODULE 08

Amazon Affiliate Traffic

亚马逊站外运营 · where my work lives



The listing is no longer where discovery starts



Discovery moved off-platform

Shoppers now start on TikTok, YouTube, Google, and even ChatGPT / Perplexity / Gemini — which increasingly send buyers straight to Amazon listings.



The “Halo Effect”

Amazon’s algorithm rewards external traffic: sales velocity you create off-platform lifts your organic keyword rank on Amazon itself.



Amazon literally pays for it

Through the Brand Referral Bonus, Amazon credits ~10% back on sales you drive from outside — subsidizing your off-platform marketing.

Sellers who master external traffic build an unassailable lead: they dominate organic rank and run higher margins at the same time.

Where traffic comes from



Social & short video

TikTok, Instagram, YouTube — content that creates demand



Influencers & affiliates

Creators and publishers who recommend on commission



Content & SEO

Reviews, guides, comparison articles that rank on Google



Email & community

Owned audiences you can re-market to for free



Deal & coupon sites

Bursts of volume for launches and promotions



Paid ads (Meta / Google)

Scalable, measurable traffic — when the math works

This is HuhuPanda's home ground. We build the affiliate & creator side that turns this map into measurable sales on the listing.

Attribution + Brand Referral Bonus



Step 1
Tag the link



Step 2
Drive traffic



Step 3
Shopper buys



Step 4
Earn ~10% back



One 2026 rule to know: you cannot stack the Brand Referral Bonus and the Amazon Associates affiliate commission on the same click. Choose the structure deliberately — this is exactly the kind of thing an affiliate partner manages for a brand.

Open Internet creates demand; Amazon closes it

Content & creators create demand

Affiliate / attribution links carry it

Amazon converts (trust + Prime)

Reviews + Halo Effect lift organic rank



What HuhuPanda does

We run the demand-creation and affiliate layer for cross-border brands — so the listing you optimized actually gets seen and bought.

On-platform skill (Modules 1–7) and off-platform demand (Module 8) are two halves of one business. Most sellers only ever learn the first half.

Your unfair advantage as a student in China



Supply-chain proximity

You are next to 1688, Yiwu, Shenzhen — the sourcing base the whole marketplace runs on. You can find and negotiate what others only see on a screen.



Home-market fluency

You know what your country wants, how it pays, what it trusts. A factory competing on price cannot manufacture that knowledge.



Language & localization

You can be the bridge — the person who makes a good Chinese-made product truly belong in another market.

Three paths:

Operate a niche brand into a market you understand

Serve Chinese brands as a localization / affiliate partner

Skill up as a marketplace operator inside a bigger company



BEFORE YOU LEAVE

Your Monday–morning checklist

1

Pick one product + one target market — can you legally register and get paid there?

2

Run the fee math on that product before you fall in love with it.

3

Write one listing that answers a real shopper question — read it aloud, ask “would an AI recommend this?”

4

Read Amazon Seller University (free, official) end to end.

Amazon rewards operators, not uploaders.



Official resources

- sell.amazon.com/sell — start selling
- sell.amazon.com/learn/seller-university — free training
- sellercentral.amazon.com/su/learn — training (in-app)
- advertising.amazon.com — Ads & Attribution

LET'S CONNECT

Thank you — questions?

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