



IQTISODIYOT & TARAQQIYOT

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THIS STUDY EXAMINES BEIJING'S EXPERIENCE IN PROMOTING CROSS-BORDER E-COMMERCE IN TASHKENT FROM THE PERSPECTIVE OF REGIONAL COOPERATION

Wang Jiahao

PhD Researcher at the
National University of Uzbekistan
named after Mirzo Ulugbek

ORCID: 0009-0008-5123-4479

Abstract: Based on the theories of regional cooperation, industrial gradient transfer, and digital trade, this paper compares and analyzes the current state of cross-border e-commerce in Beijing and Tashkent. It proposes ways to improve the bilateral cooperation guarantee mechanism and provides practical recommendations for deepening cooperation between China and Uzbekistan in the field of Silk Road e-commerce, as well as for the upgrading and transformation of the cross-border e-commerce industry in Central Asia.

Keywords: regional cooperation; cross-border e-commerce; Beijing Comprehensive Pilot Zone; Tashkent; Silk Road e-commerce; experience empowerment.

Annotatsiya: Mintaqaviy hamkorlik, sanoat gradienti transferi va raqamli savdo nazariyalariga asoslangan holda, ushbu maqolada Pekin va Toshkentda transchegaraviy elektron tijoratning hozirgi holati qiyosiy tahlil qilinadi. Shuningdek, ikki tomonlama hamkorlikni kafolatlash mexanizmini takomillashtirish yo'llari taklif etiladi hamda Xitoy va O'zbekiston o'rtasida "Ipak yo'li elektron tijorati" sohasidagi hamkorlikni chuqurlashtirish, shuningdek, Markaziy Osiyoda transchegaraviy elektron tijorat sanoatini modernizatsiya qilish va transformatsiyalash bo'yicha amaliy tavsiyalar beriladi.

Kalit so'zlar: mintaqaviy hamkorlik; transchegaraviy elektron tijorat; Pekin kompleks tajriba zonasi; Toshkent; Ipak yo'li elektron tijorati; tajriba asosida rivojlantirish.

Аннотация: На основе теорий регионального сотрудничества, градиентного переноса промышленности и цифровой торговли в статье проводится сравнительный анализ современного состояния трансграничной электронной коммерции в Пекине и Ташкенте. Предлагаются направления совершенствования механизма обеспечения двустороннего сотрудничества, а также практические рекомендации по углублению сотрудничества между Китаем и Узбекистаном в сфере электронной коммерции Шёлкового пути, модернизации и трансформации индустрии трансграничной электронной коммерции в Центральной Азии.

Ключевые слова: региональное сотрудничество; трансграничная электронная коммерция; Пекинская комплексная пилотная зона; Ташкент; электронная коммерция Шёлкового пути; развитие на основе обмена опытом.

INTRODUCTION

The construction of the Digital Silk Road under the "Belt and Road" Initiative has promoted digital economic cooperation between China and Central Asian countries. In 2024, China and Uzbekistan established an all-weather comprehensive strategic partnership for a new era, while bilateral economic and trade cooperation continued to expand. According to data from the Chinese Ministry of Foreign Affairs, the trade volume between China and Uzbekistan reached US\$16.1 billion in 2025, representing a year-on-year increase of 17.9%. Of this amount, China exported US\$14.23 billion worth of goods to Uzbekistan and imported US\$1.87 billion worth of goods from Uzbekistan [1].

Tashkent is home to numerous foreign-invested enterprises and serves as an important transit hub for Chinese goods entering the five Central Asian countries, as well as for Uzbek agricultural products exported to China. With the advancement of the "Digital Uzbekistan" strategy, the Uzbek e-commerce market is estimated to reach US\$1.3 billion in 2025, representing a 20-fold increase over the past eight years [2].



From the perspective of regional cooperation, Beijing has advantages in technology, platforms, capital, talent, and operational experience, while Tashkent has strengths in market access, geographical location, local distribution channels, and specialty products. The complementary resources of the two regions provide a solid foundation for cross-border e-commerce cooperation and market expansion in Central Asia.

LITERATURE REVIEW

This study is based on the theories of regional cooperation, industrial gradient transfer, and digital trade. Existing research mainly focuses on the cross-border e-commerce ecosystem, regional collaboration, and the impact of digital trade.

Ma Xiuhong, Wang Haitao, Zhang Pengyun, Li Wenzhe, and other scholars have examined the construction, evolution, optimization, and evaluation of the development level of regional collaborative cross-border e-commerce ecosystems. Ji Huiying analyzed the development of the cross-border e-commerce industry from the perspective of regional cooperation. These studies provide an important theoretical foundation for analyzing regional collaboration and industrial ecosystems [19–21].

Zhang Xiaheng analyzes the driving mechanisms of cross-border e-commerce from the perspective of new productive forces. Chen Tingting focuses on the coordinated development of cross-border e-commerce and cross-border logistics from a regional perspective, while Gao Tengfei and Jiang Xiaozhe examine regional coordination in cross-border e-commerce logistics under the RCEP framework [22–26].

Overall, existing studies rarely examine the applicability and adaptation of Beijing's cross-border e-commerce experience to Central Asian cities. This study aims to address this research gap.

RESEARCH METHODOLOGY

Based on the theories of regional cooperation, industrial gradient transfer, and digital trade, this study employs a comparative analysis method to examine the development foundations, industrial systems, logistics infrastructure, digital supervision, and talent development mechanisms of cross-border e-commerce in Beijing and Tashkent.

The data used in this study are primarily obtained from official Chinese and Uzbek institutions, including the Ministry of Foreign Affairs of China, Beijing Customs, the Beijing Municipal Bureau of Statistics, the Central Bank of Uzbekistan, the National Development Project Implementation Agency of Uzbekistan, and the Uzum platform. These sources provide both quantitative and qualitative data to support the relevant analyses.

ANALYSIS AND RESULTS

This study analyzes the current state of cross-border e-commerce development in Beijing and Tashkent from the perspective of regional cooperation.

Current State of Cross-Border E-Commerce in Beijing

1. Development Foundation

In terms of policy support, Beijing released the *Beijing Action Plan for Promoting the High-Quality Development of Cross-Border E-Commerce (2025–2027)* in 2025. The plan focuses on cultivating market entities, innovating business models, optimizing services, and improving the industrial ecosystem. Relying on the comprehensive pilot zone, it also aims to enhance the efficiency of services such as customs clearance, foreign exchange settlement, tax refunds, logistics, financing, and insurance [4]. At the same time, Beijing supports the development of e-commerce platforms through special projects, strengthens warehousing and logistics service capabilities, and optimizes offline experiential consumption models [5].

In terms of industrial development, Beijing has nearly 1,900 large-scale online retail, wholesale, and retail enterprises, as well as five national e-commerce demonstration bases and 14 national e-commerce demonstration enterprises [6]. The logistics system relies on Capital Airport, Daxing Airport, and the Tianzhu and Daxing Comprehensive Bonded Zones. In 2025, the total import and export volume of the Tianzhu Comprehensive Bonded Zone reached RMB 119.793 billion [7], while the cross-border e-commerce import and export volume of the Daxing Airport Economic Zone exceeded RMB 4 billion, representing a year-on-year increase of more than threefold [8].

In 2025, the added value of Beijing's digital economy exceeded RMB 2.4 trillion, representing a year-on-year increase of 8.7% and accounting for 46.4% of GDP. The added value of major industries increased by 10.4% year-on-year and accounted for 29.3% of GDP [3].



2. Development Achievements

As shown in Table 1, Beijing's cross-border e-commerce and digital trade have maintained steady growth. During the "14th Five-Year Plan" period, Beijing's foreign trade grew at an average annual rate of 11.5%, which was 3.5 percentage points higher than the national average. In 2024, the total import and export volume reached RMB 3.61 trillion, representing a year-on-year increase of 55.6%, while the import and export volume of cross-border e-commerce reached RMB 4.91 billion, representing a year-on-year increase of 53.2% [9].

In 2025, the cross-border e-commerce import and export volume of the Daxing Airport Economic Zone exceeded RMB 4 billion [8], while new forms and models of foreign trade continued to develop at an accelerated pace.

Table 1. Data Related to the Development of Cross-Border E-Commerce and Digital Trade in Beijing, 2024–2025

index	2024	2025
Total import and export value of Beijing area	3.61 trillion yuan ^[9]	3192.97 billion yuan ^[10]
Cross-border e-commerce: imports and exports	4.91 billion yuan ^[9]	Daxing Airport's economic development zone exceeds 4 billion yuan. ^[8]
Online retail sales	578.656 billion yuan ^[11]	RMB 581.53 billion (full year) ^[10]
Online stores exceeding a predetermined size	—	Approximately 1,900 [^{6]}
National Demonstration Base/E-commerce Demonstration Base	—	5 out of 14 (Number one in the country) ^[6]

Current Status of Cross-Border E-Commerce Development in Tashkent

1. Development Foundation

Tashkent is located at the geographical center of Central Asia and is connected to neighboring countries through extensive air and road networks. Uzbekistan has a total warehousing area of 634,000 square meters, of which 72% is concentrated in Tashkent and the Tashkent Region [2]. The Internet penetration rate is expected to reach 94.2% in 2025, indicating continued growth in digital connectivity [13]. The government is advancing the "Digital Uzbekistan" strategy and improving market access conditions for foreign e-commerce companies. Tashkent's geographical location provides it with a natural advantage for expanding cross-border distribution throughout Central Asia.

2. Current Development Status

Compared with Beijing, Tashkent's cross-border e-commerce support system remains relatively underdeveloped. In terms of warehousing and logistics, Uzbekistan has a total warehousing area of 634,000 square meters, of which 72% is concentrated in Tashkent and the Tashkent Region. Only 34% of the country's warehousing facilities are classified as modern Class A warehouses.

In terms of digital payments, a survey conducted by the Central Bank of Uzbekistan shows that, by 2025, 71.17% of respondents use digital payment methods [15]. Regarding market participants, the number of e-commerce platforms increased from 36 in 2024 to 115 in 2025, representing an approximately 3.2-fold increase [2].

Although the market is expanding rapidly, logistics, payment infrastructure, and digital service capabilities still require further improvement.

Table 2. Relevant indicators for the development of cross-border e-commerce in Tashkent/Uzbekistan.

index	National data Uzbekistan	Tashkent Related
E-commerce market size	This figure is projected to reach \$1.3 billion in 2022 (a 20-fold increase in nearly 8 years) ^[2]	The capital city bears core functions
The share of e-commerce in the retail industry	4%–4.6% ^[2]	The capital city bears core functions
National warehouse area	The total area is 634,000 square meters, of which 72% is concentrated in the capital and Tashkent region. ^[2]	The capital city has the highest concentration
Number of digital platforms	It will increase from 3.6 to 115 (a 3.2-fold increase by 2025) ^[2]	The capital city has the highest concentration
Internet penetration rate	94.2% (January to August 2025) ^[13]	The capital city leads the nation



Beijing and Tashkent: Establishing a Regional Cooperation Foundation for Cross-Border E-Commerce Development

1. Basis for Cooperation

The comprehensive strategic partnership between China and Uzbekistan provides an institutional foundation for cooperation between Beijing and Tashkent. The two countries established a comprehensive strategic partnership in 2016 and upgraded it to a comprehensive strategic partnership for a new era in 2024 [1]. The bilateral economic and trade cooperation mechanism continues to function effectively. On March 19, 2025, the first freight train from Beijing to Central Asia was launched, carrying 90 standard containers to Tashkent. This marked a breakthrough in the development of logistics channels between the two cities [16].

2. Complementary Advantages

Beijing's advantages lie in cross-border e-commerce policies, platform resources, digital supervision, bonded warehousing, talent development, and financial services. Tashkent, by contrast, offers access to the Central Asian consumer market, local distribution channels, specialty products such as cotton, dried fruits, and leather, as well as favorable regional and geographical advantages. The two sides can therefore develop a collaborative model that combines technology, digital platforms, export experience, and market channels.

3. Synergistic Effects

The potential for cooperation between the two regions is mainly reflected in four areas.

First, in terms of the flow of production factors, Beijing's digital technologies and e-commerce enterprises can enter the Tashkent market, while Tashkent's specialty products can access Chinese and international markets through Beijing-based platforms.

Second, in terms of industrial linkages, the two sides can jointly develop a cross-border e-commerce industrial cluster to address weaknesses in Tashkent's supply chain.

Third, in terms of regulatory cooperation, the two countries can promote greater alignment in customs procedures, taxation, data compliance, and commodity standards, thereby reducing institutional costs.

Fourth, in terms of market expansion, the two sides can jointly explore new markets and expand the scale of bilateral digital trade.

Key Experiences in Beijing's Cross-Border E-Commerce Development and the Adaptability of Its Development Model

Overview of Beijing's Cross-Border E-Commerce Experience

Beijing has established a policy framework that combines policy guidance, targeted support, and regulatory innovation, while implementing reform pilot projects through the comprehensive pilot zone. Development objectives are clarified through specific action plans [4], while special funds are used to support innovation in digital platforms, warehousing and logistics, and consumption models [5]. At the same time, coordinated reforms in customs, foreign exchange, and taxation have helped simplify cross-border business processes.

Beijing follows a development path based on platform development, trade expansion, and integrated service provision. Customs clearance, logistics, cross-border marketing, financial and taxation services, and intellectual property services have been further integrated, creating a relatively complete industrial ecosystem. Relying on the advantages of its two major airports and logistics centers established within comprehensive bonded zones, Beijing has strengthened its cross-border logistics capacity. In 2025, the total import and export volume of the Tianzhu Comprehensive Bonded Zone reached RMB 119.793 billion [7].

Furthermore, Beijing integrates data from relevant government departments through a one-stop cross-border trade service window and improves regulatory efficiency through intelligent classification and risk screening.

In terms of talent development, a collaborative training mechanism has been established involving the government, enterprises, universities, and industry associations. Since 2025, the "Capital E-Commerce Lecture Hall" has been held 34 times, attracting more than 20,000 participants [17], and its scale continues to expand. The supply of cross-border e-commerce professionals has also been strengthened through short-term practical training courses organized by industry associations and targeted internship opportunities provided by leading enterprises.

Adaptability Analysis of Beijing's Experience for Tashkent

Beijing's experience provides a valuable reference in the areas of policy coordination, industrial ecosystem development, digital supervision, and talent training. Many elements can be applied with appropriate adjustments; however, the Beijing model cannot be directly replicated in Tashkent.

Four major adaptation challenges can be identified. First, there are differences in the legal and regulatory systems of China and Uzbekistan, particularly in customs procedures, foreign exchange regulation, data security, and intellectual property standards.



Second, differences exist in consumer behavior and payment practices. Cash on delivery remains widely used in Tashkent, while the digital payment usage rate stands at 71.17% [15], indicating that there is still room for further development.

Third, there is an infrastructure gap. Tashkent has more limited digital and logistics infrastructure and therefore cannot directly replicate Beijing's high-standard infrastructure model. Uzbekistan has only 634,000 square meters of warehousing space nationwide, of which only 34% consists of Class A warehouses [2].

Fourth, language and cultural barriers remain significant. Multilingual communication involving Chinese, Russian, and Uzbek increases operational costs, while the availability of experienced local operating teams remains limited.

Therefore, the application of Beijing's experience to Tashkent should follow four main principles. First, localization and adaptation should be prioritized by adjusting implementation mechanisms to Uzbekistan's policy environment, market conditions, and infrastructure capacity rather than directly copying the Beijing model.

Second, differentiated implementation should be adopted by giving priority to relatively low-cost and quick-return initiatives, such as policy coordination, talent exchange, and warehousing projects, while promoting intelligent supervision systems and large-scale industrial parks over the longer term.

Third, cooperation should proceed gradually through short-term pilot projects, medium-term expansion, and long-term institutional cooperation.

Fourth, the principle of mutual benefit should be maintained by balancing the market expansion interests of Beijing enterprises with the development needs of local industries in Tashkent.

Key Areas of Beijing's Experience in Promoting Cross-Border E-Commerce Development in Tashkent from the Perspective of Regional Cooperation

Policy and Institutional Synergy

Drawing on the experience of the Beijing Comprehensive Pilot Zone in tiered policy design and interdepartmental coordination, a regular consultation mechanism could be established between the Beijing Municipal Bureau of Commerce and the relevant economic and trade authorities in Tashkent. In the short term, a cross-border e-commerce support policy framework adapted to Uzbekistan's national conditions could be introduced to simplify customs clearance and foreign exchange declaration procedures.

With reference to the institutional framework of Beijing's *Action Plan for Promoting the High-Quality Development of Cross-Border E-Commerce (2025–2027)* [4], the medium- and long-term focus could be placed on promoting the mutual recognition of taxation, intellectual property, and commodity access standards, as well as jointly developing a cross-border e-commerce pilot park based on the Tianzhu Comprehensive Bonded Zone model. The import and export volume of the Tianzhu Comprehensive Bonded Zone reached RMB 119.793 billion in 2025 [7], demonstrating the reference value of its operational model. A pilot project to facilitate cross-border RMB settlement could also be implemented to reduce bilateral trade costs from an institutional perspective.

Exploring Opportunities Through Industrial Ecosystem Collaboration

By leveraging the advantages of Beijing's leading cross-border e-commerce platforms and full-chain service providers, Beijing-based e-commerce enterprises could be encouraged to enter the Tashkent market, establish distribution channels for Central Asian goods, and support the transformation and upgrading of local platforms such as Uzum. Uzum's sales exceeded US\$500 million in 2025, representing a 1.5-fold increase compared with the previous year [14].

At the same time, Tashkent's specialty products, such as cotton, dried fruits, and leather, could be promoted in the Chinese market, thereby forming a two-way trade structure. The two sides could also jointly establish a cross-border e-commerce training and industrial incubation base.

Joint Expansion of Logistics Infrastructure Capacity

In terms of logistics, Beijing's integrated operational model of "airport hub + bonded warehouse + overseas warehouse" could be introduced in Tashkent in stages. In the short term, support could be provided for the development of a small-scale cross-border bonded sorting and warehousing center at Tashkent Airport, while Beijing's intelligent warehouse management systems could be introduced to improve cargo turnover efficiency.

The total import and export volume of the Beijing Tianzhu Comprehensive Bonded Zone reached RMB 119.793 billion in 2025 [7], and its warehousing management experience could serve as a useful reference. In the medium and long term, standardized cross-border bonded parks could be jointly developed in cooperation with Chinese enterprises.

Building on the first Beijing–Central Asia freight train launched in March 2025 [16] and the China–Kyrgyzstan–Uzbekistan railway, dedicated multimodal cross-border transport routes integrating road, rail, and



air transportation could be developed. A shared digital platform for cargo tracking and logistics information could also be established. These measures would help address existing challenges in Tashkent's logistics development, including low logistics efficiency and insufficient warehousing capacity.

Digital Supervision and Collaborative Talent Development

In terms of digital supervision, Tashkent could draw on Beijing's experience with the cross-border trade single-window architecture and adapt it to the legal framework of Uzbekistan by establishing a simplified comprehensive declaration platform. Artificial intelligence-based classification and big-data risk analysis could be applied to improve regulatory efficiency.

Beijing has significant advantages in digital economy technologies. In 2025, the added value of Beijing's digital economy exceeded RMB 2.4 trillion, accounting for 46.4% of GDP, indicating a relatively mature digital technology foundation [3]. The two sides could further establish an electronic tracking system for cross-border goods and a mechanism for exchanging compliance-related information.

In terms of talent development, Beijing's joint training model involving government agencies, enterprises, universities, and industry associations, together with the continuously expanding "Capital E-Commerce Lecture Hall" training program, could serve as a useful reference. Universities and economic and trade institutions in Beijing could jointly provide cross-border e-commerce courses and practical training programs with universities in Tashkent, covering platform operations, customs clearance, cross-border marketing, and digital supervision.

Furthermore, professionals and students from Tashkent could be selected for internships at enterprises located in Beijing's comprehensive pilot zone, thereby establishing a collaborative talent development mechanism involving government institutions, universities, and enterprises.

CONCLUSION AND SUGGESTIONS

Based on the theories of regional cooperation, industrial gradient transfer, and digital trade, this study comparatively analyzes the development of cross-border e-commerce in Beijing and Tashkent. Beijing has accumulated relatively mature experience in policy frameworks, industrial ecosystem development, logistics infrastructure, digital supervision, and talent development. Tashkent, meanwhile, possesses advantages in geographical location, market potential, specialty products, and regional distribution, but still faces limitations in logistics, payment infrastructure, digital services, and the availability of skilled professionals [2][9][15].

The two cities demonstrate a high degree of complementarity. However, due to differences in institutional systems, market conditions, infrastructure, and cultural environments, Beijing's experience cannot be directly replicated in Tashkent. Therefore, cooperation should be based on the principles of localization, gradual implementation, and mutual benefit.

Phased cooperation should be promoted in the areas of policy coordination, industrial ecosystem development, logistics infrastructure, digital supervision, and talent development. This would contribute to the formation of a two-way circulation mechanism in which "Chinese goods enter Central Asia and Uzbek specialty products enter China," while further promoting the development of digital trade between China and Uzbekistan.

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