

# ***The Strategic Path for Local American Brands to Achieve Internationalization through Cross-Border E-Commerce Platforms***

**Fuzheng Liu**

*Alibaba E-Commerce Group, Alibaba Group, California, 94085, USA*

**Keywords:** Local American Brands, Cross Border E-Commerce Platforms, Brand Internationalization

**Abstract:** With the rapid penetration of global digital trade, cross-border e-commerce platforms have provided new channels for local American brands to explore the international market. This article focuses on the market expansion obstacles, operating costs, and brand sedimentation issues in the process of brand going global. It proposes a combination of "platform+independent station" driving, hierarchical path design, and multi platform collaboration channels. Selecting three typical brands, Allbirds, Anker, and Glossier, as case studies, summarize the differentiated paths of different types of brands in platform selection, customer operation, and localized services, and construct a targeted and universally applicable international strategic framework. The research aims to provide systematic reference and practical guidance for the cross-border development of small and medium-sized brands.

## **1. Introduction**

With the deepening of globalization and the rapid development of information technology, overseas cross-border e-commerce platforms have become the main way for niche brands to expand their international markets. For domestic brands in the United States, on the one hand, facing the pressure of saturated domestic market, rising operating costs, and intensified international competition, going global has become an inevitable development path. On the other hand, cross-border e-commerce platforms, with their advantages in traffic accumulation, supply chain integration, and consumer reach, provide convenient conditions for brands to expand overseas. However, in the process of platform based international business expansion, brands still face various challenges such as market awareness, resource allocation, and brand accumulation. This article focuses on local brands in the United States as the main research object. While comprehensively exploring the real obstacles they face in their globalization practices, a replicable strategic blueprint is constructed, and universal practical strategies are proposed from practical cases, bringing new conceptual enlightenment to global branding.

## 2. Theoretical Basis and Research Context of Brand Internationalization Driven by Cross-Border E-Commerce

Brand internationalization refers to the use of cross regional integration resources by enterprises to achieve the dissemination and value expansion of products, services, and brand image in the global market. Traditional methods mainly rely on exports, agents, and establishing overseas branches. In the digital age, cross-border e-commerce platforms provide new ways for brand internationalization, with low-cost and high-efficiency models. The platformization path breaks the limitations of time, space, and channels, adopting one-stop fulfillment, payment, promotion services, and data support services, reducing the risks of small-scale brands opening up international markets. The academic community explores how cross-border e-commerce platforms can reconstruct the logic of brand international expansion from the perspectives of dynamic capabilities, value chain reconstruction, and platform ecology. Foreign research mainly focuses on the DTC (Direct to Consumer) model and localization strategies for consumer behavior, while domestic research mainly focuses on the practice of Chinese brands going global. In contrast, research on the platform based internationalization of American brands is relatively scarce. This article intends to study the internationalization development model and evolution strategy of American domestic brands using cross-border e-commerce platforms from the perspective of platform economy and brand strategy, in order to make up for the existing research shortcomings.

## 3. Realistic Problems Faced By the Internationalization of Local American Brands

### 3.1 Market Expansion Obstacles and Insufficient Brand Awareness

*Table 1 Comparison of Market Expansion and Brand Awareness Issues Faced by Local American Brands in the Initial Stage of Internationalization*

Problem category	Embodiment	influence outcome
Market understanding barriers	Lack of systematic understanding of target countries' consumption habits, price sensitivity, and cultural preferences	Product incompatibility and poor advertising effectiveness
Insufficient brand awareness	The brand has no accumulation overseas, and the threshold for consumer trust is high	Low conversion rate and high customer acquisition cost
Limited promotional ability	Lack of localized content production and social communication strategies	Difficulty in building brand awareness and recognition
Homogenization competition pressure	The platform's internal products are highly similar, and the brand lacks differentiated display channels	Limited brand exposure and price competition

The first obstacle that local American brands face in promoting internationalization is the initial market expansion. On the one hand, brands are not familiar with the consumer preferences, local cultural customs, and competitive environment of the target country's market, making it difficult to accurately grasp their product positioning and promotion strategies; On the other hand, due to the lack of sufficient brand awareness and effective trust endorsement and emotional connection in emerging markets, it is difficult to establish trust and conversion between customers and platforms. At the same time, the lack of cross-border marketing resources has led to a lack of content dissemination, social media operations, and communication with local customers for the brand, thereby affecting the effectiveness of market development. In addition, the fierce competition within e-commerce platforms has led to many brands being unable to stand out among the dazzling array of homogeneous products, lacking differentiated expression and brand impression, resulting in

the problem of "having traffic but no recognition", which has become the first barrier to internationalization.

### 3.2 Cross Border Operation Management Costs and Resource Bottlenecks

In the process of cross-border operations for American brands, they will face high fulfillment costs and a lack of necessary support resources. On the one hand, international transportation costs often fluctuate, and foreign warehouses and reverse logistics systems are not standardized, which cannot guarantee their delivery efficiency and service capabilities; On the other hand, cross-border transactions of brands, customs declaration, after-sales service, etc. require high compliance costs and high dependence on external factors, which increases the complexity of the operational chain and compresses profit margins. In addition, due to the lack of local resources, talents, and technical resources, small and medium-sized brands find it difficult to cope with a large number of detailed service businesses such as communication with customers of different languages, overseas after-sales, and inventory scheduling, resulting in a bottleneck in brand structural resources and limiting the brand's ability to expand into overseas markets.

*Table 2 Comparison of Cost and Resource Issues Faced by Local Brands in Cross border Operations in the United States*

Question type	Embody	Influence outcome
High performance cost	International shipping costs have increased, overseas warehousing fees are high, and the return process is complex	High operating costs and decreased customer satisfaction
Compliance is complex	Unstable multi currency payment settlement, differentiated tax and customs clearance processes	Process delays and increased financial pressure
Shortage of human resources	Lack of customer service, operations, and legal personnel with local language and cultural abilities	Low management efficiency and damaged brand image
Insufficient technical support	Lack of multi-channel order integration system and localized intelligent operation tools	Data fragmentation and lagging operational decision-making

### 3.3 Obstacles to Platform Integration and Difficulties in Building Brand Assets

*Table 3 Comparison Table of Integration Obstacles and Brand Asset Construction Difficulties under Multi platform Operation*

Problem dimension	Embody	Influence outcome
Data system fragmentation	Unable to connect orders, advertisements, and user data from different platforms	Difficult to unify decision-making and low operational efficiency
Inconsistent brand image	Lack of uniformity in page design, content style, and user experience	User cognitive confusion and decreased brand trust
Platform rules are restricted	Brand search ranking relies on platform algorithms, making it difficult to form independent content dominance	Weak brand initiative and easy to be hijacked by platform traffic structure
User asset loss	User behavior data belongs to the platform, making it difficult for brands to achieve private domain sedimentation	Low user conversion and repurchase rate, difficult to accumulate long-term value

Under the trend of parallel operation on multiple platforms, local American brands face significant integration barriers in the process of internationalization. Firstly, the data systems of various cross-border e-commerce platforms (such as Amazon, eBay, Shopify, etc.) are fragmented, and their orders, inventory, and promotion cannot be effectively managed uniformly, resulting in

the inability of brands to form cross platform synergies. Secondly, brands are often constrained by search ranking mechanisms, advertising resource allocation, and user retention mechanisms within the platform, lacking space for long-term brand value accumulation. Thirdly, on multiple platforms, the brand image presents inconsistency and the dissemination content is fragmented, and consumers' perception of the brand is dispersed, making it difficult to establish a sustained path for brand asset accumulation.

#### 4. Strategic Path Construction for Brand Internationalization on Cross Border E-Commerce Platforms

##### 4.1 "Platform+Independent Station" Combination Drive Path

To effectively address the challenges of traffic acquisition and weak brand awareness in the early stages of market expansion, American domestic brands can adopt a combination of "platform+independent station" driving strategy to accelerate their own development process. By leveraging cross-border e-commerce platforms such as Amazon and eBay, brands can quickly connect with consumer groups around the world, gain basic traffic exposure and trust endorsement, achieve product market validation and early revenue accumulation; By leveraging independent self built platforms such as Shopify to attract traffic, brands can gain control over user data and marketing initiative, and carry out customized content marketing and private domain user operations to enhance brand recognition and customer loyalty. For cross-border e-commerce platforms, they focus on transaction conversion efficiency, strengthen brand building and value extension on the independent site side, and form a synergistic complementarity in terms of coverage breadth and depth of grasp. This combination path not only reduces the risk of initial overseas expansion, but also lays the foundation for the long-term development and differentiated positioning of the brand, which helps the brand to transform and upgrade from "product going global" to "brand going global".

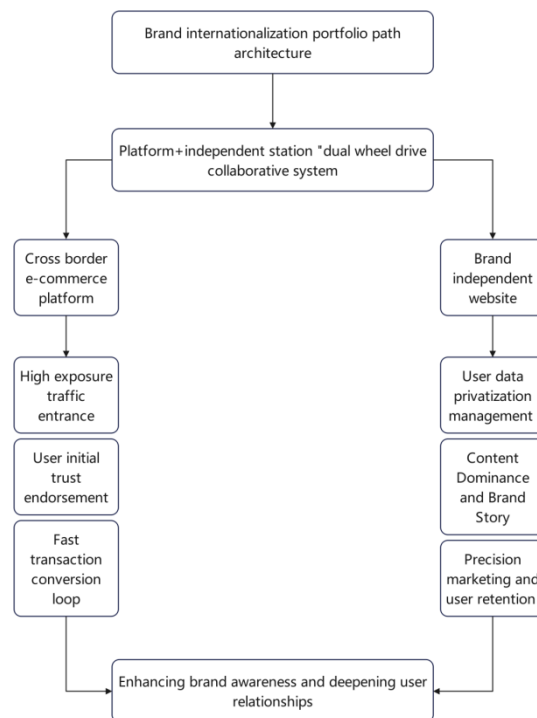


Figure 1 Framework diagram of the combined driving path of "platform+independent station"

## 4.2 Cross Border Operation Cost Control and Resource Allocation Optimization

In the international operation of a brand, achieving cost control and optimal resource allocation is a key link in improving efficiency and profit margins. A linear weighted model can be used to construct an overall operating cost function for the costs of multiple links such as performance, customer service, and inventory

$$C_{total} = \alpha \cdot C_{logistics} + \beta \cdot C_{payment} + \gamma \cdot C_{customer} + \delta \cdot C_{inventory} \quad (1)$$

Among them,  $\alpha$ ,  $\beta$ ,  $\gamma$ , and  $\delta$  are the weight coefficients of each link, set according to the actual business importance; Each C item is a specific expenditure for each link. By optimizing Cinventory and Clogistics through data monitoring and AI prediction models, the rates of capital occupation and performance errors can be significantly reduced.

In addition, a resource allocation efficiency function E can be constructed to evaluate the input-output ratio of human resources and technology:

$$E = \frac{R_{output}}{R_{labor} + R_{tech}} \quad (2)$$

Among them, Routput is the brand reach or transaction conversion per unit time, and the denominator is the sum of labor and system input costs. By introducing local TP service providers and intelligent tools such as OMS and WMS, Rtech can be optimized to improve overall efficiency and achieve the cross-border operation goal of "cost reduction and efficiency improvement".

## 4.3 Multi Platform Collaboration and Brand Sedimentation System Construction

In the process of internationalizing American brands, a single platform is often not suitable for the differentiated needs of brands in different markets, channels, and consumer groups. Therefore, local brands need to create a "multi platform collaboration" mechanism in order to complement the product layout, collaborative marketing activities, and inventory data sharing of major e-commerce platforms such as Amazon, eBay, and Walmart, and improve the operational efficiency of system processes. At the same time, in response to the problem of dispersed consumer awareness of the brand and weak accumulation of brand assets, it is necessary to simultaneously promote the creation of a "brand sedimentation system". Create a clear and stable brand impression through unified brand visual design, cross platform content strategy, and user interaction behavior. Further cultivate content operations and maintain private customer relationships through independent websites and social media channels, transforming the brand from traffic oriented user asset accumulation to building sustainable global competitiveness.

## 5. Analysis of Typical Brand Cases

### 5.1 Allbirds: DTC's Journey to the World Driven By Environmental Protection Concepts

As a sustainable fashion brand born in the United States, Allbirds has embarked on the DTC (Direct to Consumer) business path with the core concept of "environmentally friendly materials+minimalist design", and has built a global independent website network centered on Shopify. This brand does not rely on traditional platform traffic, and achieves direct communication of brand concepts and deep connection with users through official websites, social media, and physical stores. Allbirds also emphasizes content promotion and transparent pricing policies in its

business strategy, as part of its brand story to showcase its brand philosophy and sustainability. At the same time, local warehouses and fulfillment systems have been established in major global markets to ensure consistency between service quality and brand image. This case presents how concept driven brands use DTC's business practices to break through and establish long-term brand accumulation, achieving lasting brand accumulation and providing a reference path for small and medium-sized brands to enter the international market.

*Table 4 Comparative analysis of internationalization paths of different brands*

Brand	Overseas mode	Core platform	Strategic characteristics	Brand positioning	User operation mode
Allbirds	DTC Direct Sales	Shopify independent website	Emphasize environmental protection concepts, content driven, and deeply cultivate private domains	Sustainable lifestyle brand	Social content+email marketing
Anker	Platform led	Amazon Global Station	Refined product selection, multilingual operation, local warehousing	Technology and Consumer Electronics	Amazon Internal User Management
Glossier	Integration of social e-commerce and DTC	Instagram+official website	KOL drainage+UGC interaction, brand community construction	Beauty and Personalized Expression Brands	Fan community+interactive marketing

## 5.2 Anker: Refine Platform Operations and Build Multi Category International Brands

*Table 5 Analysis of International Operation Elements of Anker Platform Brand*

Operational elements	Specific strategies and measures	Goal and Effect
product management	Accurate product selection, keyword optimization, and category layout	Improve search rankings and conversion rates
User evaluation system	Control the proportion of negative reviews, incentivize five-star reviews, and build content-based reviews	Enhance trust and repurchase intention
Advertising and Placement	Use Amazon Ads system for precise targeting and A/B testing of advertising materials	Improve ROI and optimize advertising spending
Logistics and Performance	Utilize FBA (overseas warehouse) for unified shipping and local return and exchange mechanism	Reduce logistics costs and improve delivery efficiency
Brand architecture	Establish a sub brand matrix (such as Soundcore, Eufy)	Targeting segmented markets and enhancing category penetration
data monitoring	Multi site backend data monitoring and operation report analysis	Realize multi regional market response and rapid iteration

Anker, an American technology consumer brand, is mainly based on Amazon's "platform led" overseas development model, relying on segmented operations to achieve international expansion in multiple categories. Its core strategy includes high-frequency optimization of product keywords, precise control of review star ratings, and adopting a regional warehouse model in conjunction with FBA to ensure effective logistics sales and customer service experience. Anker focuses on platform rule adaptation and operational rhythm, effectively utilizing Amazon's advertising tool system and its collaborative operation mechanism among global sites to increase conversion and exposure. At the same time, the brand has also established a global independent sub brand matrix (such as Soundcore, Eufy, etc.) to adapt to different regional market demands. Anker's development path is based on platform mechanisms for fine-grained management and large-scale operations, providing an international sample of "deep platform cultivation+horizontal expansion" for small and



medium-sized brands. The key role of driving brand expansion provides a reference path for enterprises that focus on brand culture output.

### 5.3 Glossier: the Brand Going Global Paradigm of Social Media+Independent Station Collaboration

As a benchmark and leader in the cosmetics industry, Glossier has efficiently achieved global dissemination through the "social media+independent website" model. From the perspective of content environment construction, it mainly relies on platforms such as Instagram and YouTube to build a content ecosystem, and achieves precise traffic through KOL seeding, UGC interaction, and fan community operation; and achieve conversion cycle and brand value accumulation through self built official website. Glossier places great emphasis on brand tone consistency, controlling visual style, language system, and user experience to deepen consumers' understanding of the brand. When expanding into markets such as the UK and Canada, it attaches great importance to upgrading local logistics, payment methods, and service experience, ultimately achieving seamless integration of online and offline brand experiences. This operational approach demonstrates the importance of emotional connection and content driven in brand expansion, providing a reference path for enterprises that focus on brand culture output.

*Table 6 Analysis of Glossier's "Social Media+Independent Station" Collaborative Going Global Model*

Core Elements	Specific strategies and practices	Objectives and Results
Social media drainage	Utilizing platforms such as Instagram and TikTok for KOL collaboration and UGC content dissemination	Establish user identification, enhance brand exposure and interaction rate
Content tone uniformity	Visual design, brand language, and community expression style are consistent	Strengthen brand image and enhance user stickiness
Independent station conversion loop	Build a self built official website to receive traffic, layout content e-commerce and personalized recommendation mechanism	Improve conversion rate and achieve private domain user retention
User community operation	Building fan communities, promoting brand story co creation, and establishing a "user spokesperson" mechanism	Establish emotional connections and form a loyal consumer community
Localization adaptation strategy	Support multi currency payment, local warehousing, and optimization of return and exchange processes	Lowering the threshold for use and improving the shopping experience for overseas users
Data feedback loop	Social media interaction+integration of official website behavior data to drive bidirectional iteration of products and content	Accurately insight into user preferences, achieve product optimization and re dissemination

## 6. Conclusion

Driven by the global digital wave, cross-border e-commerce platforms have become an important path for local American brands to achieve internationalization. Based on the strategic idea of "platform+independent station" combination, this article analyzes the problems of brand development, business management, and brand sedimentation in localized markets, proposes phased and dimensional solutions, and selects three representative brands, Allbirds, Anker, and Glossier, to verify the feasibility and effectiveness of diversified internationalization models. Research shows that brand going global is not simply about expanding product promotion channels, but rather a comprehensive process centered around traffic conversion, customer operation, and long-term asset construction. Looking towards the future, with the development of technology and the iteration of

platform rules, brands will continue to enhance their localization adaptability and global operational management integration capabilities, building sustainable international competitiveness.

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