



**WE ACCOMPANY YOU IN THE CHANGE**

MADRID-BARCELONA-CANARIAS  
CHILE-COLOMBIA

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# 1

## WHERE TO START: HOW TO GET YOUR COMPANY INTO E-BUSINESS

“THE VALLEY IS THE HUB WHERE KNOWLEDGE BECOMES THE DRIVER THAT TRANSFORMS”



### CONTENTS:

#### 1. WHERE TO START: HOW TO GET YOUR COMPANY INTO E-BUSINESS

The aim of the first chapter is to situate the current context of e-commerce globally and locally, looking at specific examples from various sectors. The different business models and the sources of income that feed them will be analyzed, analyzing their applicability in different online sales scenarios.

- Internet as a real sales channel: some enlightening figures in the middle of a pandemic.
- Types of business models on the Internet: B2B / B2C / C2C / B2B2C...  
Examples: eBay vs. Amazon vs. Alibaba vs. Google and Facebook.
- Revenue sources: advertising, transaction fees, direct sales, subscriptions, etc.
- The growing importance of large Internet companies as suppliers.
- Definition of Internet strategy and tactics: main questions.
- Alignment with the company's international strategy.
- Pros and cons of e-commerce outsourcing.
- Key success factors in an e-commerce project.
- Cost areas of an online sales channel.
- Main figures of the agri-food market

## HOW MUCH HAS TECHNOLOGY CHANGED US?



### 3 WORST THINGS THAT COULD HAPPEN



## WELCOME TO THE DICTATORSHIP OF THE CONSUMER



Hiperconectado

Hiperinformado

24x7x365

Multicanal

Tiene voz, opina (Cluetrain)

Es *prosumer* (produce y consume)

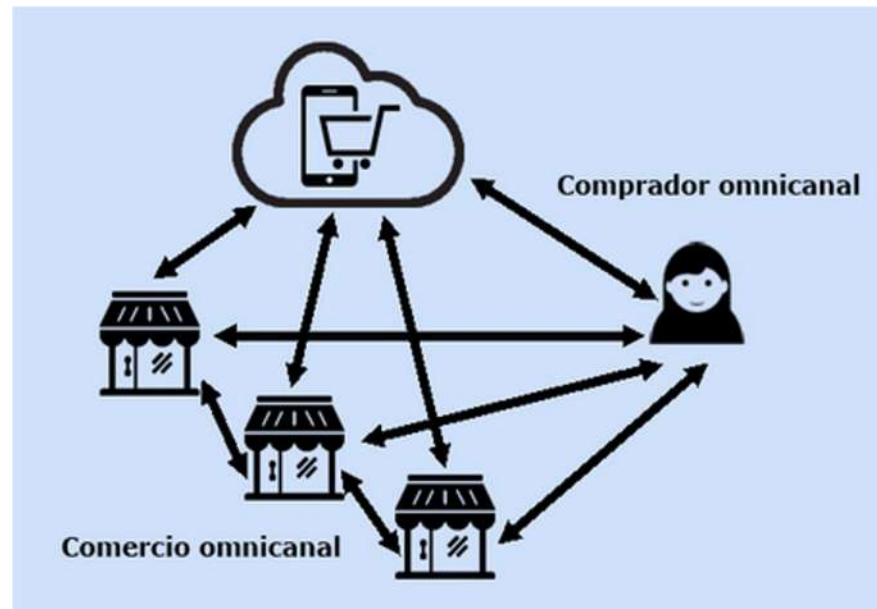
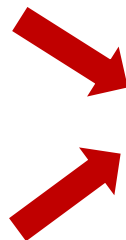
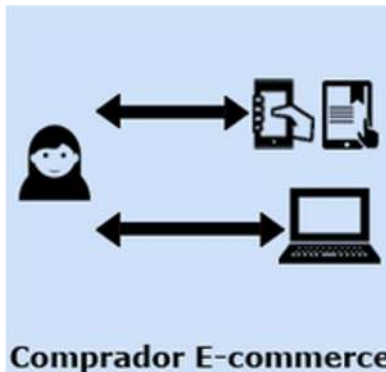
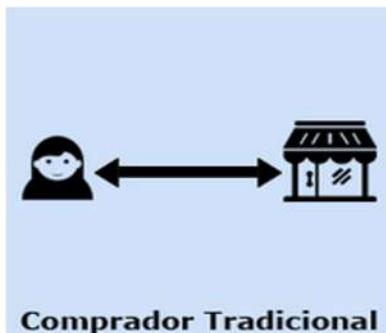
Compra experiencias, no productos



## DO WE INFORM OURSELVES OR DO WE BUY?



## CONSUMER BEHAVIOR HAS CHANGED

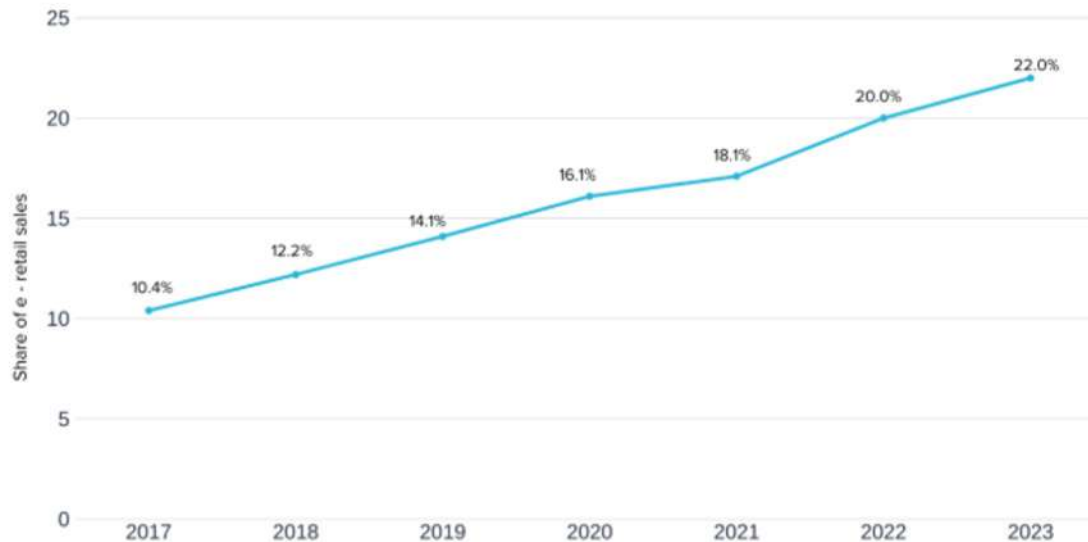




## TRADE IS MOVING TO THE ONLINE WORLD



Percentage of online sales in global retail trade



Source: Emarketer.com

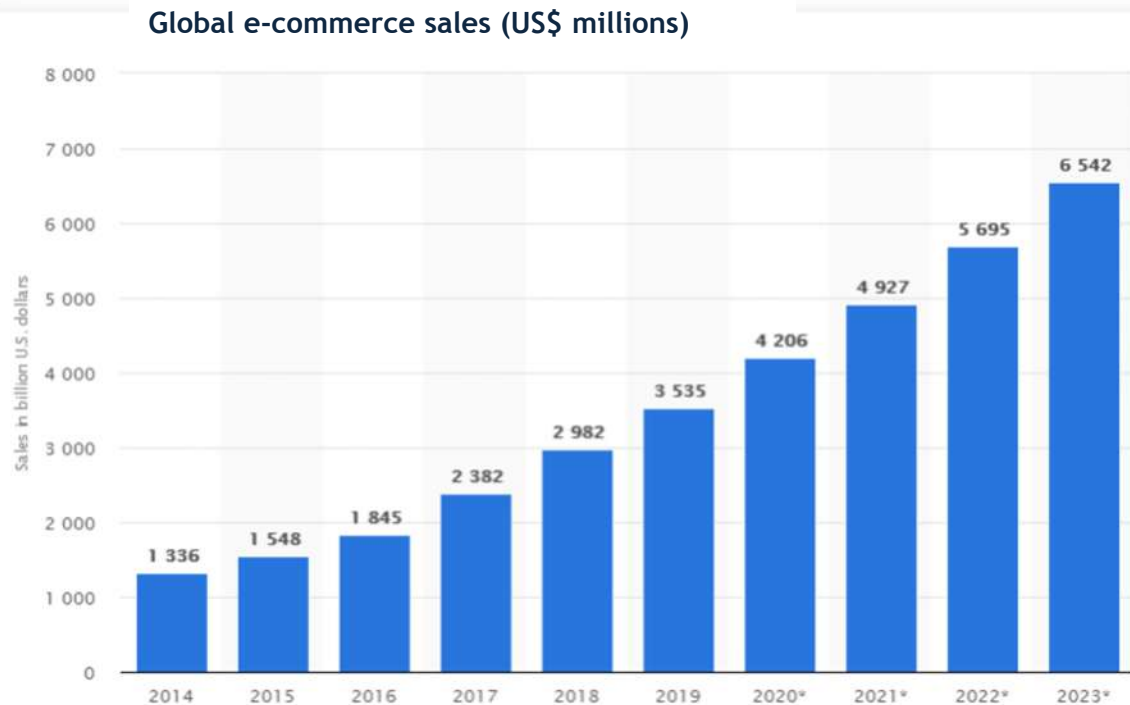
Fuente:  
Emarketer.com

## RESULTING IN A STRONG GROWTH IN ONLINE SALES

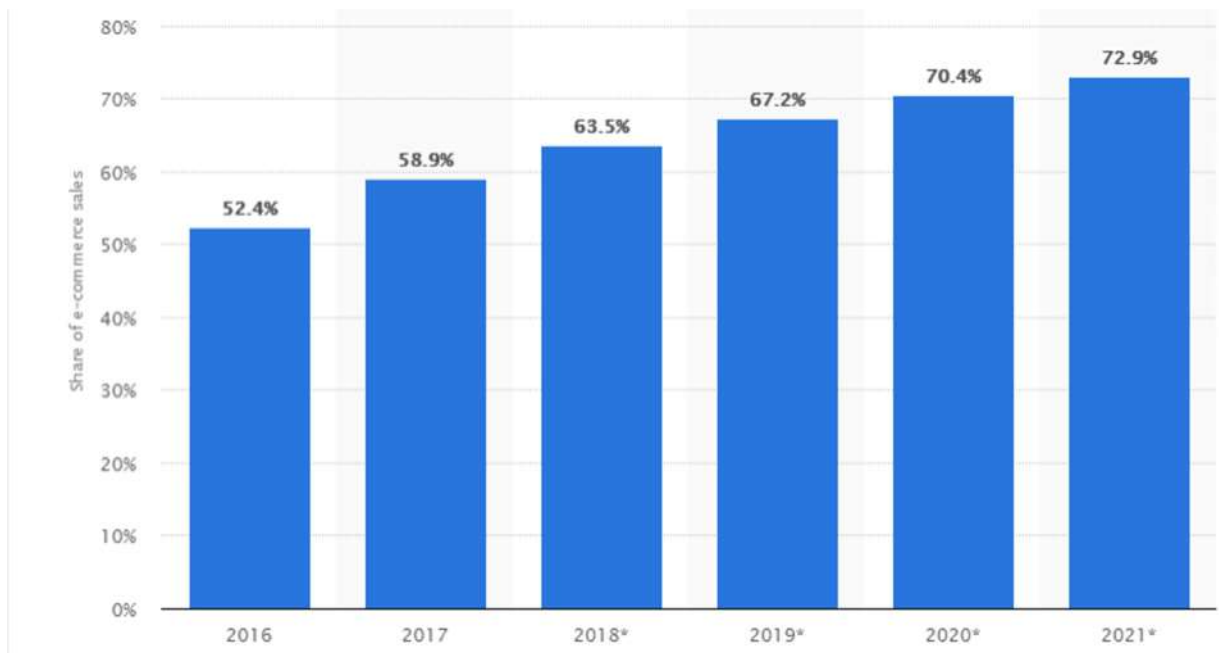


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INTERREG SUDOE  
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MOOC Agrosmart Global

ecommerce**news**



### Mobile e-commerce sales as a percentage of e-commerce sales



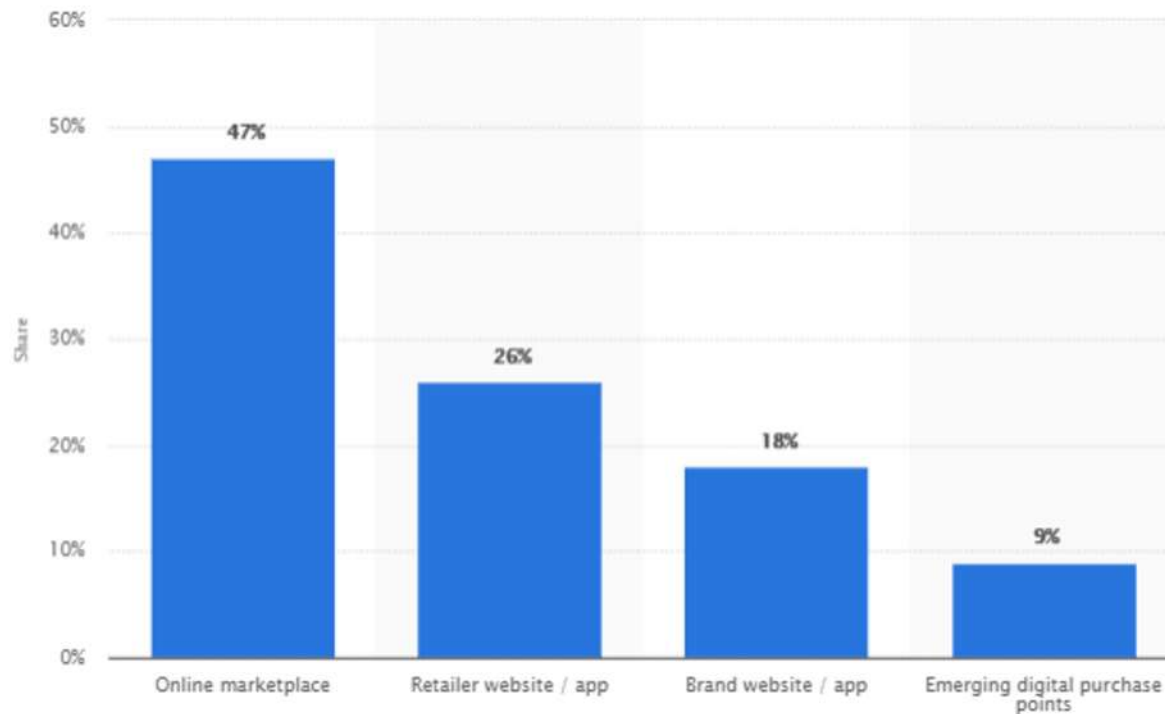
Fuente: Statista  
2020

### Growth of online commerce by region



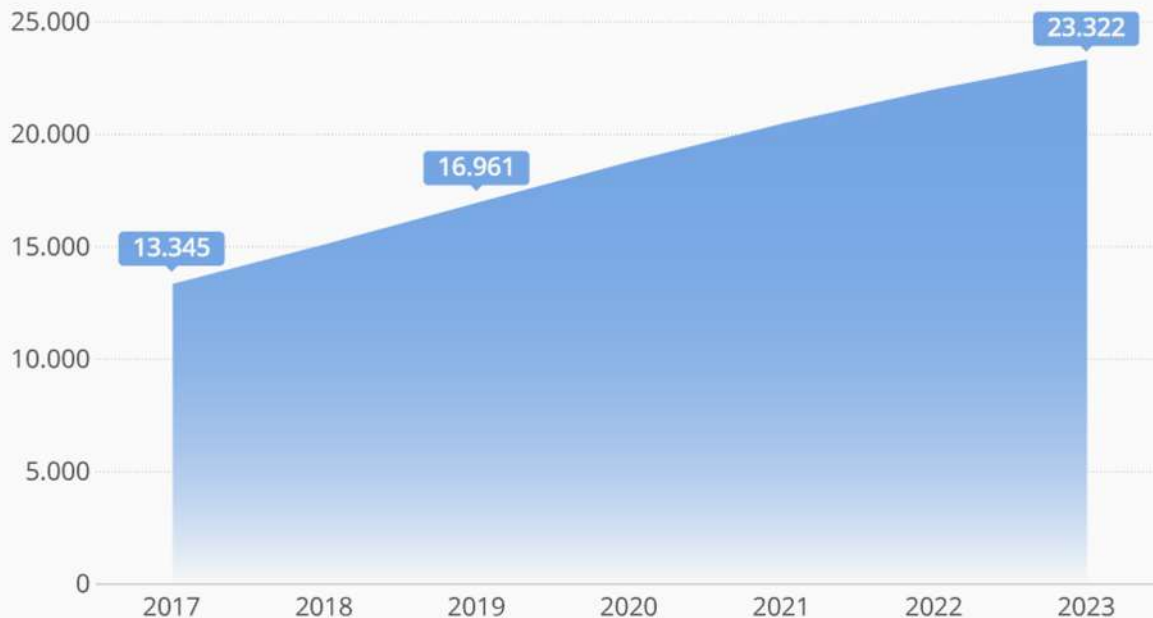
Fonte:  
Emarketer.com

Distribution of worldwide online purchases as of July 2019, by channel.



### ECOMMERCE VOLUME IN SPAIN

estimated revenues from e-commerce retailing in Spain

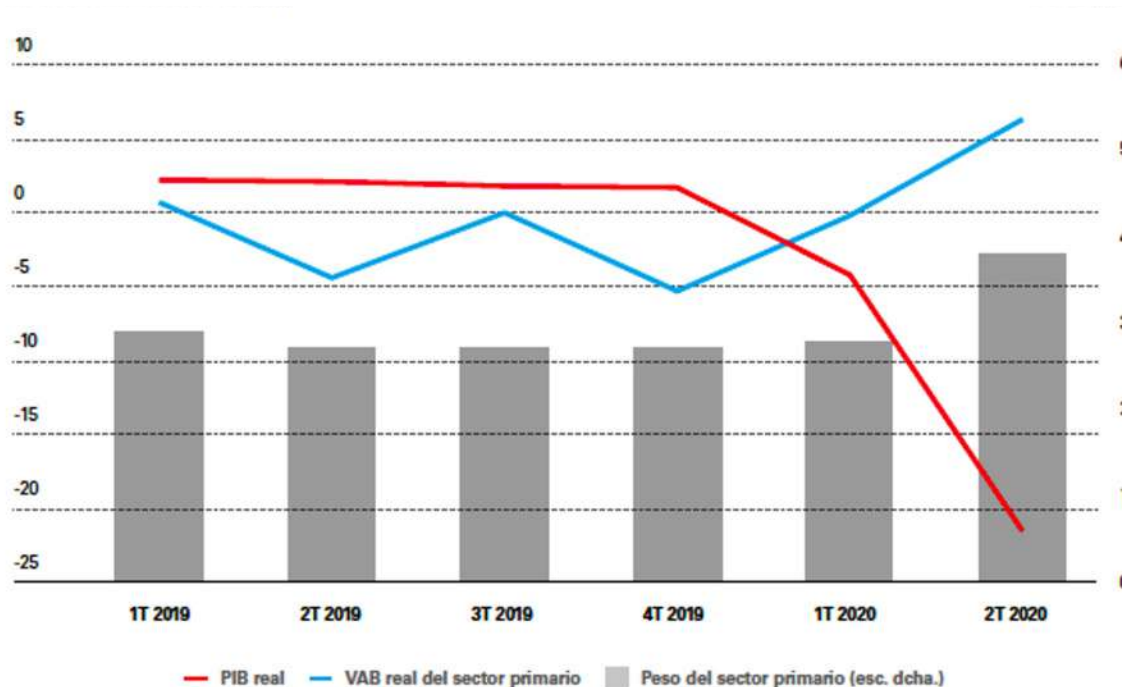




## TURNOVER OF ONLINE COMMERCE IN SPAIN

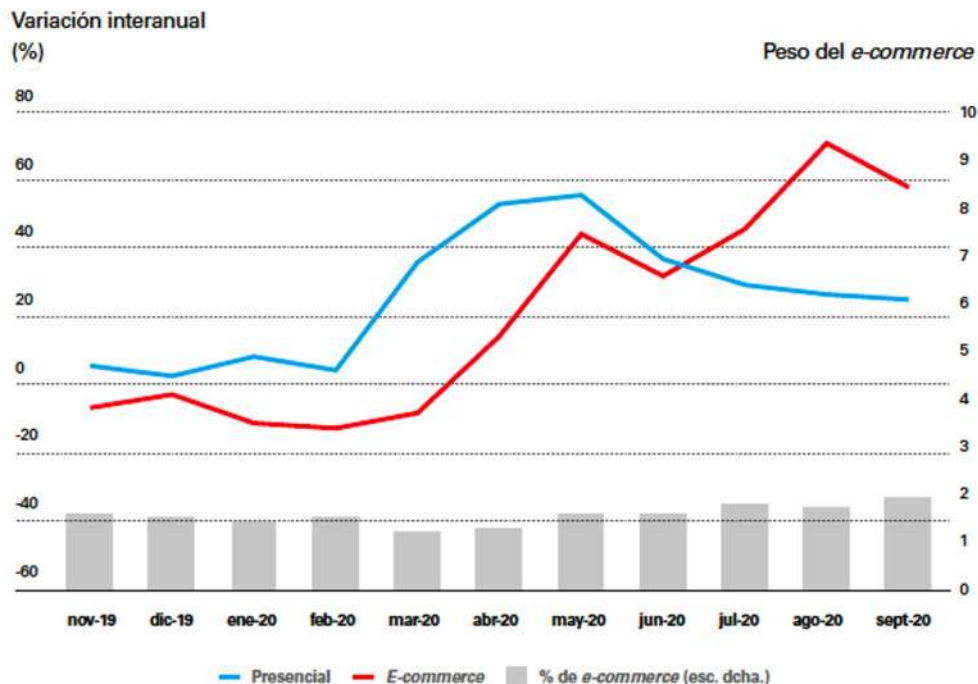


## THE PRIMARY SECTOR GAINS WEIGHT IN THE ECONOMY DURING THE COVID 19 CRISIS



Fuente: CaixaBank Research, a partir de datos del INE.

## CARD FEEDING COSTS: PRESENT AND E-COMMERCE



Fuente: CaixaBank Research, a partir de datos internos de pagos en terminales de punto de venta de CaixaBank.

- BIG DATA, internet of things and robotics as the most popular technologies in the primary sector and agri-food industry.
- The Blockchain enables digital authentication of food products and allows their traceability in all links of the food chain.

## Popularidad de las distintas tecnologías digitales en el sector agroalimentario

### SECTOR PRIMARIO

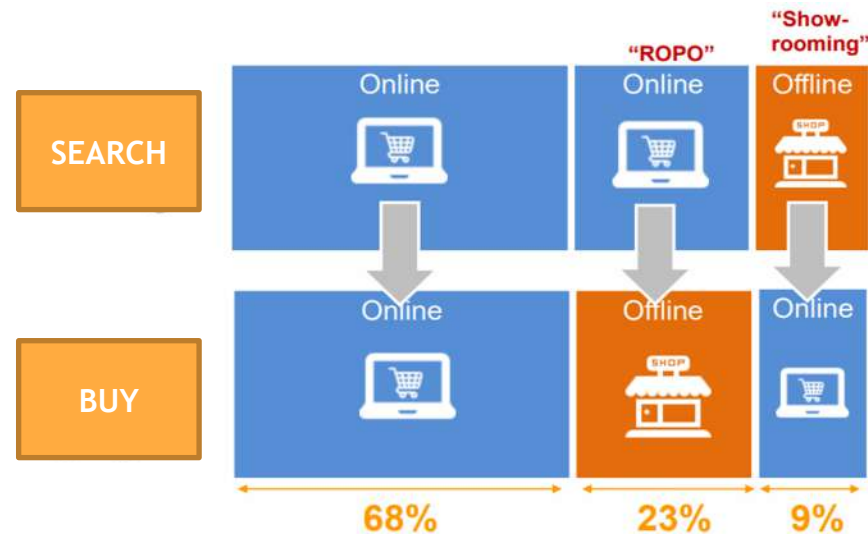
	 45,2% Big data	 3,8% Nanotecnología
	15,9% Internet de las cosas	 3,3% Tecnologías digitales
	9,9% Robótica	 2,1% Computación en la nube
	7,7% Internet móvil	 0,9% Realidad virtual
	6,1% Blockchain	 0,6% Impresión 3D
	4,0% Inteligencia Artificial	 0,4% Ciberseguridad

### INDUSTRIA AGROALIMENTARIA

	 30,1% Blockchain	 6,2% Computación en la nube
	12,7% Robótica	 4,6% Realidad virtual
	11,0% Big data	 4,1% Inteligencia Artificial
	9,3% Internet móvil	 2,3% Nanotecnología
	7,9% Internet de las cosas	 2,2% Ciberseguridad
	7,3% Tecnologías digitales	 2,2% Impresión 3D

## ONLINE SHOPPER PROFILE:

Women (57%) and men (43%) between 45 and 54 years old (23%). Followed by the age range between 25 and 34 years (18%), residents in large urban centers such as Madrid (15%) and Barcelona (9.5%).



Búsquedas y compras, tanto online como offline – Fuente: IAB Spain ®

## HOW HAS THE CORONAVIRUS CHANGED US?



### SELECTION OF TRADE FAIRS CANCELLED/POSTPONED DUE TO CORONAVIRUS







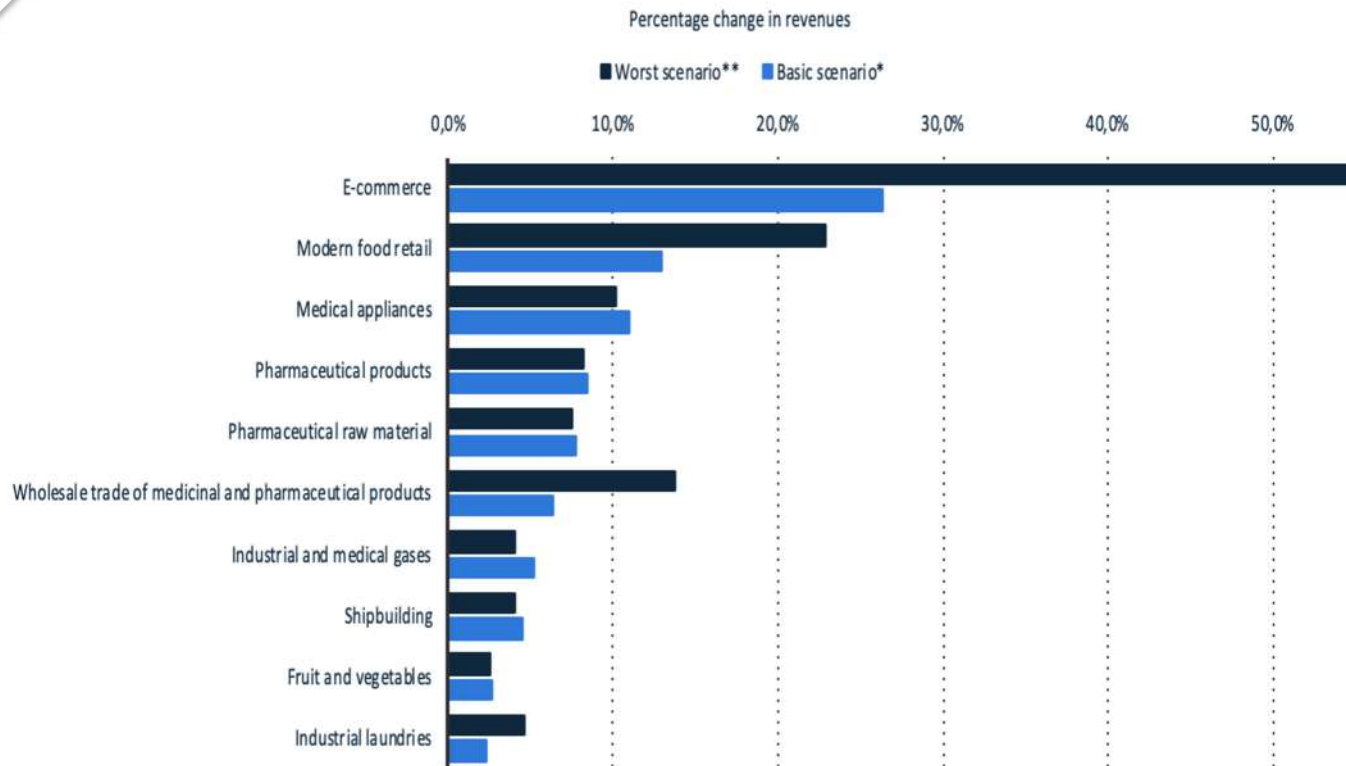
Fuente: GlobalwebIndex e  
 Hootsuite

## E-COMMERCE WAS THE MAIN BENEFICIARY



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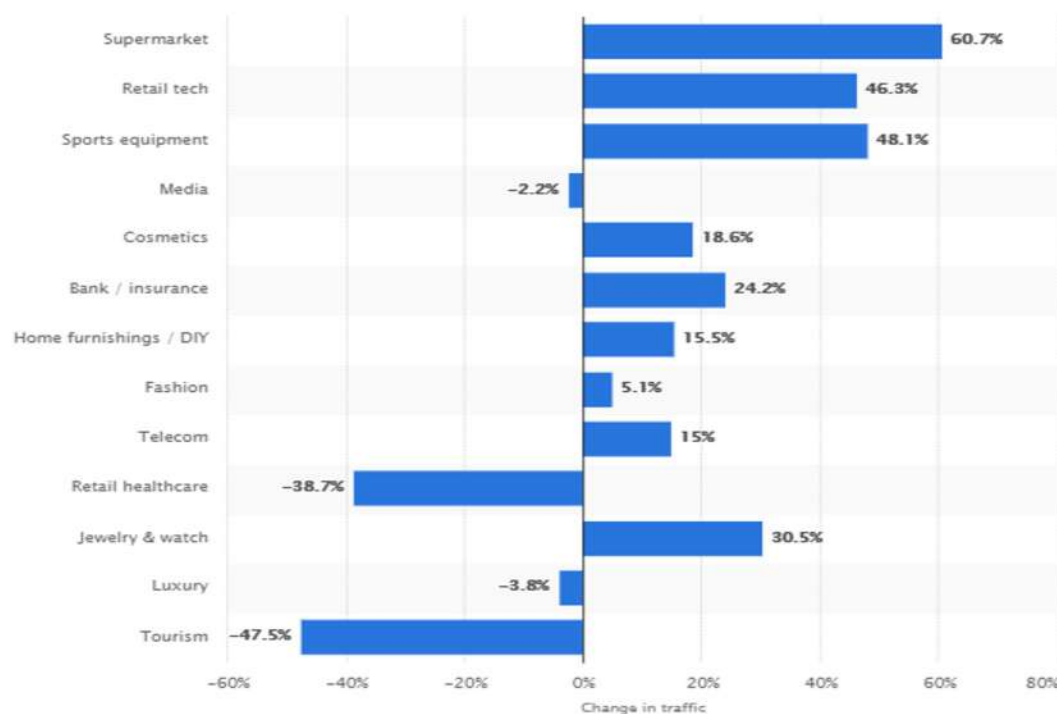
ecommercenews



## ALMOST ALL SECTORS INCREASED THEIR ONLINE SALES



Coronavirus impact on online traffic in selected industries worldwide in the week ending June 14, 2020.



## THE INTERNATIONAL DIGITAL STRATEGY AND ITS NATIONAL AND INTERNATIONAL INTEGRATION OF THE COMPANY.

- General data of National and International Ecommerce
- SWOT of the company and its products / services.
- Ecommerce strategy: basic concepts.
- What changes in the international strategy? Cross-border vs. domestic Ecommerce



### WHAT TO LOOK FOR

Objective data	traffic, evolution, conversion, loyalty, social networks, SEO, ...
Subjective information	customer feedback and surveys, employee interviews and surveys collected from non-customers.
Competitive analysis	range of products and prices, current promotions, details about their social networks and SEO, customer service methods, how they accept payments, their website...
Market trends	current and expected demands for your products, any trends that may increase or decrease the demand for your products (such as celebrities using similar products), upcoming legislation, ...

### HOW TO DO

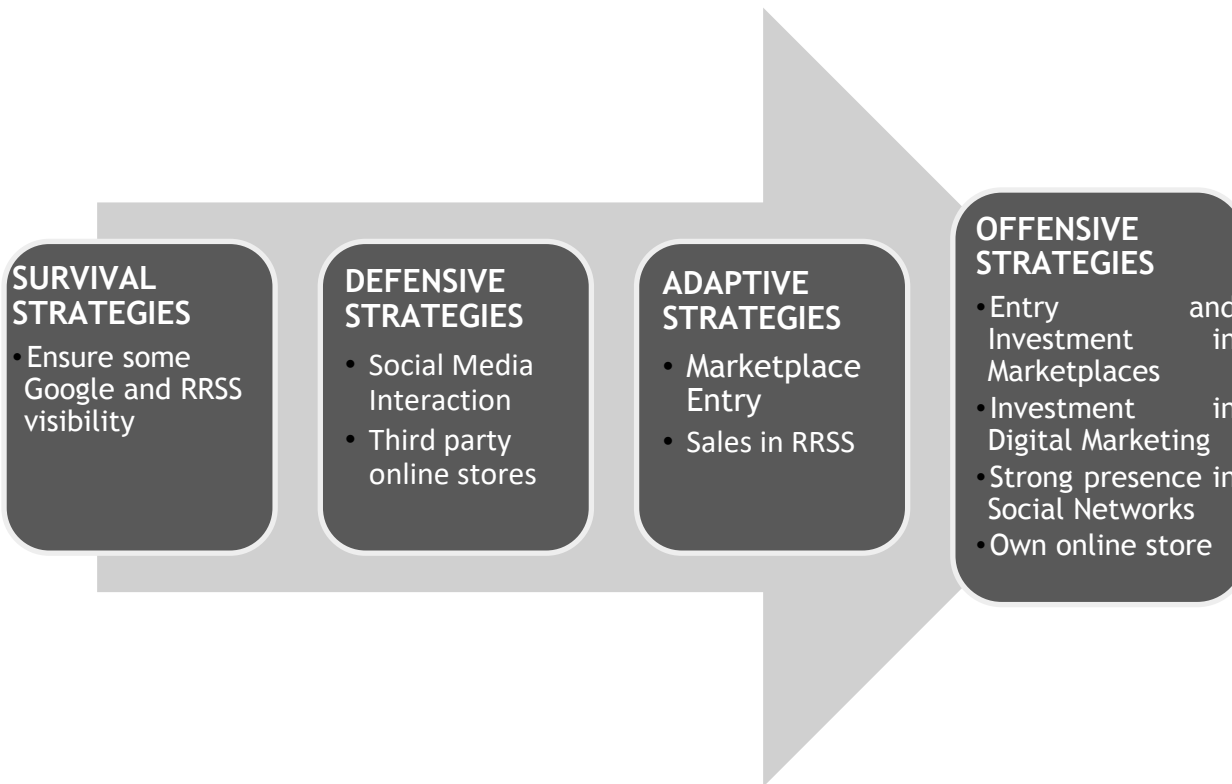
Be realistic	it may be tempting to exaggerate and ignore some weaknesses
Think about the present and the future	understand your place in today's marketplace and try to plan for the future of your business
Be brief but detailed	analyze too much and write too little
Remember your competitors	investigate them as thoroughly as you investigate your own company.



## EXAMPLE SWOT ANALYSIS



## EXAMPLE OF ACTION PLAN BASED ON SWOT ANALYSIS



---

Competitive advantage of the product or service (price, quality, design, unique product/service, after-sales service, user experience, etc.)

---

Internet giants.....are they friends or foes?

---

Company's position in the value chain (manufacturer, wholesaler/distributor, retailer).

---

What is your offline sales model, national and international: own stores, agents, distributors, franchises, etc. .... It is very important to know your offline processes to incorporate the digital strategy.

---

Do marketplaces fit into my digital strategy?

---

Company experience in digital channels: Is there HR specialized in this area? If yes, situation in the company's organization chart.

---

Who is the company's customer: B2B / B2C / both?

---

What is the level of investment you are willing/able to undertake in your digitization process?

---

What is the size of your product/service catalog?

---

What is your average order amount?

---

And.....remember .....all strategic work in the digital business involves the definition / collection of a series of KEYWORDS that identify the products / services.

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## Benefits Of Doing Business Online





## GOOGLE

Generic or specific product or brand searches



## SOCIAL NETWORKS

Impact on user conversations, essential in the first part of the "sales funnel".

## AMAZON

The "one-stop store" relegates Google as the start of the online consumer shopping journey

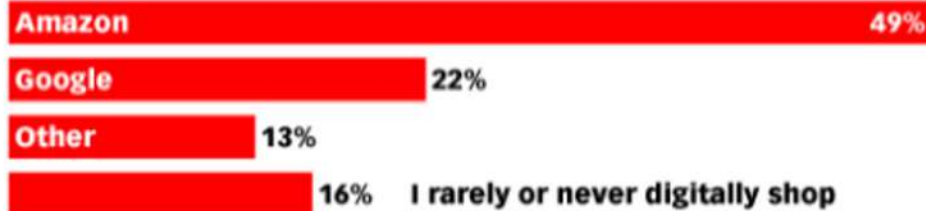
## PRICE COMPARATORS

Companies such as Promofarma, Rastreator, Booking, Trivago, La Casa del Electrodoméstico.... with enough brand image to start the consumer journey.

Company X

### Where Do US Internet Users Typically Start When Digitally Shopping for a Product?

% of respondents, June 2019





### VISIBILITY

- Own website
- Profile in Social Networks
- Google my Business (Google Maps)
- Free Directories

### ADVERTISING

- Digital Marketing
- Paid Directories
- Price Comparators

### SALES

- Own online store
- Third party stores
- Social Networks
- Marketplaces



## THE FIRST DECISIONS OF THE E-COMMERCE STRATEGY



**TYPE OF  
BUSINESS**

**MARKETS**

**CHANNEL TYPE**

**PRODUCTS**

**RESOURCES**

B2C o B2B?

National /  
International

Own store and/or  
Marketplace?

Product Catalog

Human and Financial

Should I  
replicate  
my  
existing  
offline  
business?

Should I  
start a  
new  
model?

To which  
countries  
do I  
intend to  
export?

Which  
languages  
and laws?

Where are  
my  
competito  
rs?

What are  
the  
requireme  
nts for  
each  
model?

What are  
the most  
suitable  
products  
for  
online?

New  
products?

New  
human  
resources  
or  
outsourcin  
g?

How  
much do I  
have to  
invest?

### ONLINE CHANNEL: "A COMPANY WITHIN A COMPANY".



#### Direct

Pitching, cold outreach,  
presenting demos,  
slide decks



#### Online

Website,  
search engine optimization,  
social media



#### Event

Trade shows,  
conferences,  
networking events,  
educational events

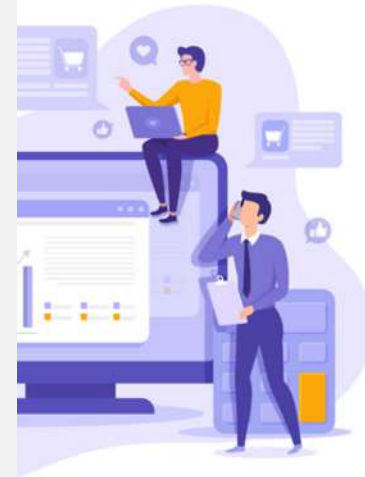


#### Retail

Brick and mortar  
stores,  
eCommerce

### STRATEGIC DEVELOPMENT OF AN ONLINE SALES CHANNEL

- Key figures of the business sector and competitor analysis
- SWOT analysis of the product/service
- Selection and prioritization of the main online markets
- Channel conflict solution
- Strategic supplier choice (single vs. best-of-bread, internal vs. external, etc.) External, etc.
- Online catalog selection
- Selection of additional marketing channels: e.g. Ebay, Amazon, etc.
- Definition of commercial policy.
- Online marketing plan
- Online profit and loss models
- Definition of business metrics and indicators (KPLs).
- Drafting of return policy / terms and conditions of use.
- Organizational proposal / HR



### RESEARCH

- Search engines and competitive intelligence tools
- Market data
- Search statistics by country
- Statistics by market
- Competitive analysis
- Keyword analysis

### ECOMMERCE

- Own online store
- B2C and B2B markets
- Online payment methods
- Logistics
- CRM
- Regulations and taxes

### MARKETING DIGITAL

- Google and social media campaigns
- Social media management
- Influencers
- Email marketing
- SEO and SEM
- Affiliate networks
- Marketing in Marketplaces

**1. E-Business Manager**

**5. Social CRM Manager**

**10. Communication Specialist**

**6. Chief Marketing Technologist**

**2. E-Commerce Manager**

**11. Digital Media Planner**

**7. Social Media Manager**

**12. Inbound Marketing Specialist**

**3. SEM Specialist**

**8. Community Manager**

**13. Branded Content Specialist**

**4. SEO Specialist**

**9. Digital Manager**

**14. Content Manager**

**15. Conversion Rate Optimization  
Specialist**

**16. Digital Project Manager**



## 3 SEQUENTIAL PHASES



### STRATEGIC CONSULTING

- Business plan
- Supplier selection
- Market research
- Analysis of national and international competition
- Organizational structure definition
- Analysis of alternative channels

### PROJECT DEVELOPMENT

- Website design and programming
- Selection of payment methods
- Legal compliance
- Selection of online store operations and logistics
- Online marketing strategy design

### ONLINE CHANNEL MANAGEMENT

- Function of "Director of
- Internal or external Ecommerce
- Execution of marketing plan
- Online channel performance analysis (web analytics)
- Daily management of the online channel (orders, incidents, fraud etc.)
- Implementation of corrective actions and proposals of alternative actions focused on results.
- Subsidy management

## SOME EXAMPLES OF E-COMMERCE MODELS



Exclusive online store	Asos.com, Modcloth.com, Myprotein.com
Online store and physical store	Mark and Spencer, Parfois y Zara
Catalog sales and online store	Laredoute.pt, Otto.de y Shopdirect.com
Marketplaces	Amazon.com, Farfetch.com y Airbnb.com
Private sales	Showroomprive.pt, Vente-privee.com y Gilt.com
Rental	Rentherunway.com, Bookrenter.com y Gamefly.com
Subscription	Dollarshaveclub.com, Birchbox.com y Bububox.pt
On request	Uber.com, Hellofresh.com y Cleanly.com

## LA ESTRATEGIA DIGITAL INTERNACIONAL Y SU INTEGRACIÓN NACIONAL E INTERNACIONAL DE LA EMPRESA.

- Datos generales de Ecommerce Nacional e Internacional
  - DAFO de la empresa y de sus productos / servicios.
  - Estrategia del Ecommerce: conceptos básicos.
- ¿Qué cambia en la estrategia internacional? Ecommerce cross-border vs doméstico

## THE E-COMMERCE OPPORTUNITY IS INTERNATIONAL

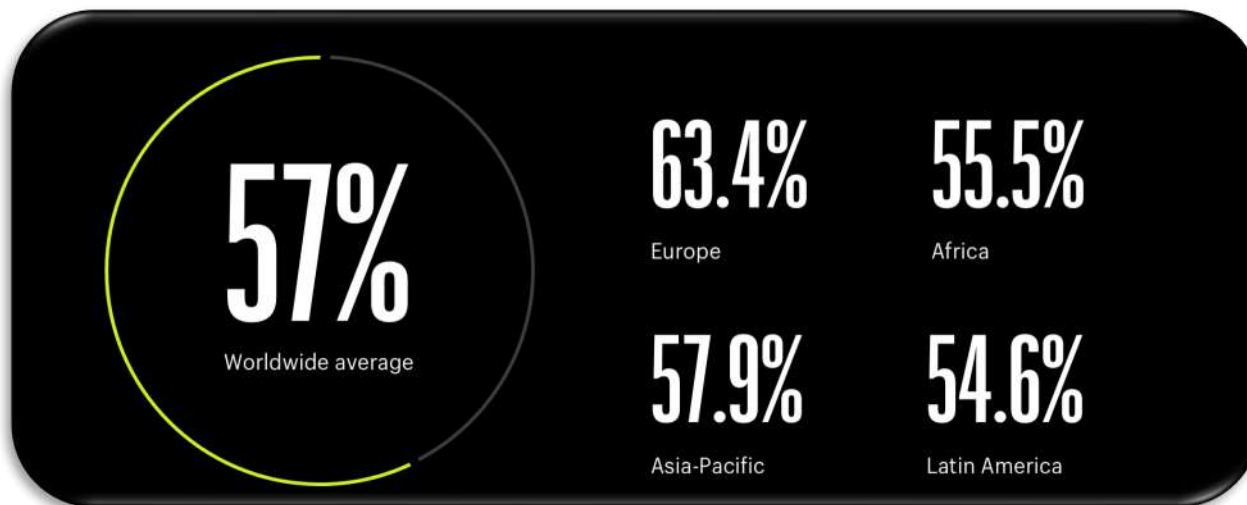


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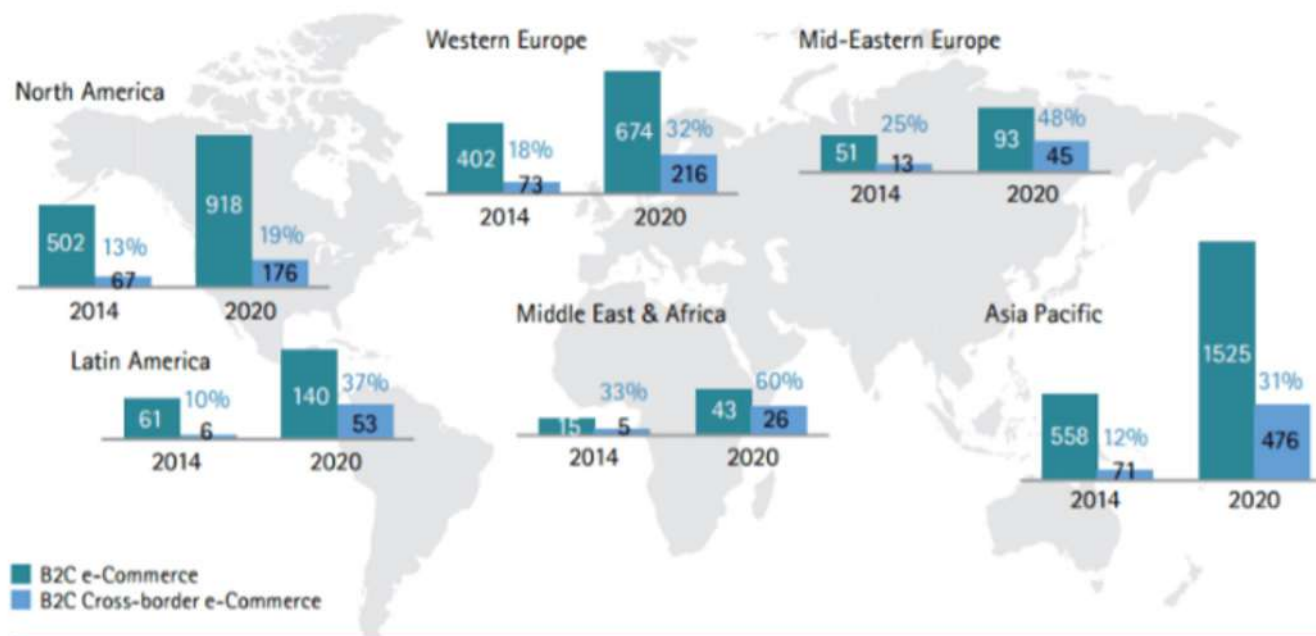
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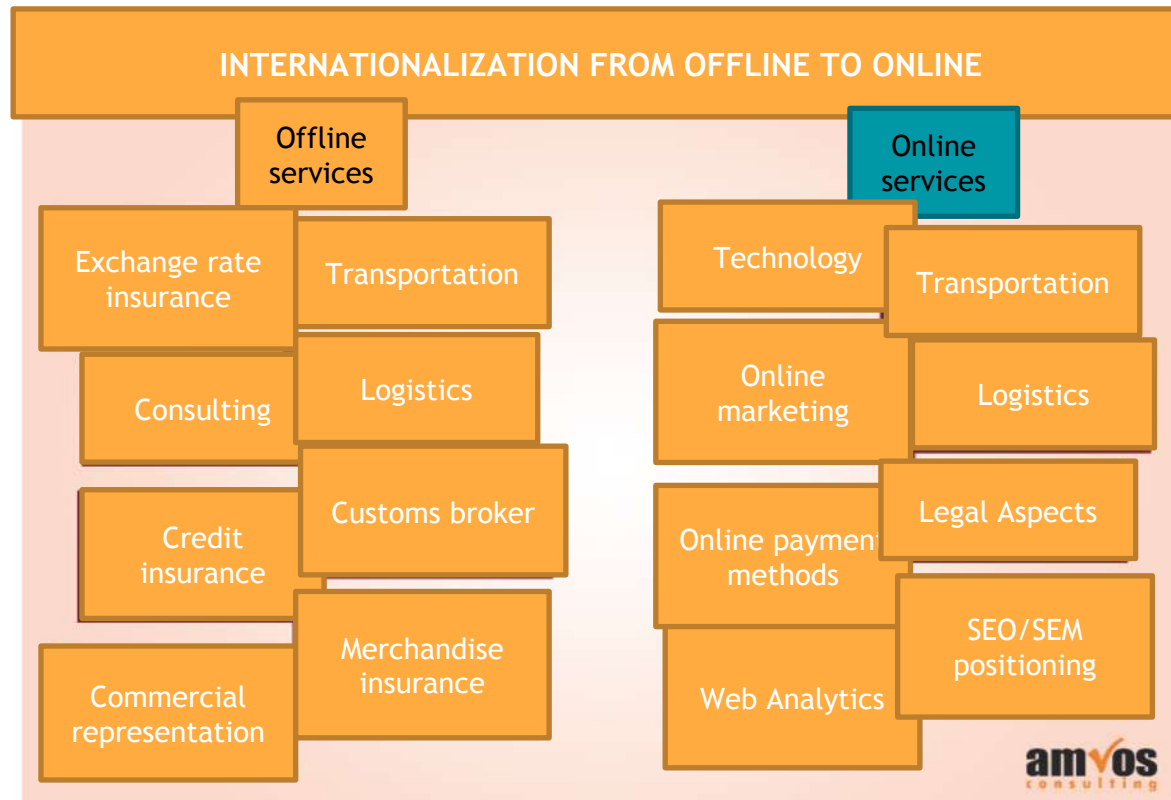


57% of online shoppers make purchases on foreign websites



## Global transaction value of cross-border B2C e-commerce (billions of dollars)





### MEANS OF PAYMENT

- Global and Local

### INTERNATIONAL LOGISTICS

- B2C and B2B

### REGULATIONS

- International: i.e. Incoterms, European Union
- National destination markets
- Tax issues: Cross-border VAT

### LANGUAGES

- Contenidos Digital content
- Tagged
- Customer Service
- Domains (one store in each country?)



### FRAUD

Fraud is possibly the biggest challenge facing merchants who allow customers to buy from them outside their country's borders. Therefore, choosing a good payment service that takes into account local customer behavior is critical.

### LOGISTICS

Logistics and reverse logistics are also just as important and can negatively affect the perception of your business by local customers. Consistent and predictable logistics is a requirement for a company wishing to capitalize on cross-border e-commerce.

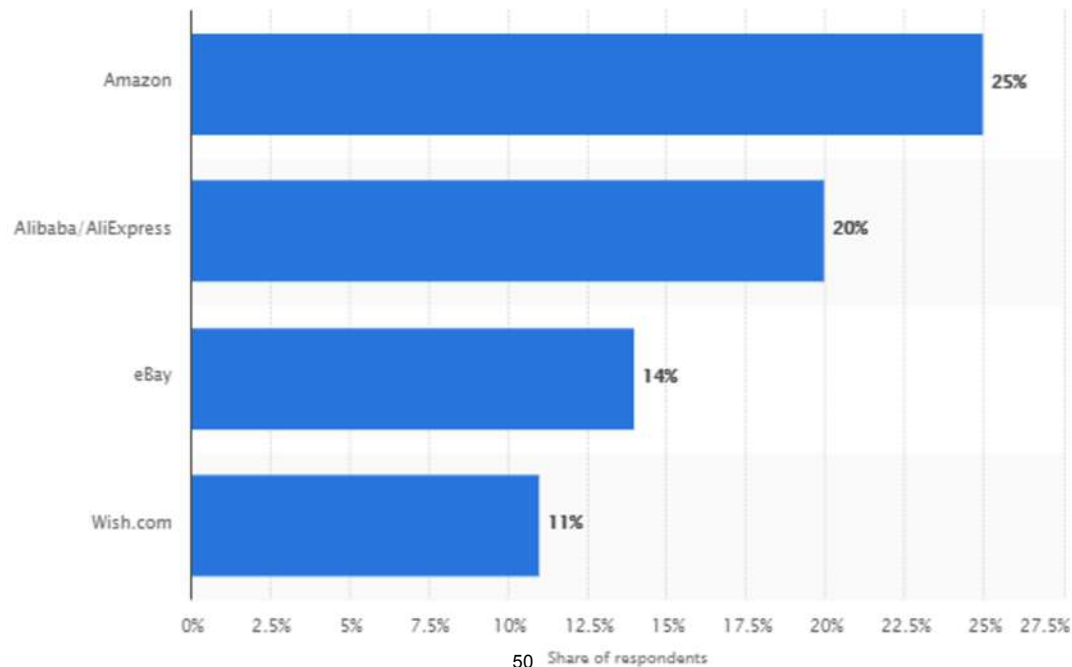
### REGULATIONS

Local government and taxes need close scrutiny and could have a negative impact on your business.

## AMAZON AND ALIBABA DOMINATE NEARLY HALF OF B2C CROSS-BORDER SALES



Digital retailer from which cross-border digital shoppers from around the world made their most recent cross-border digital purchase in September 2019



## THE INTERNATIONAL DIGITAL STRATEGY AND ITS NATIONAL AND INTERNATIONAL INTEGRATION OF THE COMPANY.

- International online store vs. marketplaces: advantages and disadvantages.
- Main differences between B2B and B2C strategies.
- Distribution strategy: Is there a conflict with my physical channel? Some solutions.
- Level of investment required: critical aspects to take into account.

## TWO WAYS TO SELL ONLINE



### OWN STORE

- It is an online store where a company or a brand sells its own products or services.
- A stand-alone store
- One brand
- Few customers



### MARKETPLACE

- It is an online platform with products or services from different brands and companies.
- A shopping mall
- Thousands of brands
- Millions of customers





### CREATION OF THE STORE

- E-commerce technology or platform
- Domain and hosting
- Means of payment
- Delivery service
- Legality

### STORE MANAGEMENT

- Product Catalog
- Product images and texts
- Receipt of orders
- Order preparation and shipping
- Customer service
- Marketing, marketing y marketing

### 1. MORE DIRECT COMMUNICATION WITH THE CUSTOMER.

- In our own store we have full control over information and customer relations.

### 2. POSSIBILITY OF BRANDING

- In your own store, you can enhance your brand more effectively by choosing colors, logos and the way you present your products.

### 3. AUTONOMY OF THE COMPANY

- In a web site you establish your own rules. By investing a little more time and resources, we will have the capacity to make decisions regarding design, programming, content creation, etc.

### 4. AVOID THE COMPETITION

- In our online store only our products are present

## STARTING UP YOUR OWN ONLINE STORE REQUIRES YOU TO...



---

Selection and acquisition of ecommerce platform/application

---

Selection of name, domain and hosting

---

Graphic design and content

---

Selection of payment and security systems

---

Development of the logistics model, deliveries and returns

---

Legal Proceedings

---

Development of after-sales service processes: responses to complaints and claims, policies, processes.

---

Analytics and ROI

---

Point-of-sale traffic generation

---

## WHAT IS A MARKETPLACE?



as if it were an online shopping mall, where we find multiple stores and people selling their products and services.

- "A marketplace is a "space" that serves as a contact between suppliers and demanders, usually with a commercial purpose and always in exchange for a fee or commission per service".
- "The marketplace in exchange for that fee and/or commission provides on the one hand the technology (platform) and on the other hand marketing (users)".
- We can find marketplaces for products (Amazon) or services (Upwork) for end consumers (eBay) or for companies (Alibaba.com), there are horizontal (Rakuten) or vertical (Mumumio in food, Westwing in decoration).



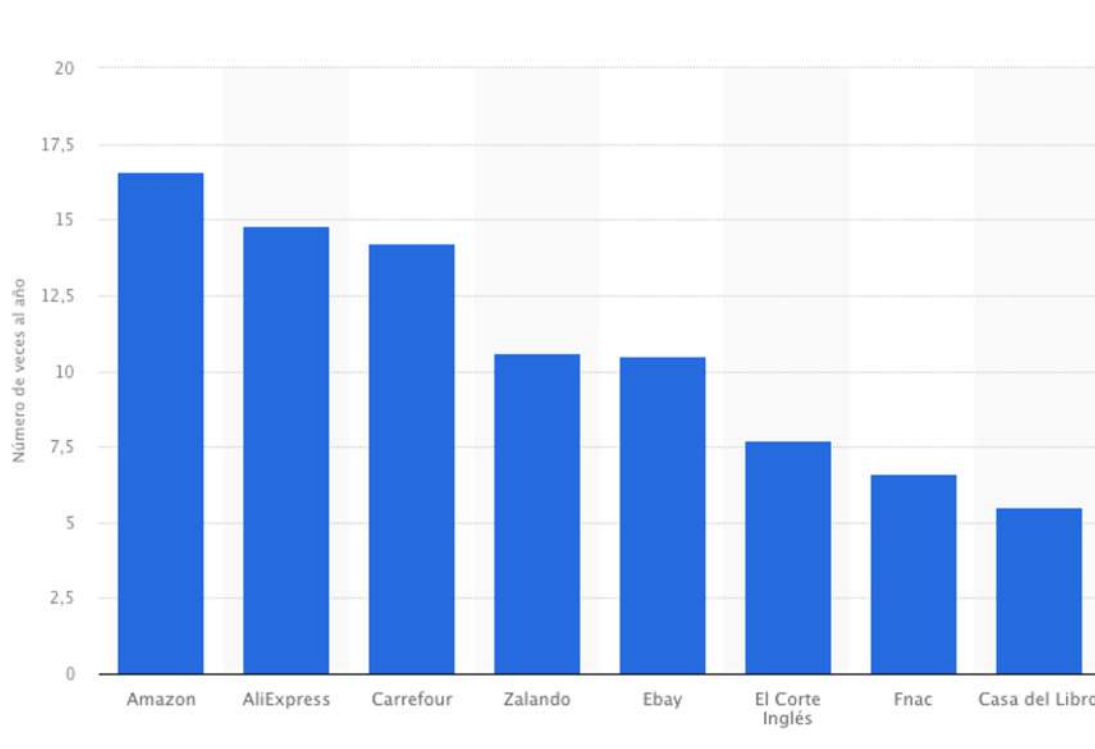
## MARKETPLACES ARE LARGE SHOPPING MALLS



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ecommercenews

Annual purchase frequency on the main online marketplaces in Spain in 2021







### ADVANTAGES OF A MARKETPLACE

- It is cheaper
- Easier to operate
- High customer traffic from the very beginning
- Greater national and international visibility in search engines
- Generates more confidence to the customer and the seller
- Has many processes and services ensured by the Marketplace
- Forget about technical and maintenance problems

### DISADVANTAGES OF A MARKETPLACE

- You pay commissions, the margin is reduced
- Your competition is also there
- Your customers are not your customers
- You do not master the design and structure

## THE HARD PART IS CHOOSING



### THOUSANDS OF MARKETPLACES

- Which are the best for my products
- Which are the best for my target markets

### TYPES OF MARKETPLACES

- Global, regional, local
- Horizontal, Vertical
- Open, subscription, invitation-only
- Product, service
- Luxury, low-cost, generic

### TOOLS

- [emarketservices.es](http://emarketservices.es)
- [lengow.com/marketplace-finder](http://lengow.com/marketplace-finder)
- [similarweb.com](http://similarweb.com)
- [linnworks.com](http://linnworks.com)

## MAIN GLOBAL FASHION MARKETPLACES



### SPECIALIZED IN FASHION

**ASOS**  
marketplace

 **zalando**

**YOOX.COM**  
SHOP FASHION / DESIGN / ART

**vente-privee** 

**NET-A-PORTER**

**THE ICONIC**

**dftmarketplace**

### GENERALISTS WITH A STRONG PRESENCE IN THE FASHION SECTOR

**TMALL**  


**amazon**  


 **JD. 京东 .COM**

**ebay**



### OWN STORE

- More initial investment
- Less visibility on the Internet
- Need to capture traffic
- No competition
- Total margin for seller
- Brand-dominated image

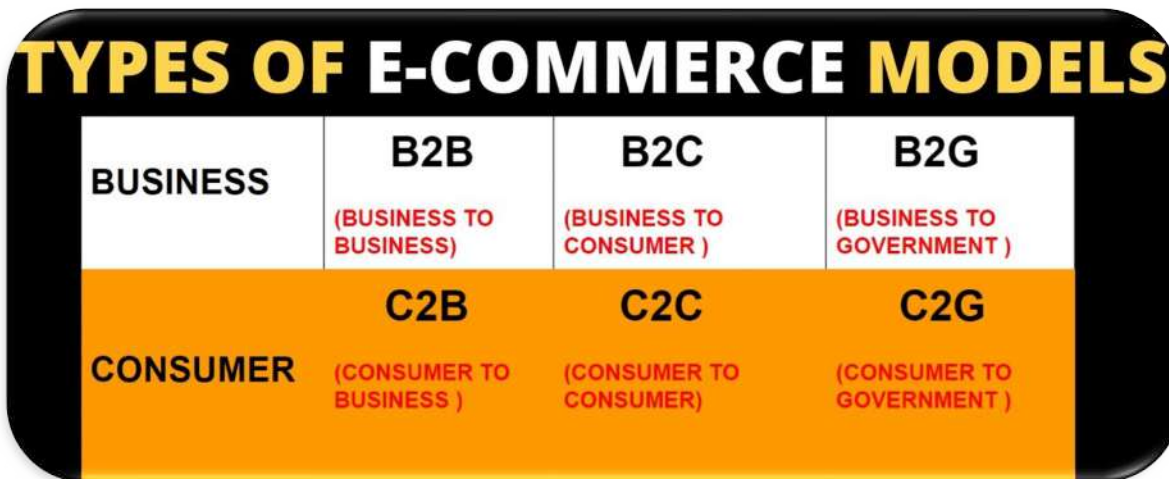


### MARKETPLACE

- Very low or no investment
- Excellent positioning in search engines
- Very high traffic
- High competition
- Retention of sales commission
- Image dominated by the marketplace

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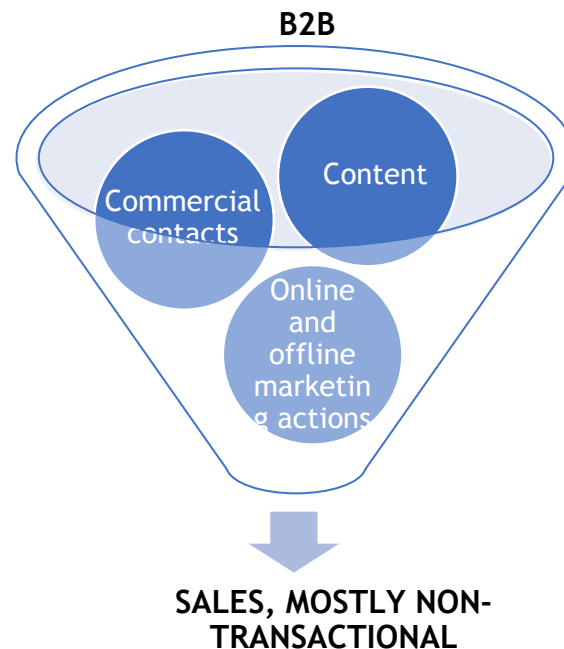
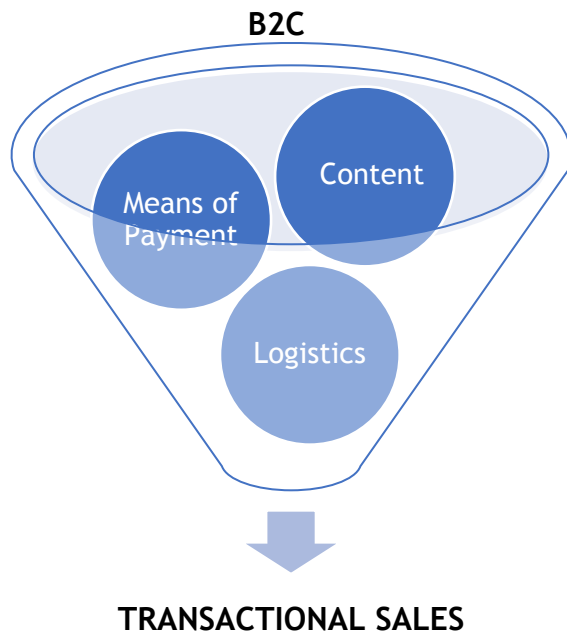
## DIFFERENCE BETWEEN B2B AND B2C STRATEGIES



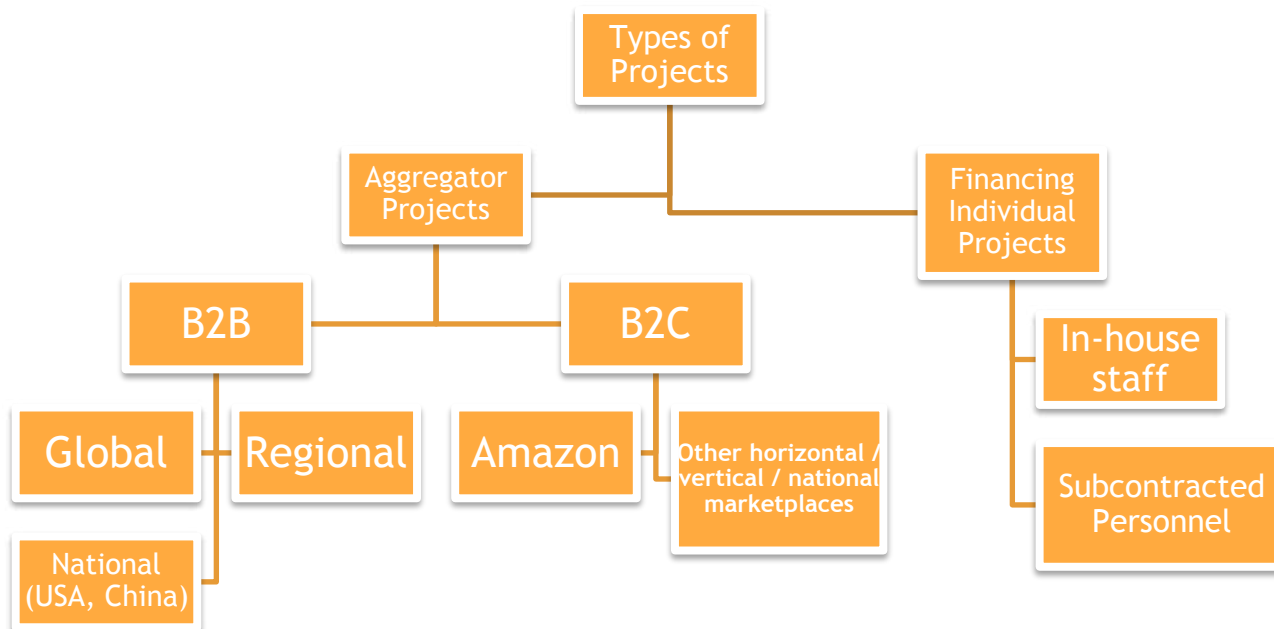
### Typology of Digital Strategies



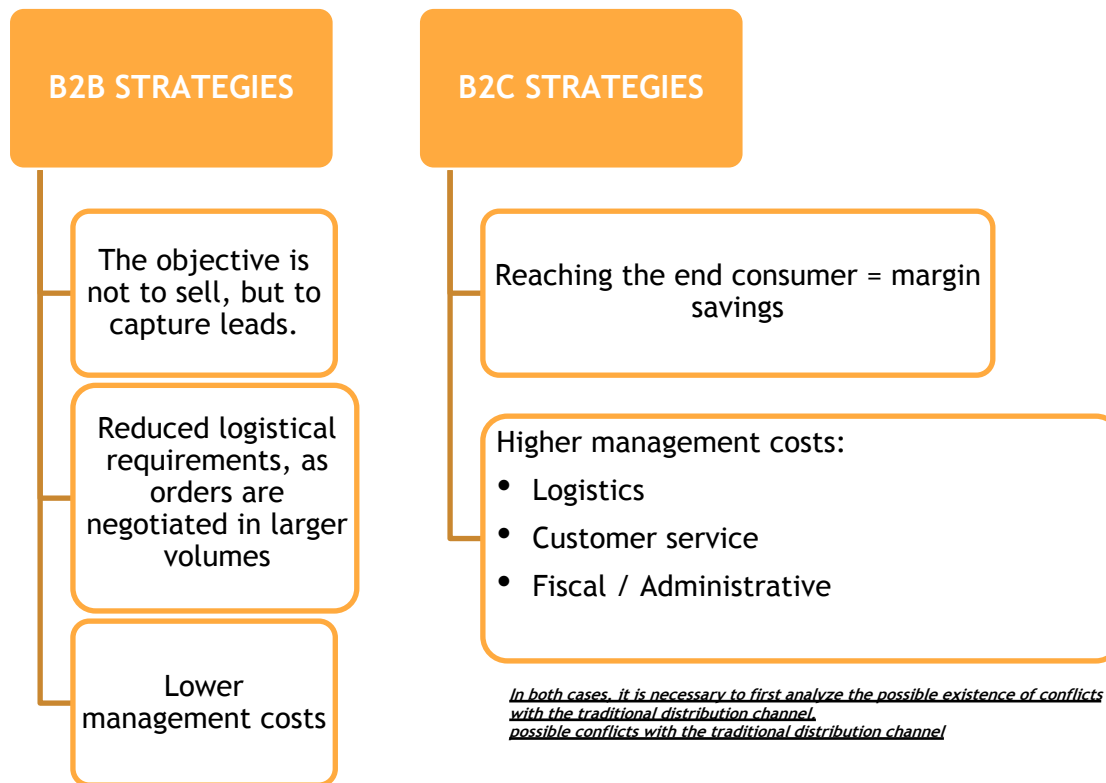
## DIFFERENCE BETWEEN B2B - B2C FUNNELS



## GENERAL OUTLINE OF E-COMMERCE PROJECTS



## DIFFERENCE BETWEEN B2B - B2C STRATEGIES



### Marketplaces Costs

#### Marketing costs in Marketplaces

Costs of other marketing actions (SEO, SEM, Linkedin, Email Marketing, Influencers)

**Technology costs** (online store development, integration with internal systems, integration with marketplaces, etc.)

#### HR costs

Strategic analysis

Catalog preparation for online environment

Catalog loading and optimization

Logistics management

Daily management (orders, claims, RFQs, queries)

Marketing campaign management

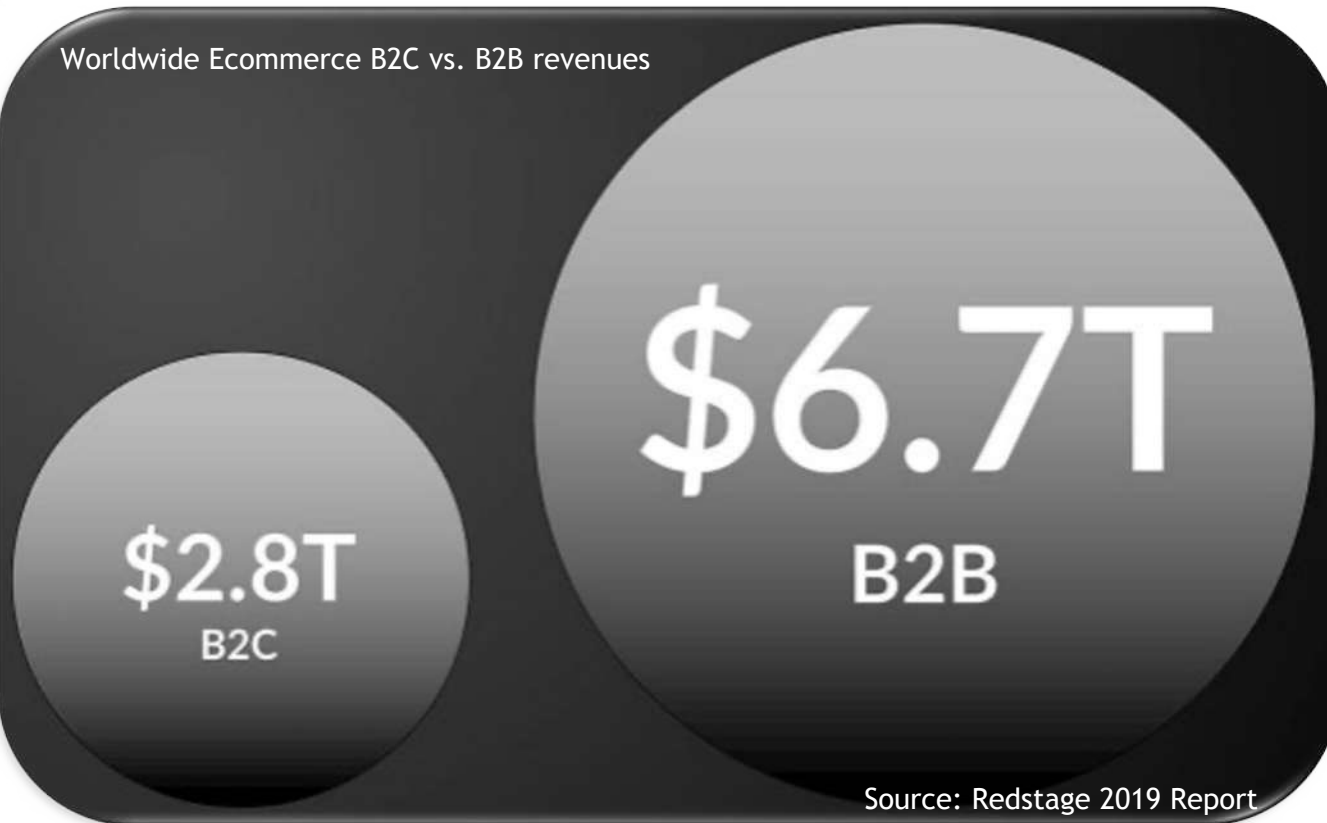
Results analysis and reporting

These costs are the main deterrent for SMEs, together with the lack of knowledge about the importance of a digital strategy, as well as the lack of competitiveness of many products in a scenario of global competition.

## B2B ONLINE SALES ARE MORE THAN DOUBLE THOSE OF B2C



Worldwide Ecommerce B2C vs. B2B revenues



Source: Redstage 2019 Report

## MAIN DIFFERENCES AT THE CUSTOMER LEVEL



### B2C CUSTOMERS

- Only one contact
- Search for a product
- Quick purchase
- Fixed prices
- Promotional offer
- Direct payments
- Unit shipments
- Single visits
- Individual purchase

**TRANSACTIONS**



### B2B CUSTOMERS

- Several contacts
- Search for a supplier
- Decision process
- Negotiated prices
- Pricing conditions
- Credit payments
- Bulk shipments
- Long-term relationship
- Professional purchasing

**LEADS**

## MARKETING TECHNIQUES ARE DIFFERENT



### B2C

- Emotional / commercial content
- SEO and SEM
- Google Shopping and Google Maps
- Facebook, Instagram
- B2C Marketplaces



### B2B

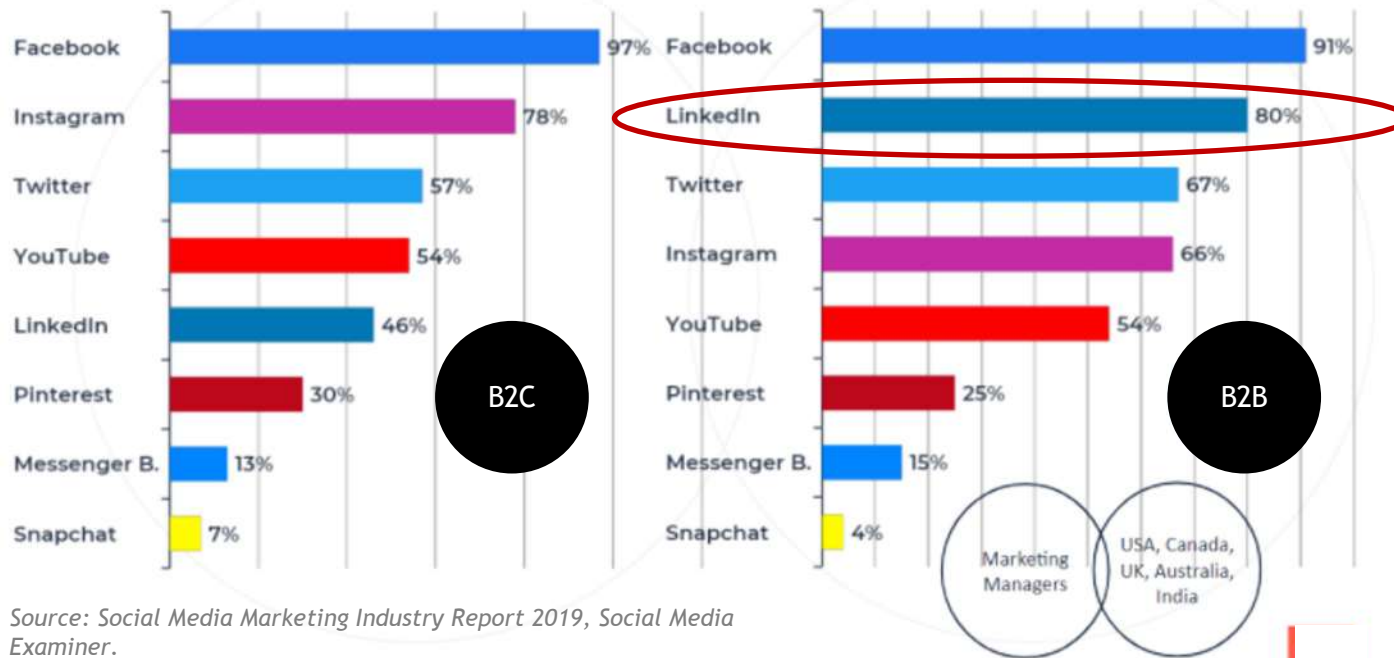
- Rational / technical content
- More SEO
- Sectorial directories
- Linkedin
- B2B Marketplaces



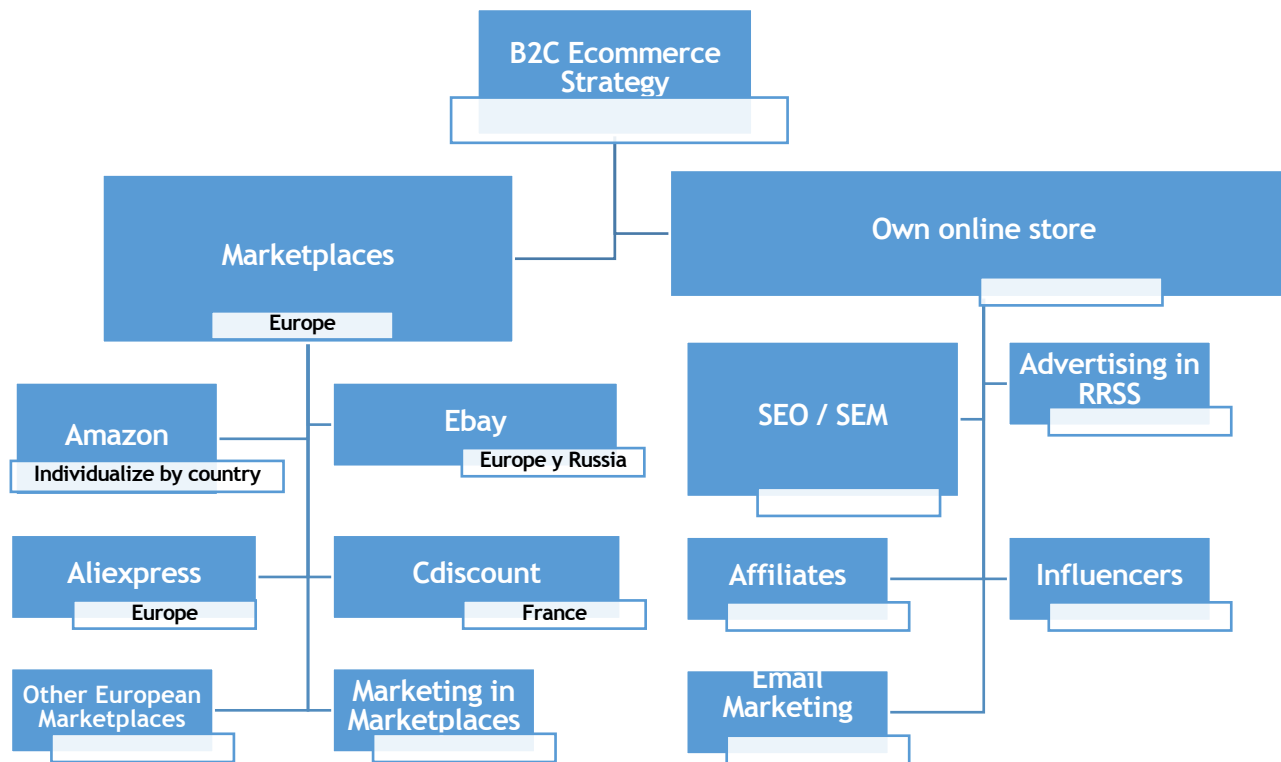
## THE MOST USED SOCIAL NETWORKS: B2C VS. B2B



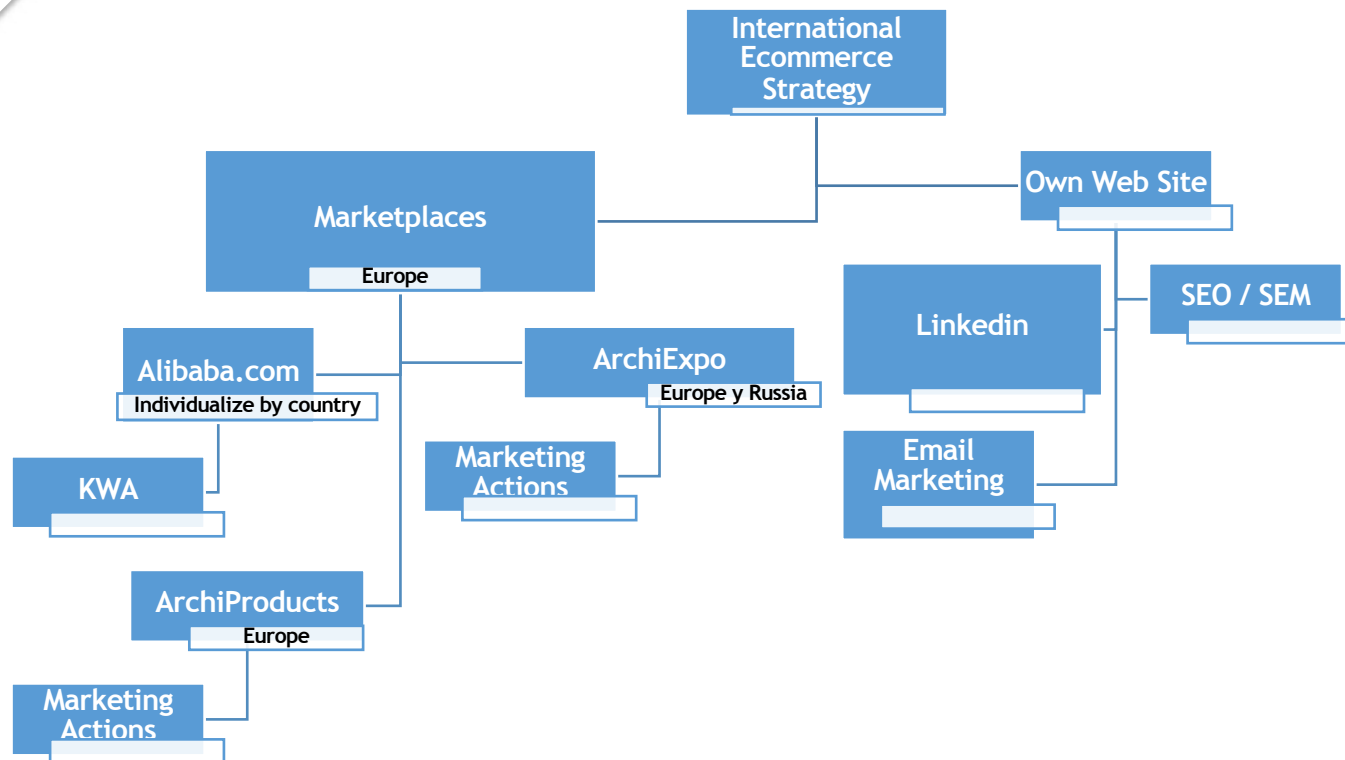
Social Media Platforms Most Used by Marketers : B2C vs B2B



## EXAMPLE OF INTERNATIONAL B2C STRATEGY



## EXAMPLE OF INTERNATIONAL B2B STRATEGY



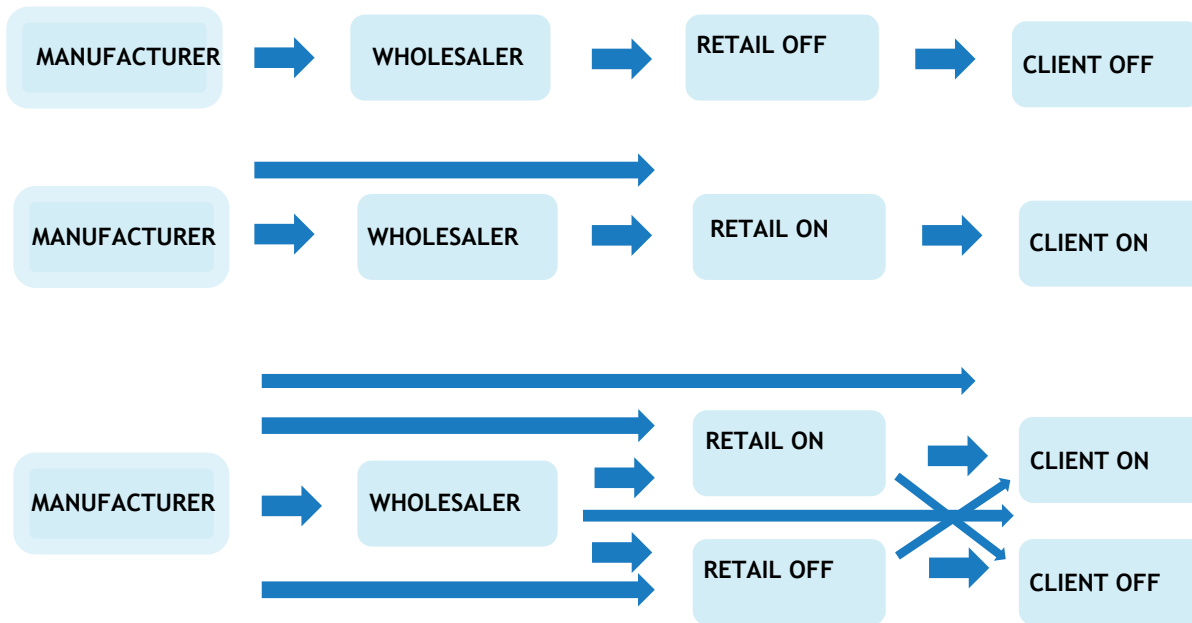
## THE INTERNATIONAL DIGITAL STRATEGY AND ITS NATIONAL AND INTERNATIONAL INTEGRATION OF THE COMPANY.

- International online store vs. marketplaces: advantages and disadvantages.
- Main differences between B2B and B2C strategies.
- Distribution strategy: Is there a conflict with my physical channel? Some solutions.
- Level of investment required: critical aspects to take into account.

## THE VALUE CHAIN HAS CHANGED



REVOLUTION  
FROM  
INTERNET



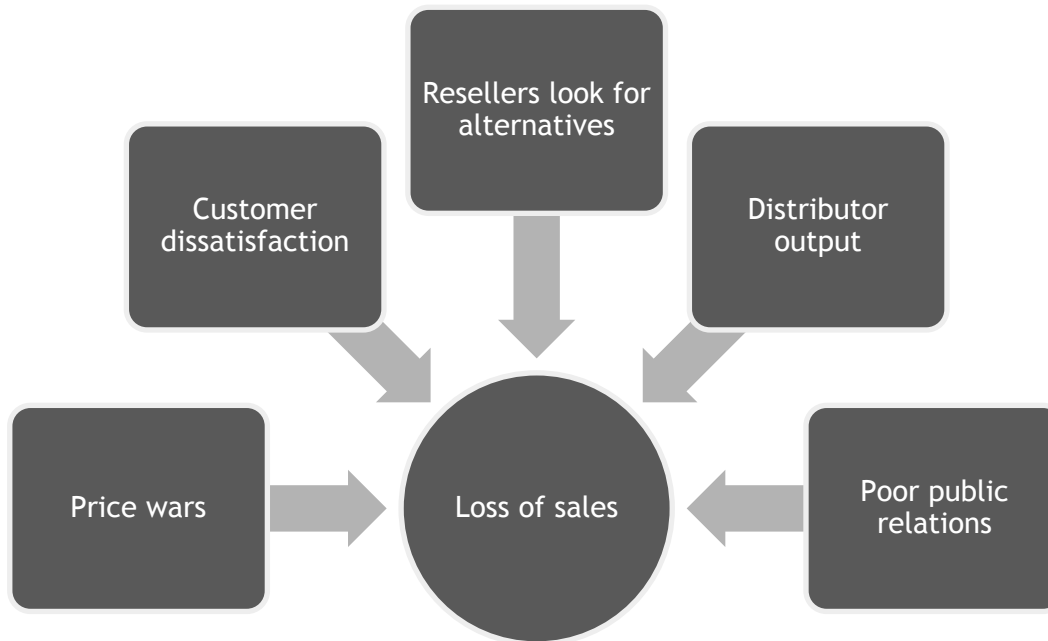
Channel conflict occurs when manufacturers sell their products directly to end consumers instead of first going through traditional distribution channels, such as distributors or retailers.



### CONFLICTS

- Selling to markets where the company already has distributors/resellers
- Advertise prices that compete with traditional channels.
- Customers experience in the distributor's store and buy from the manufacturer's website.

## CONSEQUENCES OF CHANNEL CONFLICT



When done correctly, you can satisfy and grow multiple channels for your business without damaging existing channel relationships.

## Multichannel



All channels are available to sell to the consumer, but each one for itself ...

VS

## Omnichannel



All channels operate in an integrated manner. The consumer can buy through one channel and pick up through another.



## AN INTEGRATED CHANNEL STRATEGY AVOIDS CONFLICTS



## SOLUTIONS TO MITIGATE CHANNEL CONFLICT



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Integration of the traditional channel in the online strategy: deliveries, returns, after-sales services...

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Sale of a range of different and/or complementary products

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Creation of a "second brand" for online sales

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Creation of a "second brand" for online sales

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Sale of "customized" products: case of [www.nikeid.com](http://www.nikeid.com)

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Profit sharing with the offline channel

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Not competing on price with retailers

### EUROPEAN COMMISSION INVESTIGATES AMAZON FOR COPYING SUCCESSFUL PRODUCTS SOLD BY RIVALS ON ITS WEBSITE



### ALLIANCE EL CORTE INGLÉS - ALIEXPRESS





**"All against Amazon": collaboration with the rest of the tech companies is a must for traditional companies.**

## El Corte Inglés desafía a Amazon con una potente alianza con el gigante chino Alibaba

La empresa española y el gigante asiático firman un preacuerdo para intercambiar tecnologías, espacios de venta y estrategias en ambos países



## Google se alía con Walmart para competir con Amazon

La alianza con el mayor vendedor minorista de EE UU ofrecerá envíos gratis al estilo de Amazon Prime

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	Price range*	
	Scenario 1	Scenario 2
Consulting / Training	5.000 €	10.000 €
Photographic and audiovisual production	3.000 €	10.000 €
Technology platform	3.000 €	20.000 €
Legal and tax compliance	1.000 €	5.000 €
Marketing online	12.000 €	60.000 €
Customer Service	10.000 €	30.000 €
Logistics	10.000 €	20.000 €
RRHH	25.000 €	70.000 €
Total	<b><u>69.000 €</u></b>	<b><u>225.000 €</u></b>

\* Costs vary depending on many parameters, such as international dimension, ownership of an in-house warehouse, existence of specialized resources, scope of the online marketing plan, etc.

## ONLINE STORE STRATEGY COSTS



ONLINE STORE	1º MONTH	ANNUAL
SEO	3.000 €	5.500 €
Customer service	8 €	96 €
Social media campaigns	200 € x 5 countries	12.000 €
Sweepstakes and contests in RRSS	38 €	456 €
Influencer Marketing	1.000 €	12.000 €
Adwords Campaigns	200 € x 5 countries	12.000 €
E-mailing campaigns	50 €	600 €
Affiliation	250-400 € + 30€	760 €
CRM Software	35 €	420 €
Comercia Global Payments	19 €/mes + 0,09 €/ transaction	228€ + 0,09 €/ transaction
Paypal	1,9% - 3,4% + 0,35€ por transaction	1,9% - 3,4% + 0,35€ por transaction
Digital Marketing Director	1.200 €	14.400 €
<b>TOTAL</b>		<b>58.460 €</b> <b>+ ecommerce platform</b>



MARKETPLACES	1° MONTH	ANNUAL
Amazon	39 € + 15% for sale	468 €+ 15% sale
Amazon Business	25 €	Free for sellers
Ebay	19,95€ + 10% for sale	239,4 € 10%/sale
Alibaba		1.399 dollars
El Corte Inglés		Negotiate
Carrefour		15% sale
CDDiscount	39,99 €	479,88 € + 15% sale
Aliexpress		8% sale
Etsy	0,18 € per published item + 9% + € 0,30 for sale	3 € + 9% + € 0,30 for sale
Translation	15€ millions of characters 5 languages	2.500 €
Tax services		400 €
E-commerce integration	200 € by marketplace 5 marketplaces	12.000€ 0€ (manual)
Digital Marketing Director	1.200 €	14.400 €
<b>TOTAL</b>		<b>19.735 €</b> <b>+ sales commissions</b>

### SYNERGY

An aggregator project in eMarketplaces is a marketing model in digital channels that brings together products from different companies in a joint commercial management.

## VALUE PROPOSITION OF AGGREGATOR PROJECTS



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Global window for product exposure around the world

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First step in digital internationalization for many companies

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Drastic cost reductions for the companies involved

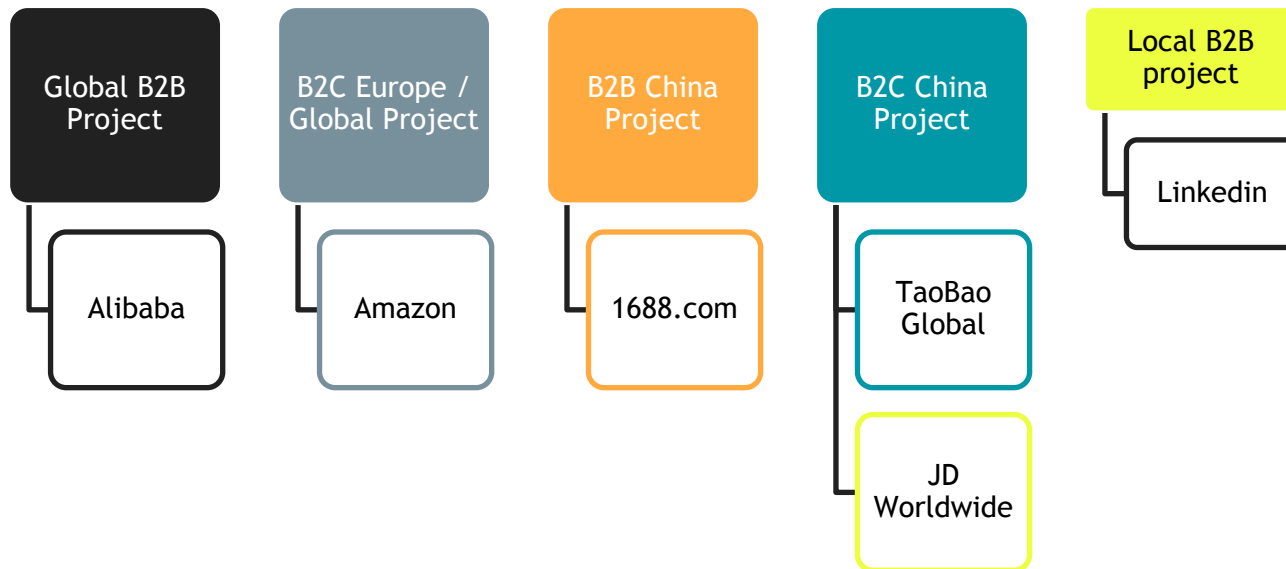
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Professional management of the main worldwide marketplaces

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Obtaining relevant data on potential clients, on the main competitors worldwide and, in short, on the competitiveness of the participating companies at a global level.

## EXAMPLES OF AGGREGATOR PROJECTS



## EXAMPLES OF AGGREGATOR PROJECTS



AGROSMARTglobal  
INTERREG SUDOE  
SOE3/P2/E0897  
MOOC Agrosmart Global

ecommerce**news**

### Asturias (Asturex)



### Madrid (Cámara de Madrid)



## FIAB AGGREGATOR PROJECT

"Spanish Federation of Food and Beverage Industries".

*\*Project Online Store*



**QUALITY FOOD & DRINK FROM SPAIN**  
Taste & Safety on your table



*\*Some of the participating brands*



## AGROSMART GLOBAL AGGREGATOR PROJECT

*\*Project Online Store*



*More than 50 companies...*

*\*Companies of:*

- Spain
- Portugal
- France





# aicep Portugal Global

## AICEP AGGREGATOR PROJECT

*\*Some of the participating brands*

*\*Companies of:*

- Portugal







Resumen mensual

