



MED MSMEs

Policies for inclusive growth

THIS PROGRAMME IS FUNDED BY THE EUROPEAN UNION

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INSME

LOCAL STRENGTH • GLOBAL REACH
International Network for SMEs



Support to an Enabling Business Environment for
MSMEs Development & Financial Inclusion

LEVERAGING E-COMMERCE FOR EXPORT

How to Unleash its Potential?

Zoom Webinar, 4 May 2023

GOPA
WORLDWIDE CONSULTANTS

Time	Topic	Speakers
10:00 a.m. – 10:05 a.m.	From policies to impact	Christophe Malherbe
10:05 a.m. – 10:10 a.m.	Introductory remarks	Giovanni Zazzerini
10:10 a.m. – 10:15 a.m.	Definitions	Vincenza Caputo
10:15 a.m. – 10:25 a.m.	Trends and developments in cross-border e-commerce	Julian Lawson Hill
	Live poll	
10:30 a.m. – 10:45 a.m.	Challenges for MSMEs, Policymakers and Business Support Organizations	Julian Lawson Hill
	Live poll	
10:45 a.m. – 11:00 a.m.	International best practice policies and programmes	Julian Lawson Hill
11:00 a.m. – 11:10 a.m.	Discussion	All
11:10 a.m. – 11:20 a.m.	Digital export strategies	Vincenza Caputo
	Live poll	
11:20 a.m. – 11:40 a.m.	International Marketplaces	Vincenza Caputo
11:40 a.m. – 12:00 p.m.	E-commerce and digital marketing	Vincenza Caputo
12:00 p.m. – 12:30 a.m.	Discussion	All

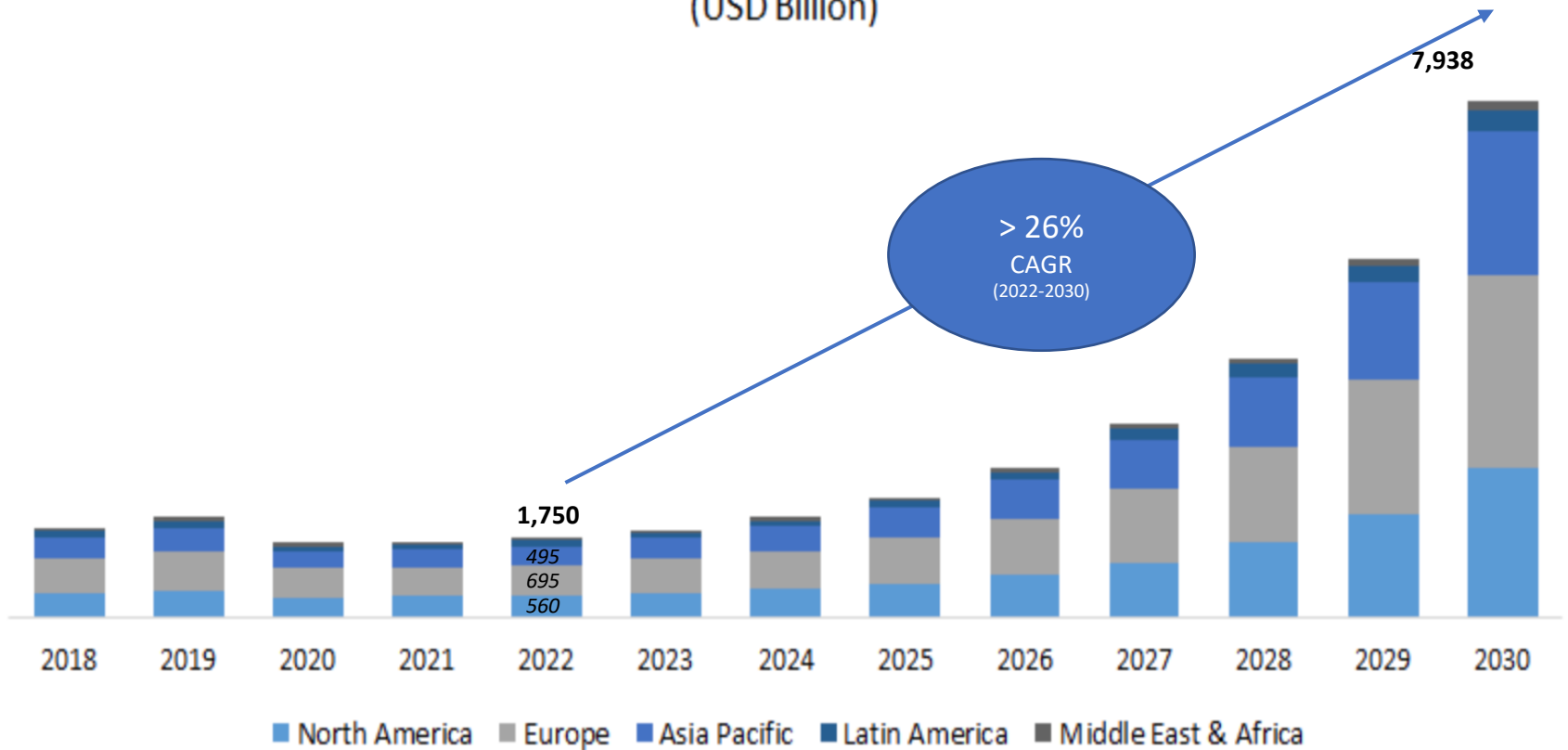


The background of the slide is a complex, abstract geometric pattern. It consists of numerous overlapping triangles and squares in various shades of blue, teal, and light green. The shapes are arranged in a way that creates a sense of depth and movement, with some elements appearing to recede into the distance while others are in sharp focus. The overall effect is a vibrant, modern, and somewhat crystalline aesthetic.

Introduction

Cross Border B2C E-commerce

Cross Border B2C E-Commerce Market Size, By Region, 2018 - 2030
(USD Billion)

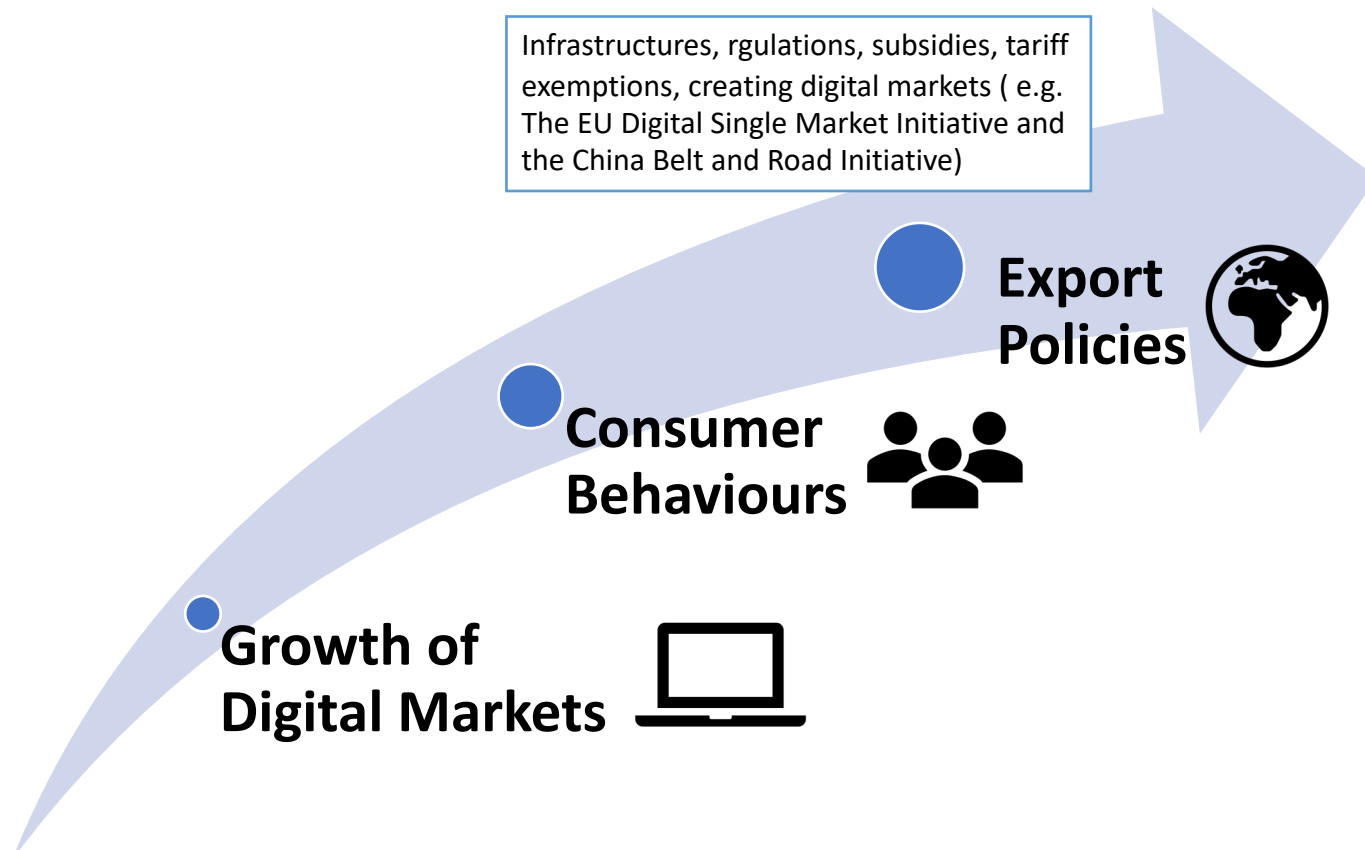


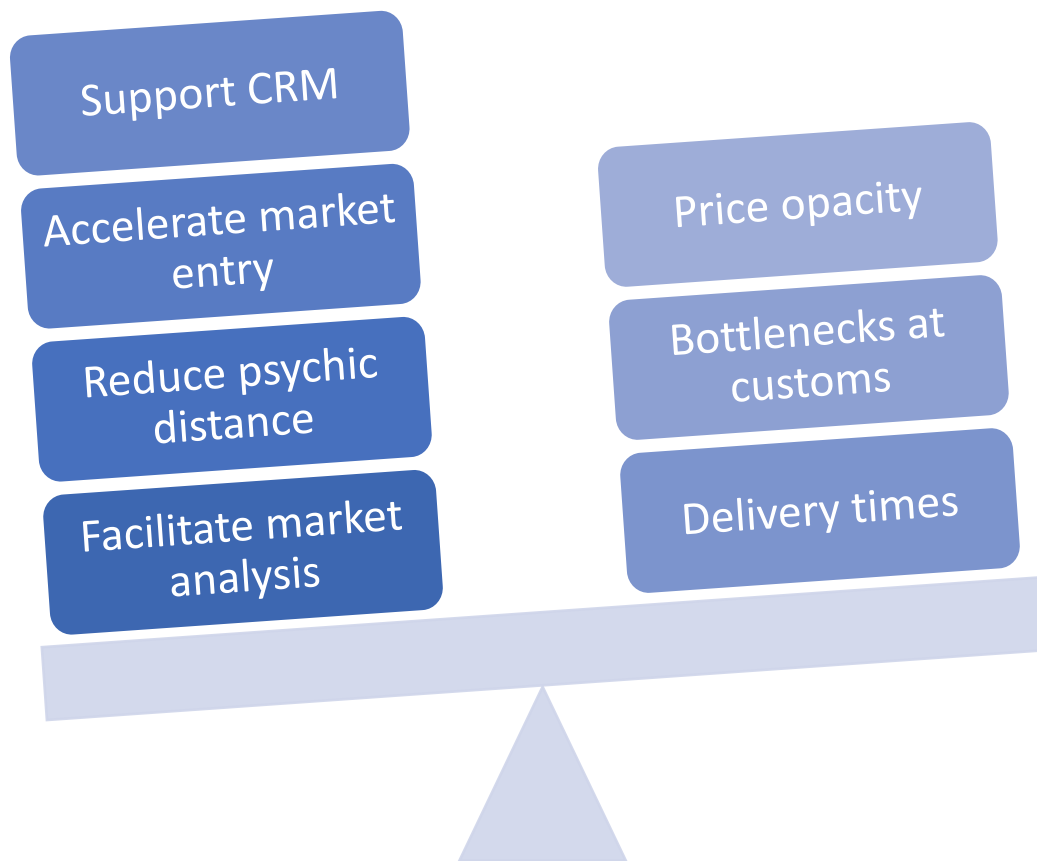
Source: Polaris Market Research Analysis



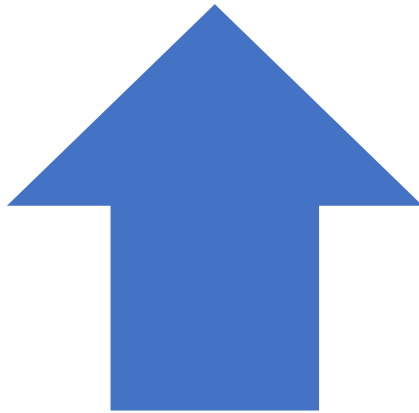
Key Drivers of Cross Border e-commerce

Infrastructures, regulations, subsidies, tariff exemptions, creating digital markets (e.g. The EU Digital Single Market Initiative and the China Belt and Road Initiative)

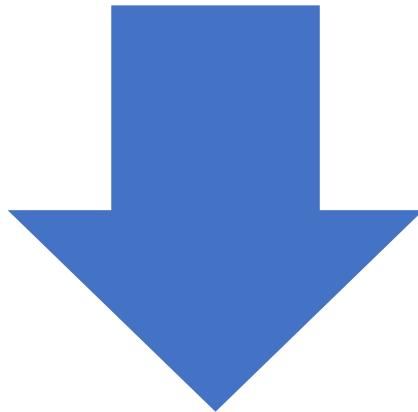




\$3.25 trillion spent globally on marketplaces in 2022 (54%+ of global e-commerce)



**Digital marketplaces facilitate
export for MSMEs**



**Inhibit the development of
capabilities and knowledge**





DEFINITIONS

E-COMMERCE

- **E-commerce**, in line with the OECD definition (2001, 2009), «is the sale or purchase of goods or services, conducted over computer networks by methods specifically designed for the purpose of receiving or placing orders».

DIGITAL TRADE

- While there is no single recognised and accepted definition of **digital trade**, there is a growing consensus that it encompasses digitally-enabled transactions of trade in goods and services that can either be digitally or physically delivered, and that involve consumers, firms, and governments. (OECD)

CBEC

- **Cross-border eCommerce is international eCommerce**. It is literally “selling across a border using eCommerce,” as opposed to domestic eCommerce transactions.

<https://www.oecd.org/trade/topics/digital-trade/>

<https://strategyapp.com/what-is-digital-export/?lang=en>

<https://www.maiamanagement.it/en/export-manager-en/digital-export-manager-who-he-is-and-what-he-does/#:~:text=Digital%20export%20strategy%20development%3A%20Create,foreign%20markets%20through%20digital%20channel>

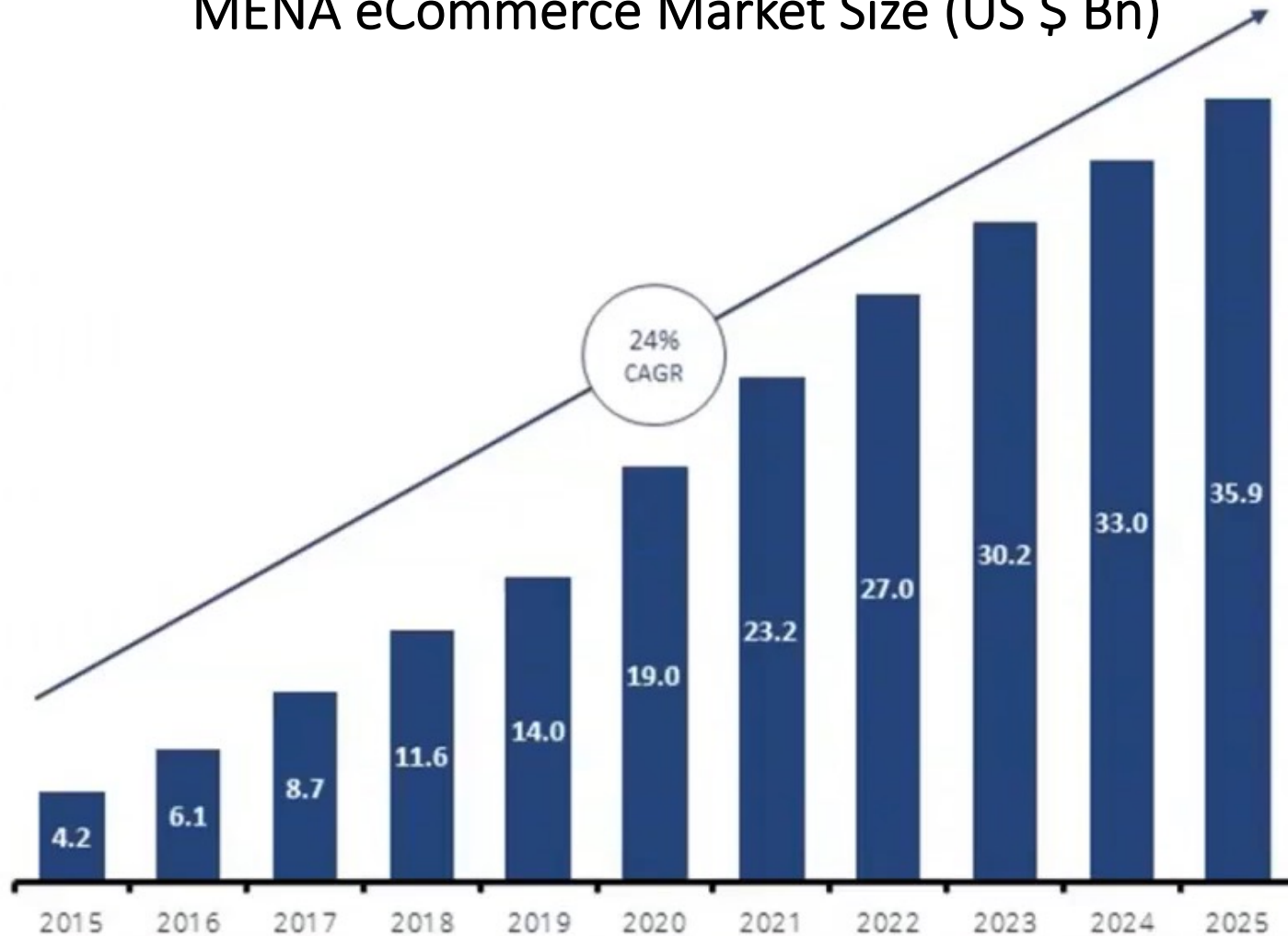
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Trends and Developments in Cross-Border e-Commerce

MENA eCommerce Market Size (US \$ Bn)



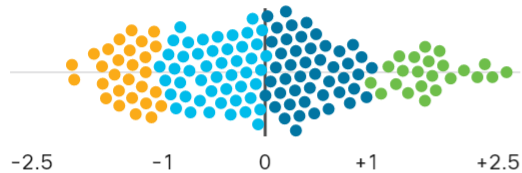
Source(s): Statista, Euromonitor, Revton Analysis
(Forecast adjusted for expected impact of COVID19), May 2021










Digital Readiness of South Med Countries

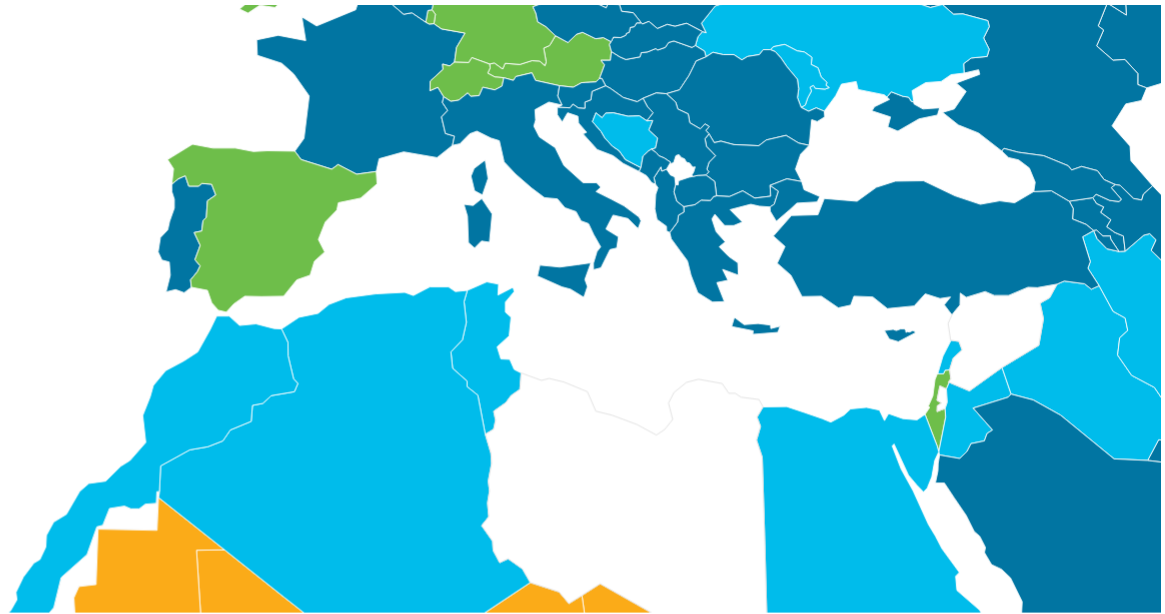
Select Country... ▼

World distribution 2021 146 Countries



A country's digital readiness score is determined by examining seven components which are standardized and summed to obtain an overall digital readiness score.

-  Basic needs
-  Business & govt investment
-  Ease of doing business
-  Human capital
-  Start-up environment
-  Technology adoption
-  Technology infrastructure



● Activate
 ● Accelerate (Low)
 ● Amplify
 ○ No data
● Accelerate (High)

	86th ↓	Iran	91st NEW	Lebanon
	87th ↓	Philippines	92nd ↑	Cambodia
	88th ↓	Dominican Republic	93rd ↓	Guatemala
82nd ↓		Brazil	94th ↑	Namibia
83rd ↑		El Salvador	95th ↓	Egypt
84th ↓		Jordan		
85th ↑		Tunisia		

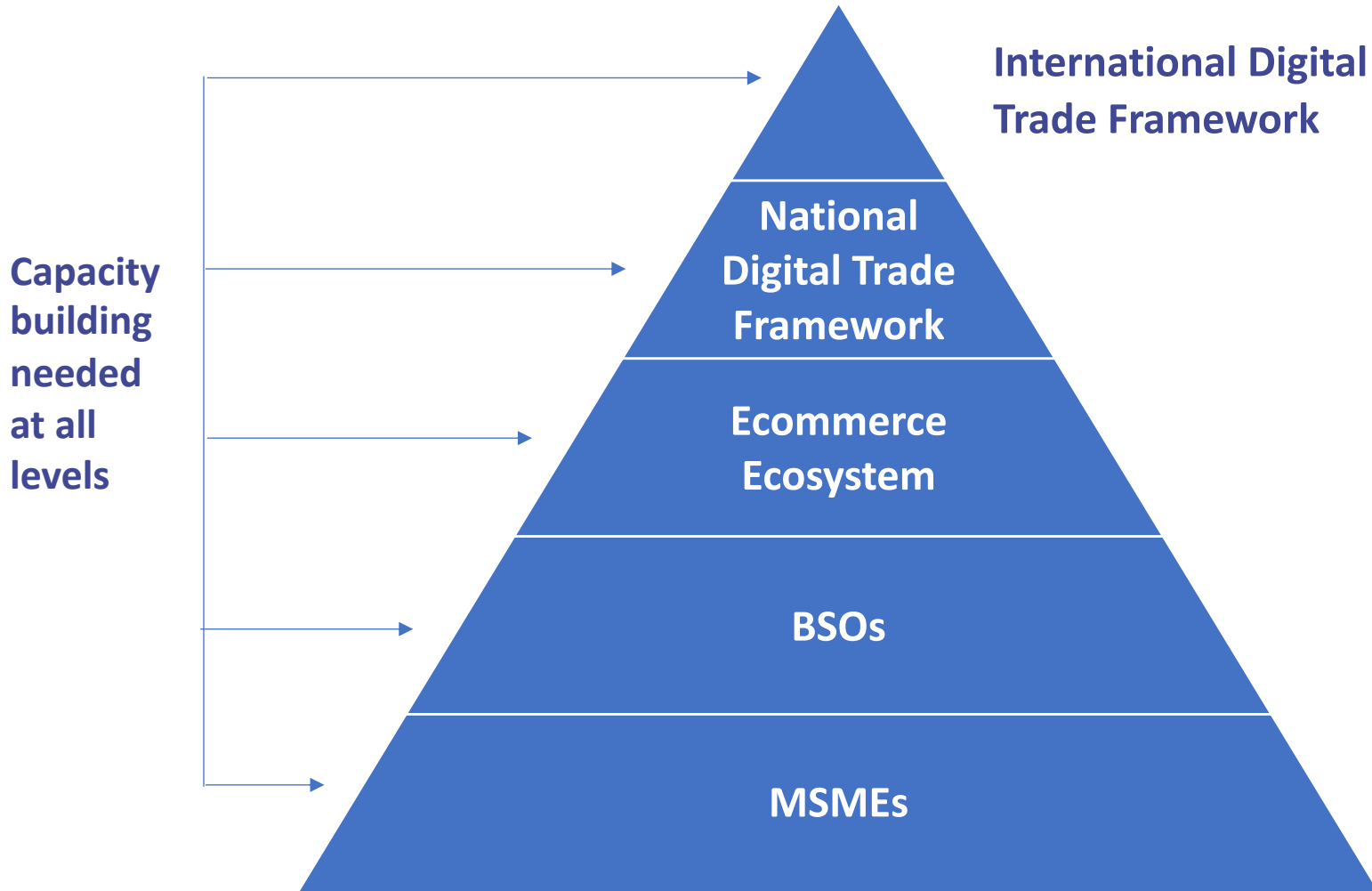


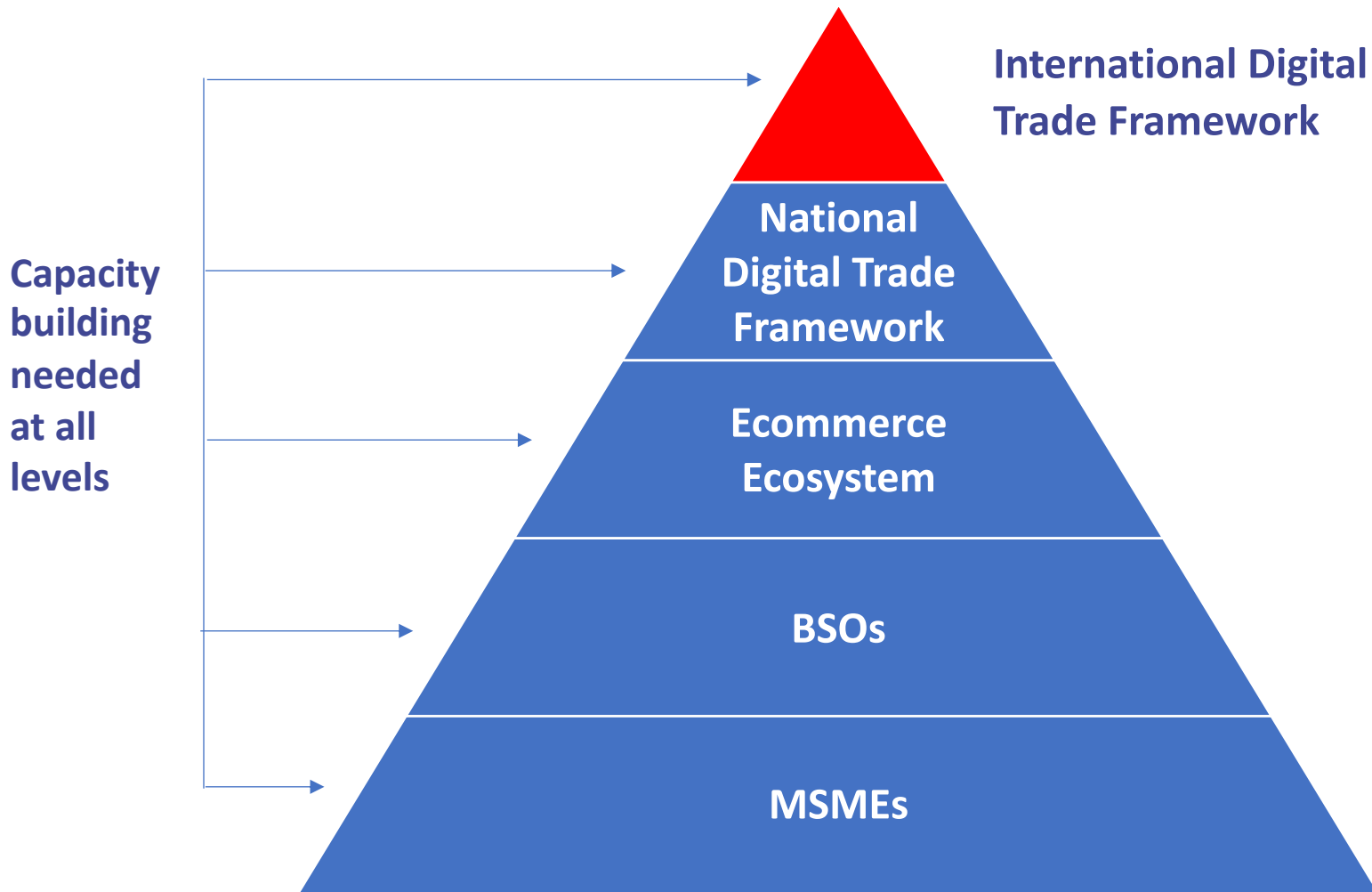
Six Cross-Border e-Commerce Trends





Challenges for Policymakers & BSOs





1. Trade facilitation

- Paperless trading, electronic authentication, and signing.



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2. Creating a conducive environment for e-commerce

- Protection of online consumers and personal information, unsolicited commercial electronic messages, domestic regulatory framework, transparency, and cybersecurity. Building trust in digital trade.



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- Whether customs duties should be imposed on electronic transmissions is maintained (currently not, in line with the WTO Ministerial Decision MC12).
Level of de minimis thresholds – important to MSMEs supplying low value products.



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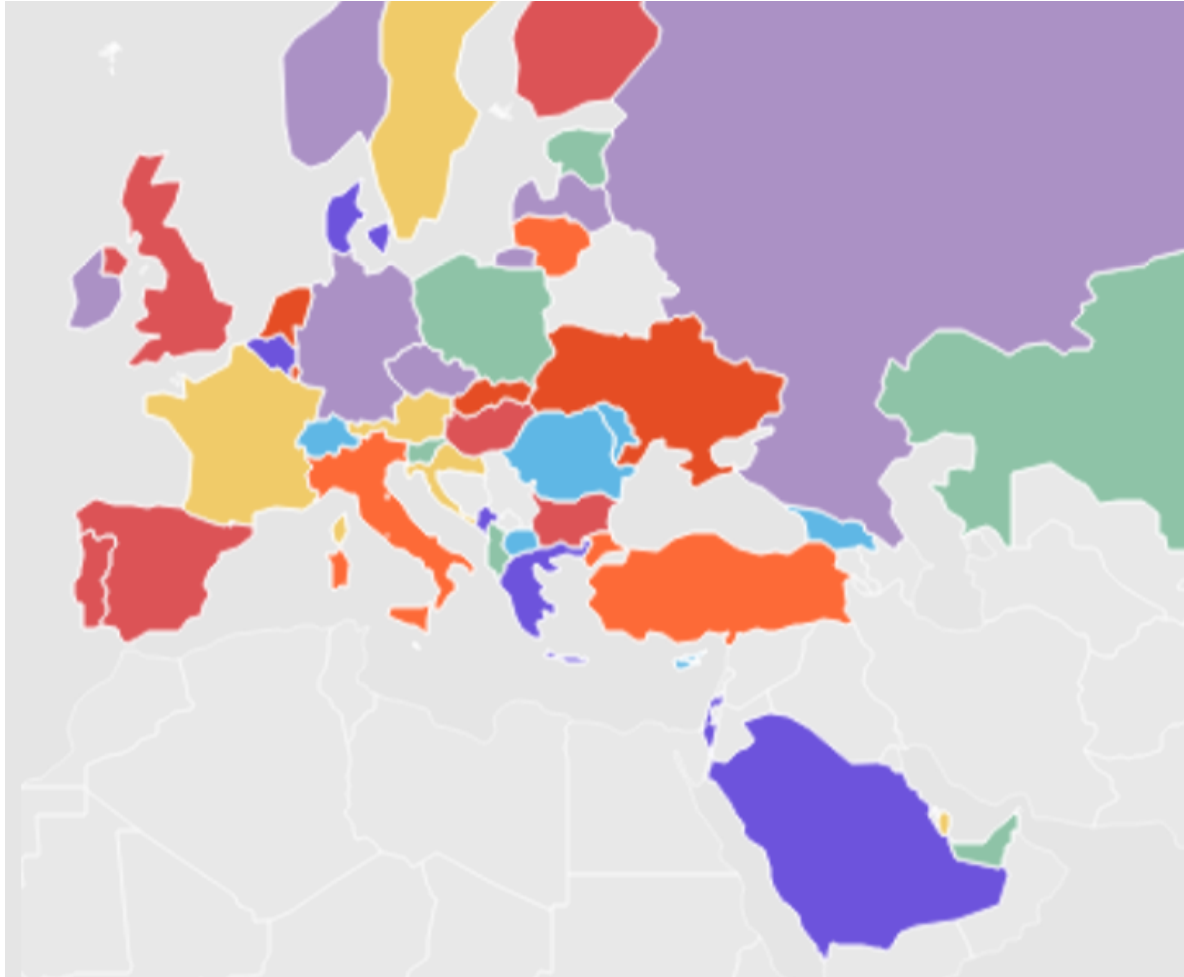
4. Promoting cross-border e-commerce

- Location of computing facilities and cross-border transfer of information by electronic means.



Countries Participating in WTO JSI on e-Commerce

Participants in the WTO Joint Statement Initiative (JSI) on e-commerce



<https://dig.watch/processes/wto-ecommerce>



**WHAT IS AT STAKE FOR
DEVELOPING COUNTRIES IN
TRADE NEGOTIATIONS ON E-COMMERCE?
THE CASE OF THE JOINT STATEMENT INITIATIVE**



<https://unctad.org/publication/what-stake-developing-countries-trade-negotiations-e-commerce>



UNCTAD resources on trade, e-commerce and the digital economy

Fostering the intergovernmental dialogue and consensus building

- Intergovernmental Group of Experts on E-commerce and the Digital Economy
- Working Group on Measuring E-commerce and the Digital Economy
- Intergovernmental Group of Experts on Competition Law and Policy
- Intergovernmental Group of Experts on Consumer Protection Law and Policy
- Global and regional eCommerce weeks
- Trade Policy Dialogue

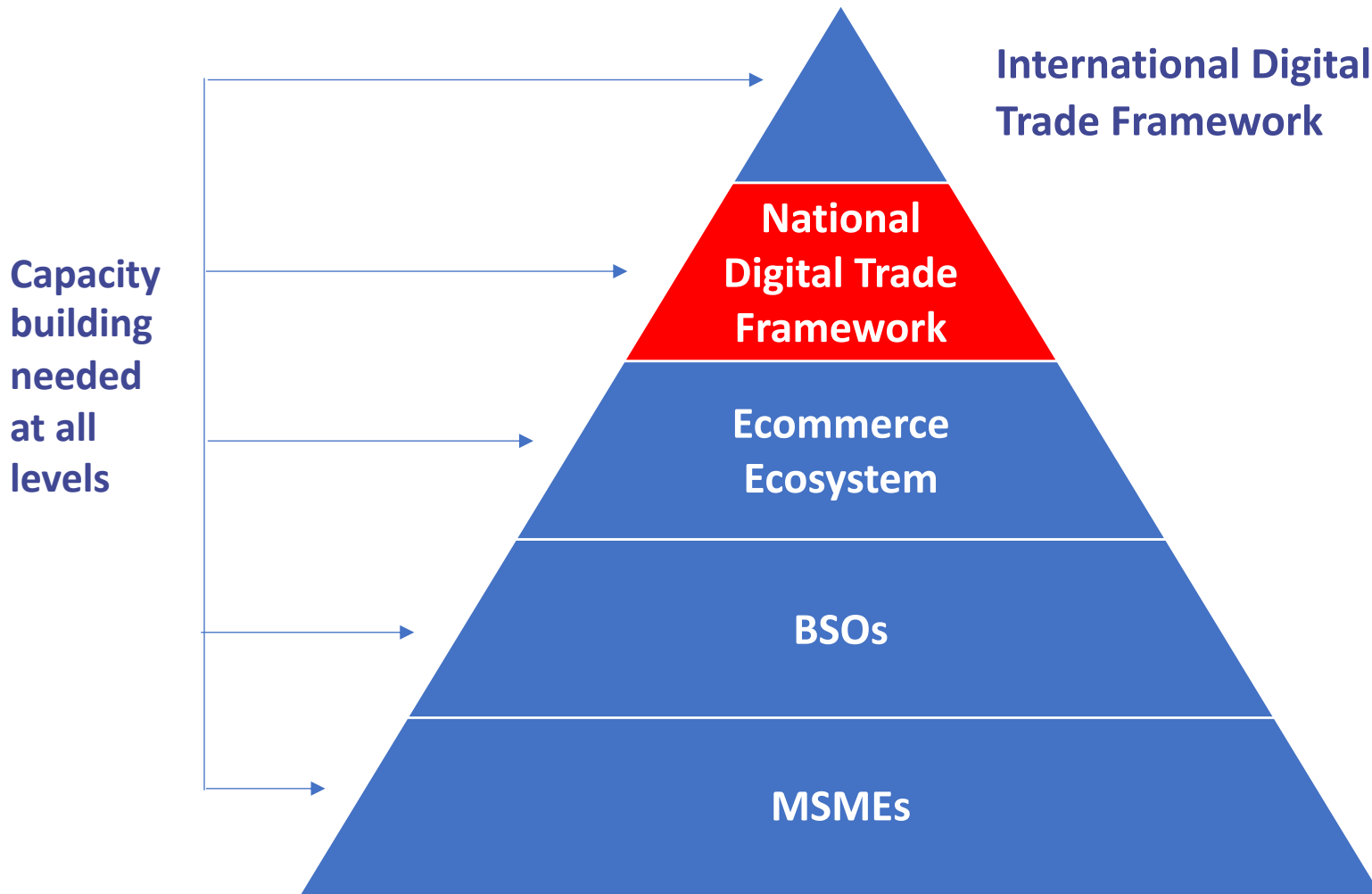
Building the knowledge base through research and analysis

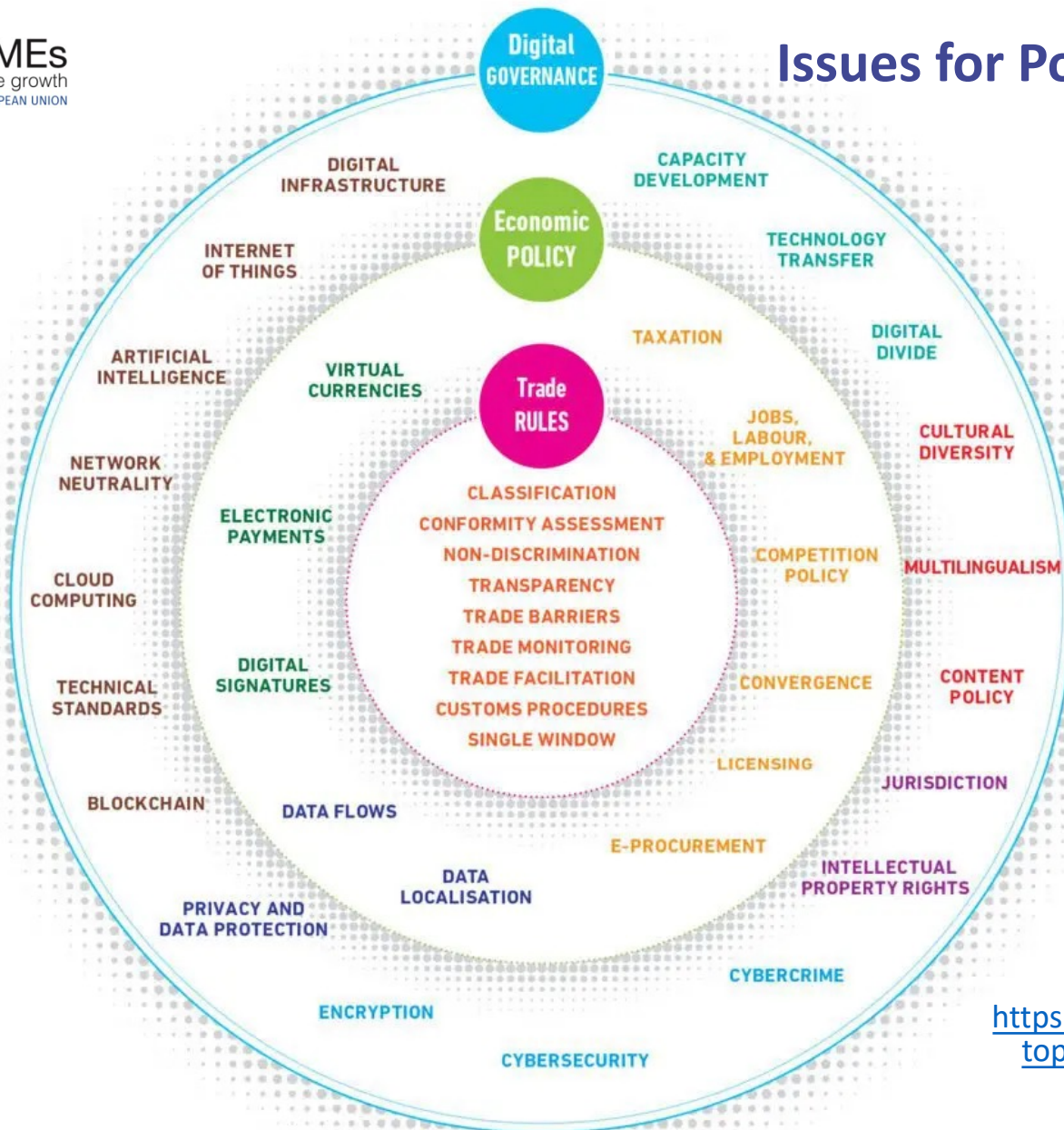
- Digital Economy Report
- eTrade Readiness Assessments
- Cyberlaw Tracker
- UNCTAD Technical Notes on ICT for Development

Technical assistance and capacity building

- E-commerce and Law Reform
- Measuring E-commerce and the Digital Economy
- ICT Policy Reviews and E-commerce Strategies
- Digital ID
- Train For Trade – e-commerce course
- Trade Negotiations
- Trade Policy Framework reviews
- Services Trade and Development, including Services Policy Reviews
- Trade facilitation and ASYCUDA
- Competition policy and consumer protection policies and framework
- Intellectual property rights
- South-South cooperation

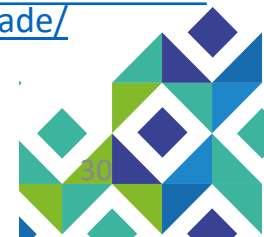




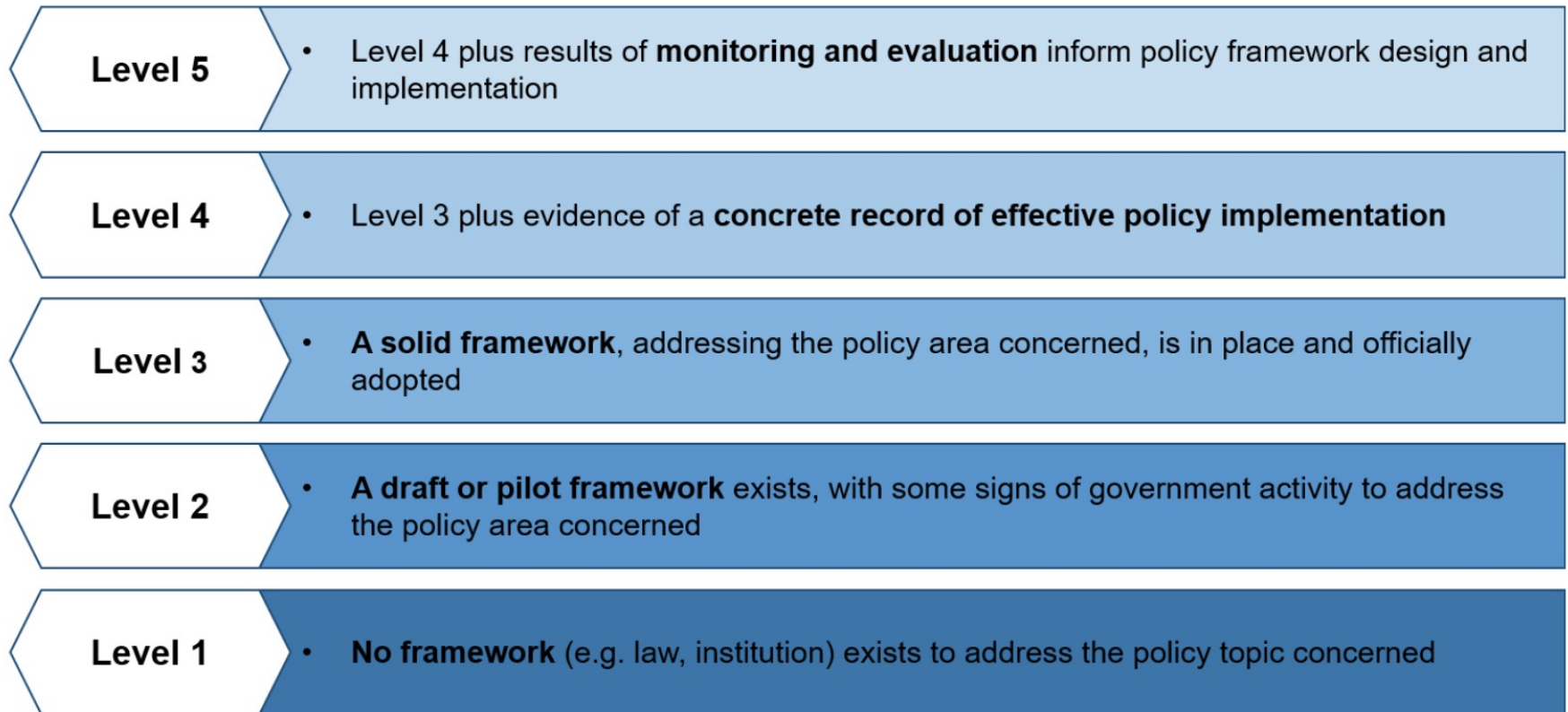


- Technology issues
- Security issues
- Data, digital rights issues
- Development issues
- Legal issues
- Socio-cultural issues
- Economic issues
- E-commerce and trade issues

<https://www.diplomacy.edu/topics/e-commerce-and-trade/>



Where, honestly, does your country sit on the following scale with regard to having a legal and regulatory policy framework for e-commerce?



Source: OECD Methodology for SBA Assessment

https://www.oecd-ilibrary.org/methodology-for-the-2022-small-business-act-assessment_83792970-en.pdf?itemId=%2Fcontent%2Fcomponent%2F83792970-en&mimeType=pdf



Implementing national e-commerce policies and regulatory frameworks

- What is your progress on developing legal and regulatory frameworks?
- Priorities and timescales for implementation of national e-commerce policies?
- Implementation capacities and resources?
- Is there a dedicated institution to oversee e-commerce policies and programmes?
 - Should there be?
 - If not, how is this managed / how should it be managed?



Some Challenges & Thoughts for Policymakers

1. Understanding the rapidly evolving nature of international e-commerce

- Staying up-to-date with trends and developments (AI solutions like ChatGPT, blockchain, IoT, Cybersecurity etc.) and implications for Government and MSMEs (opportunities and threats, areas where intervention may be required)



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- 2. Lack of reliable evidence and statistics to support evidence-based policymaking and negotiations, and effective monitoring of progress**



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- 3. How to move your country up in data value chains**
 - Limited capabilities of domestic firms to exploit business opportunities that are required for digital data to be transformed into digital intelligence.
 - Enhancing domestic capacities from treating data as a raw material to processing digital data and using artificial intelligence



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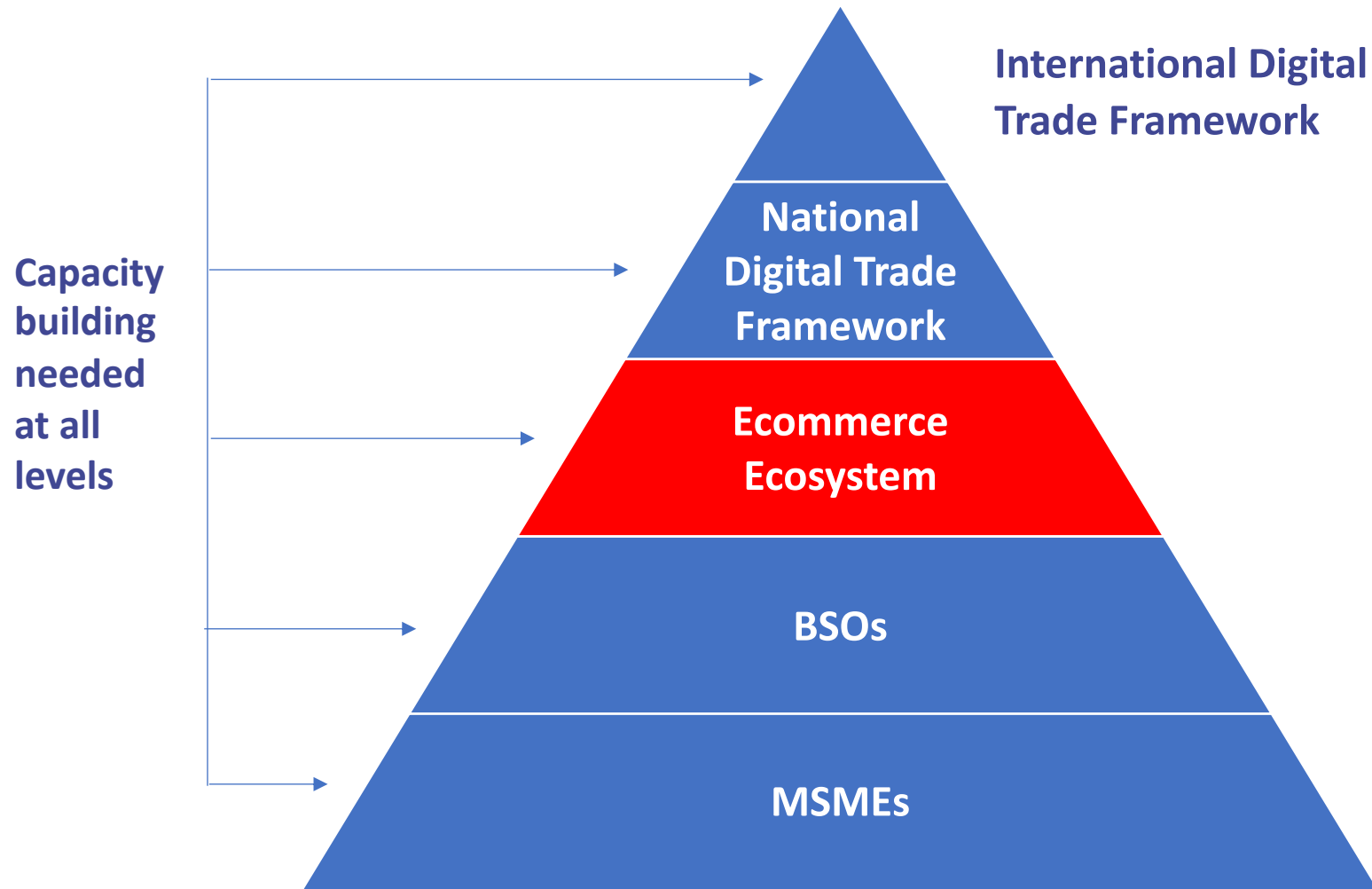
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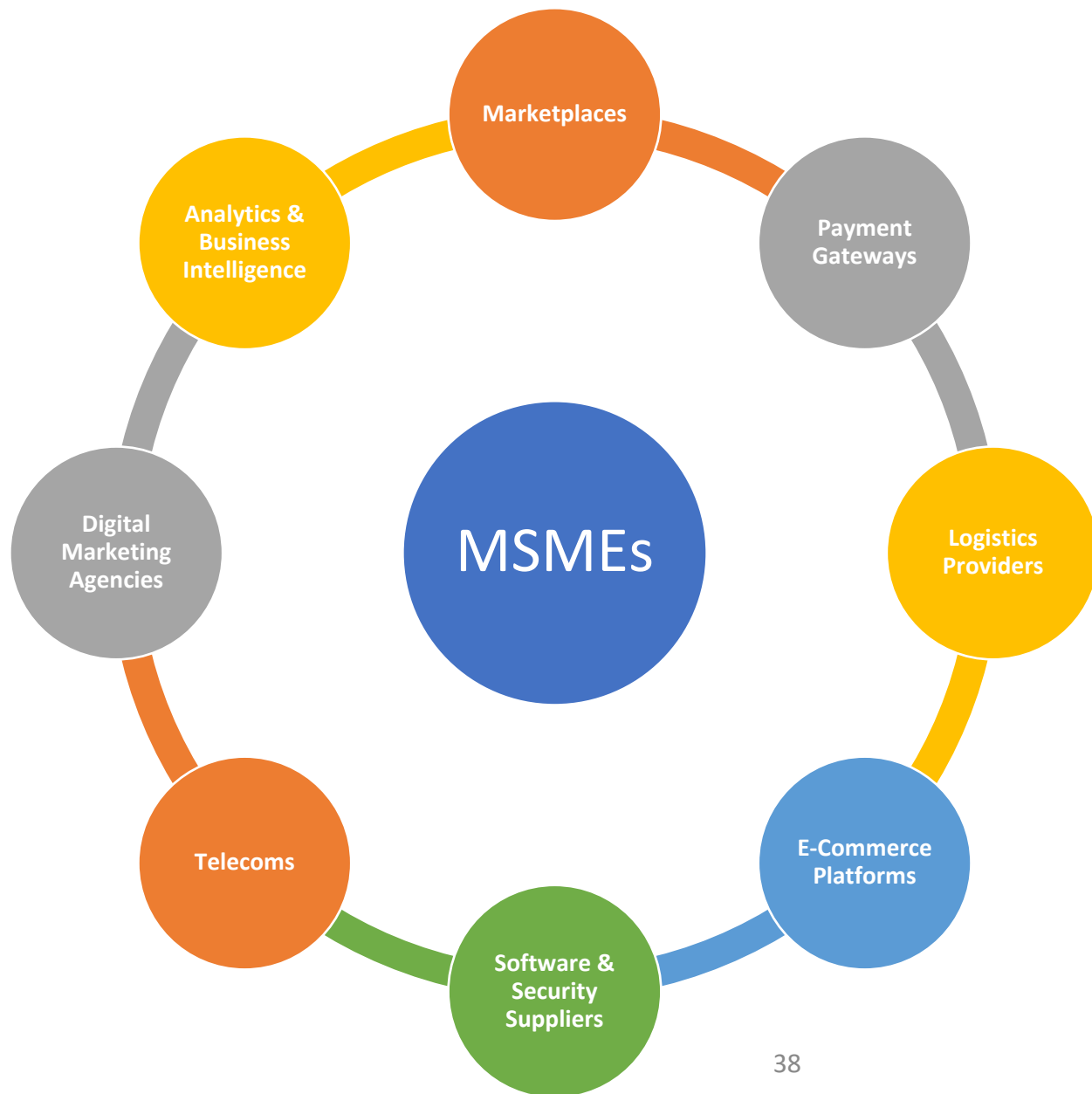
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4. Potential for free ports / free trade zones

- Simplifying import / export, streamlining processes, logistical and infrastructure benefits, support and tax incentives.



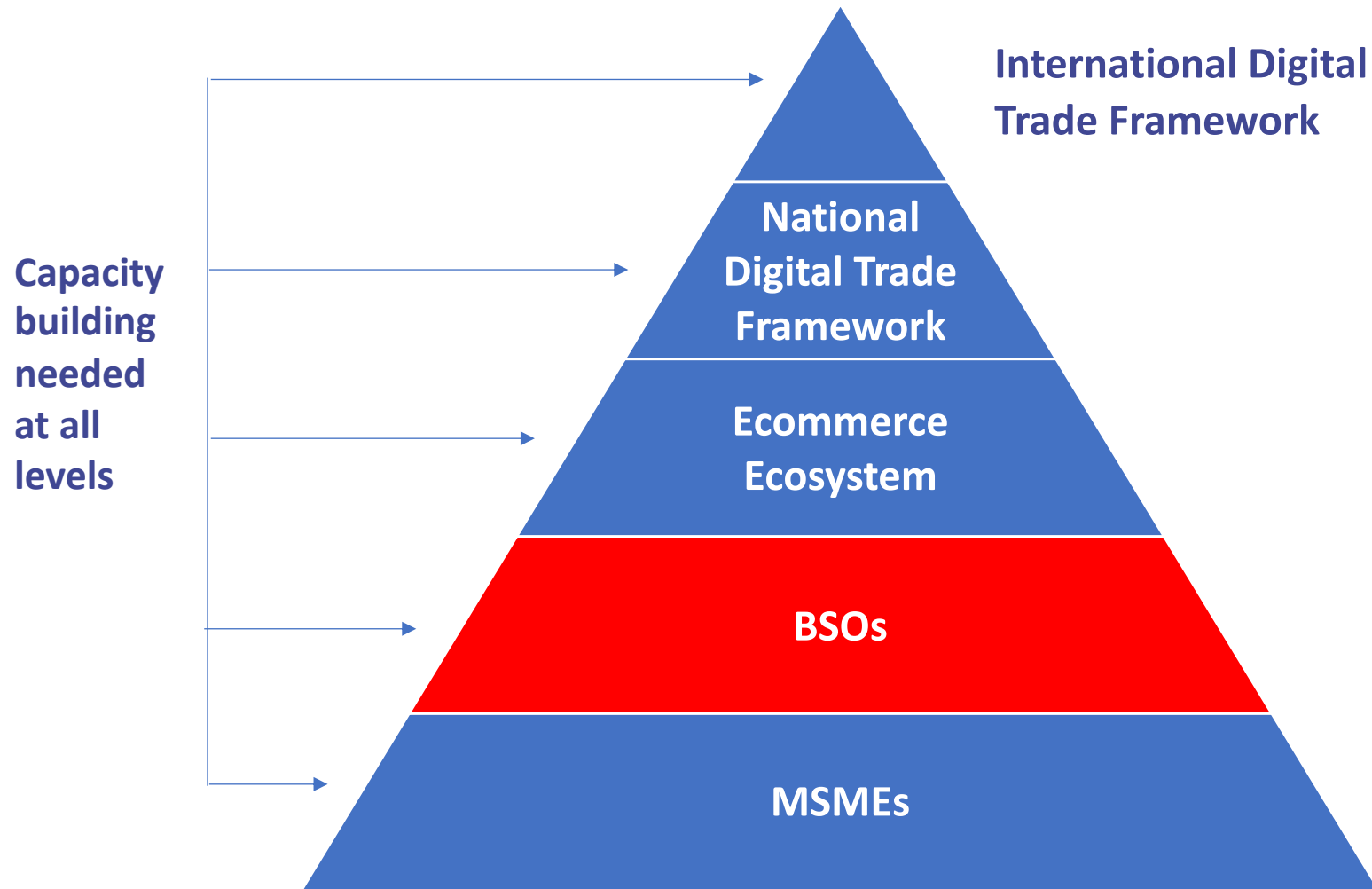




Issues

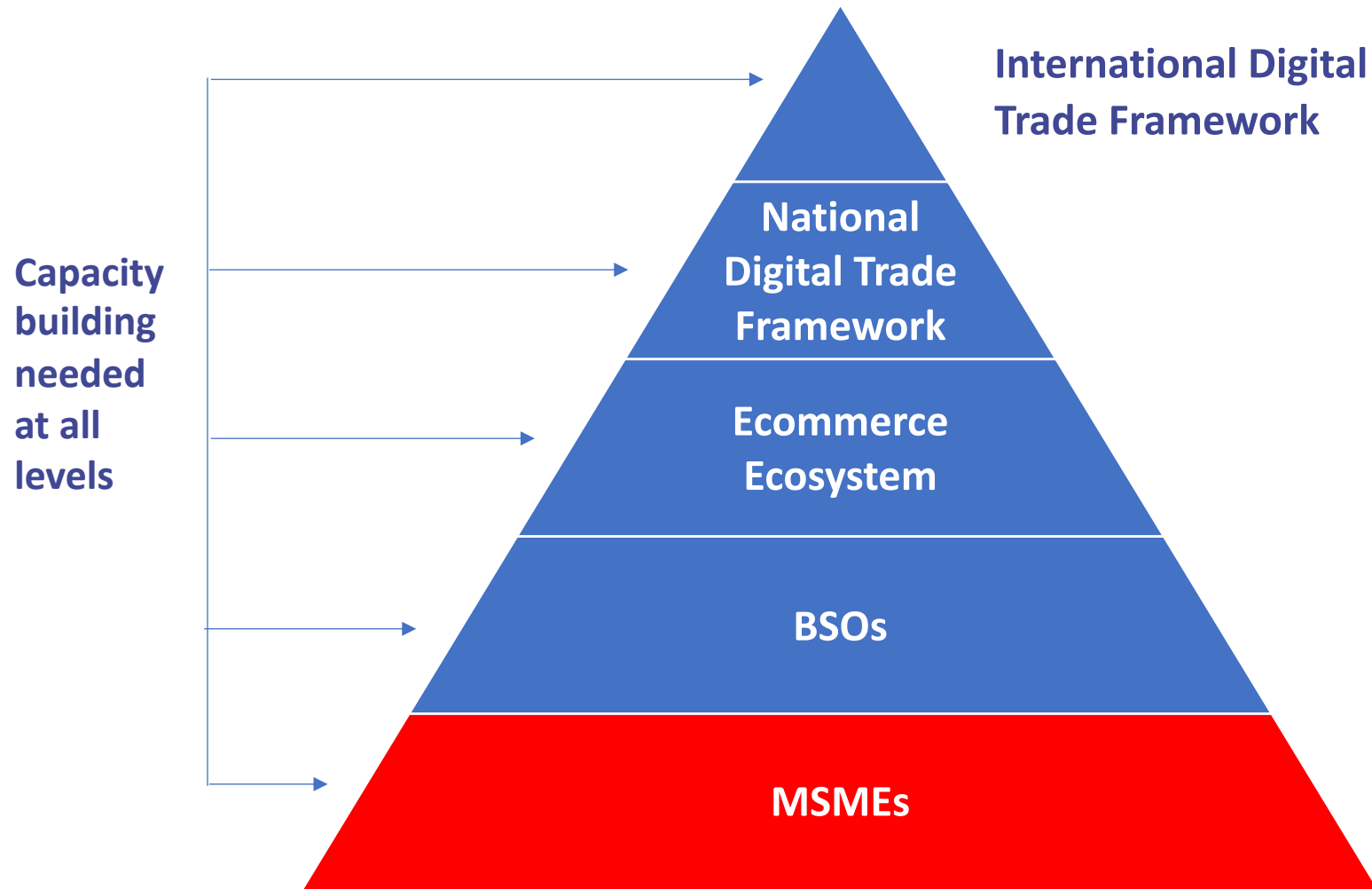
- Improving quality of services and trust
- Improving co-ordination between players
- Increasing awareness of services and support available
- Improving MSME understanding of the e-commerce ecosystem





- What support do MSMEs need to develop digital exports?
- Have our BSOs got the skills, expertise and capacity to support companies?
- Can existing staff be upskilled with the necessary skills?
- Do we need to hire new staff with the requisite skills?
- Do we outsource and work with private sector e-commerce consultants?
- Does the private sector have the skills needed and will MSMEs trust them?
- How does support for the development of e-commerce and digital exports fit with our existing programmes? (export, business support, finance, marketing etc.)
- Do existing programmes need to be restructured?
- Do we need a dedicated digital export programme?
- What will all of this cost? What can we afford?
- Can we afford not to do this?
- What support can we get from donor organisations?







Challenges for MSMEs

Question for the poll

- What kind of challenges you think MSMEs face in developing Digital Export?
 1. Logistics
 2. Knowledge of foreign markets
 3. Lack of digital skills
 4. Contracts and payments
 5. Lack of resources



Marketing / Value Proposition

- Product & packaging
- Price
- Place
- Promotion
- Online presence
- Customer support



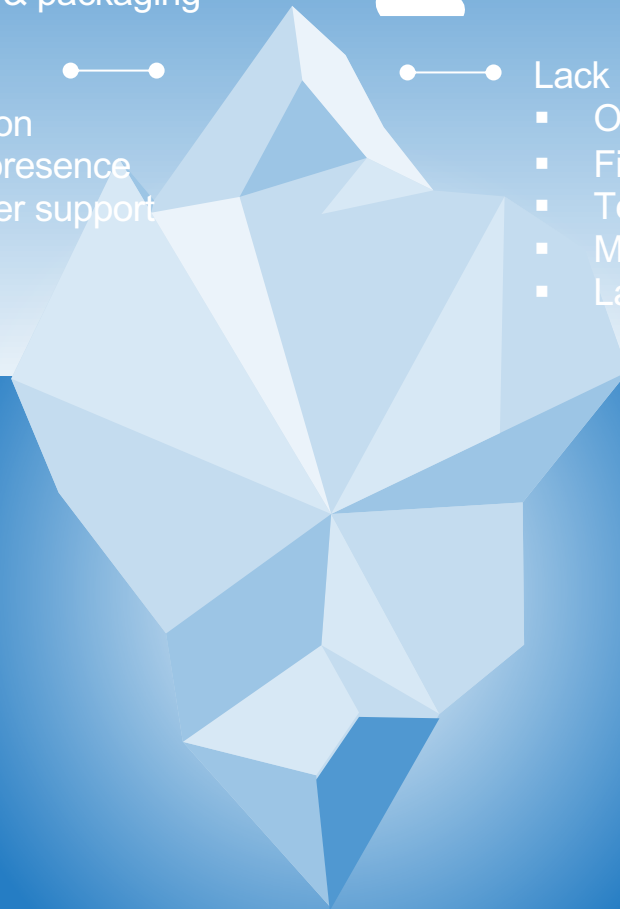
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Lack of Skills & Resources

- Owners & managers
- Finances
- Technical
- Marketing
- Languages



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Limited Market Knowledge

- Legal and regulations
- Buyer expectations
- Buyer preferences
- Cultural differences



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Logistics & Delivery Issues

- Costs of delivery
- Speed of delivery
- Limited choice



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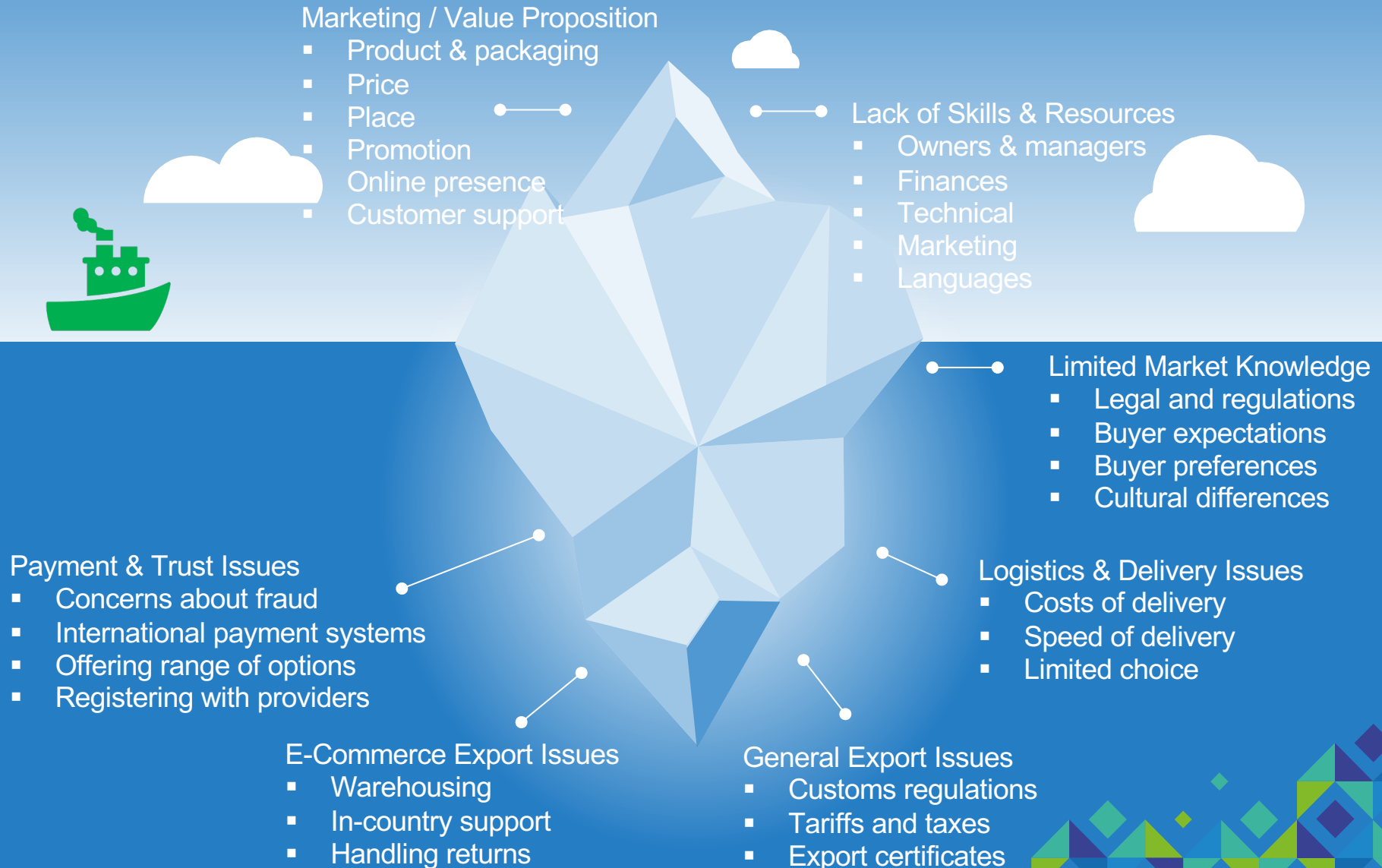
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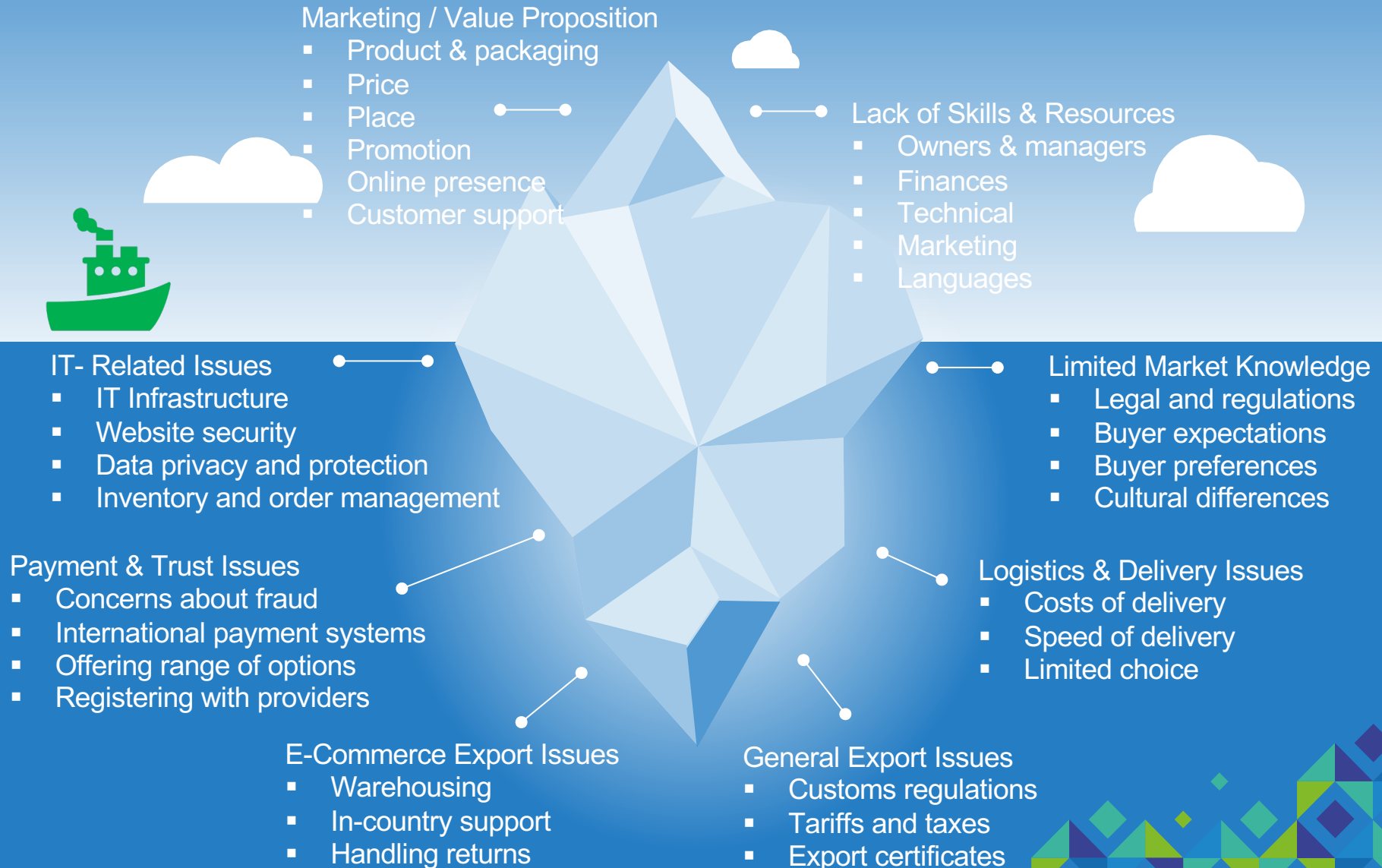
General Export Issues

- Customs regulations
- Tariffs and taxes
- Export certificates











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IT- Related Issues

- IT Infrastructure
- Website security
- Data privacy and protection
- Inventory and order management

Limited Market Knowledge

- Legal and regulations
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- Cultural differences

Payment & Trust Issues

- Concerns about fraud
- International payment systems
- Offering range of options
- Registering with providers

Logistics & Delivery Issues

- Costs of delivery
- Speed of delivery
- Limited choice

Weak suppliers

- Marketing
- Designers
- Developers
- Consultants



E-Commerce Export Issues

- Warehousing
- In-country support
- Handling returns

General Export Issues

- Customs regulations
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Marketing / Value Proposition

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Strategy

- What
- Why
- Where
- How
- When
- Who

Marketing / Value Proposition

- Product & packaging
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- Place
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Lack of Skills & Resources

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Competition

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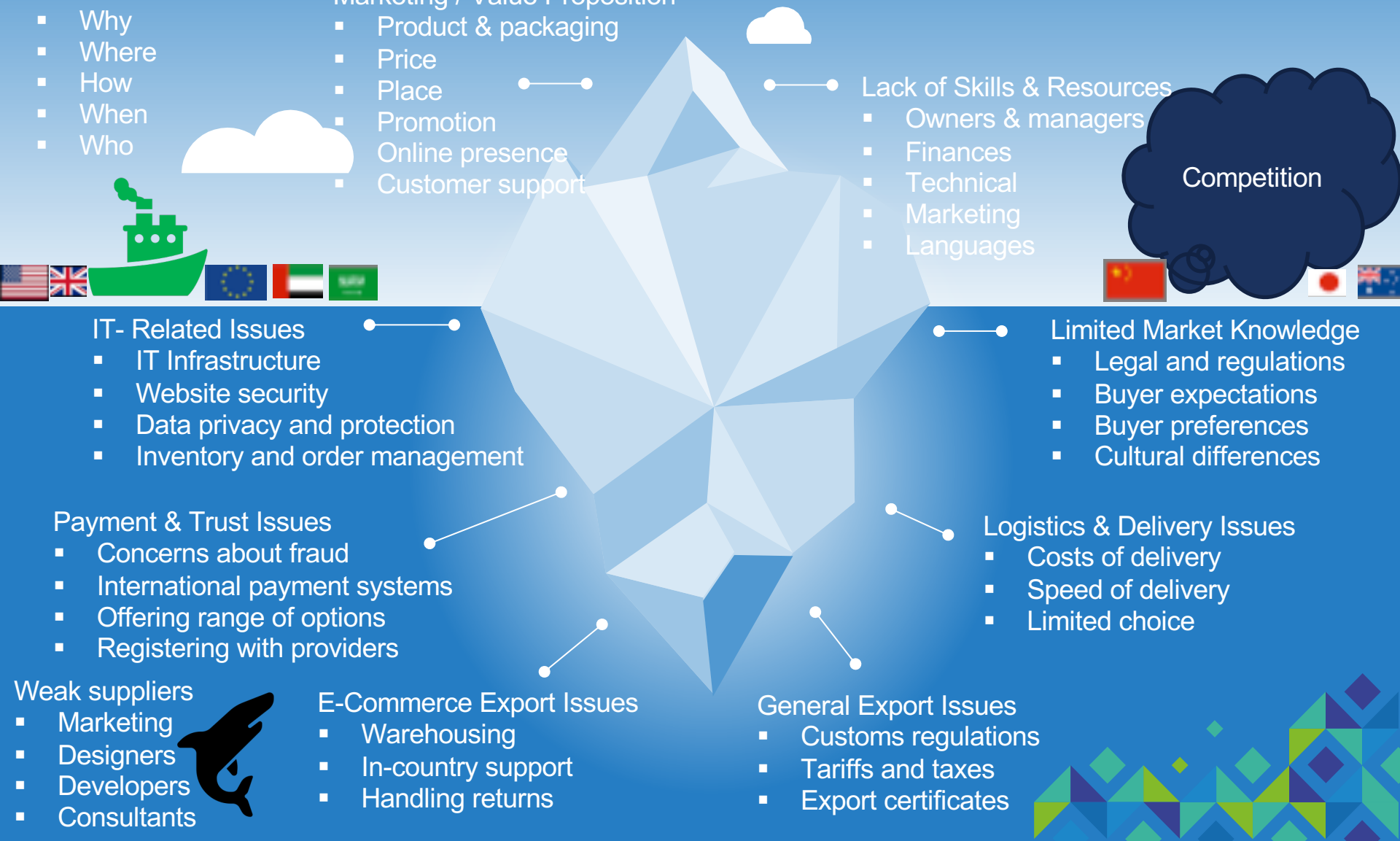


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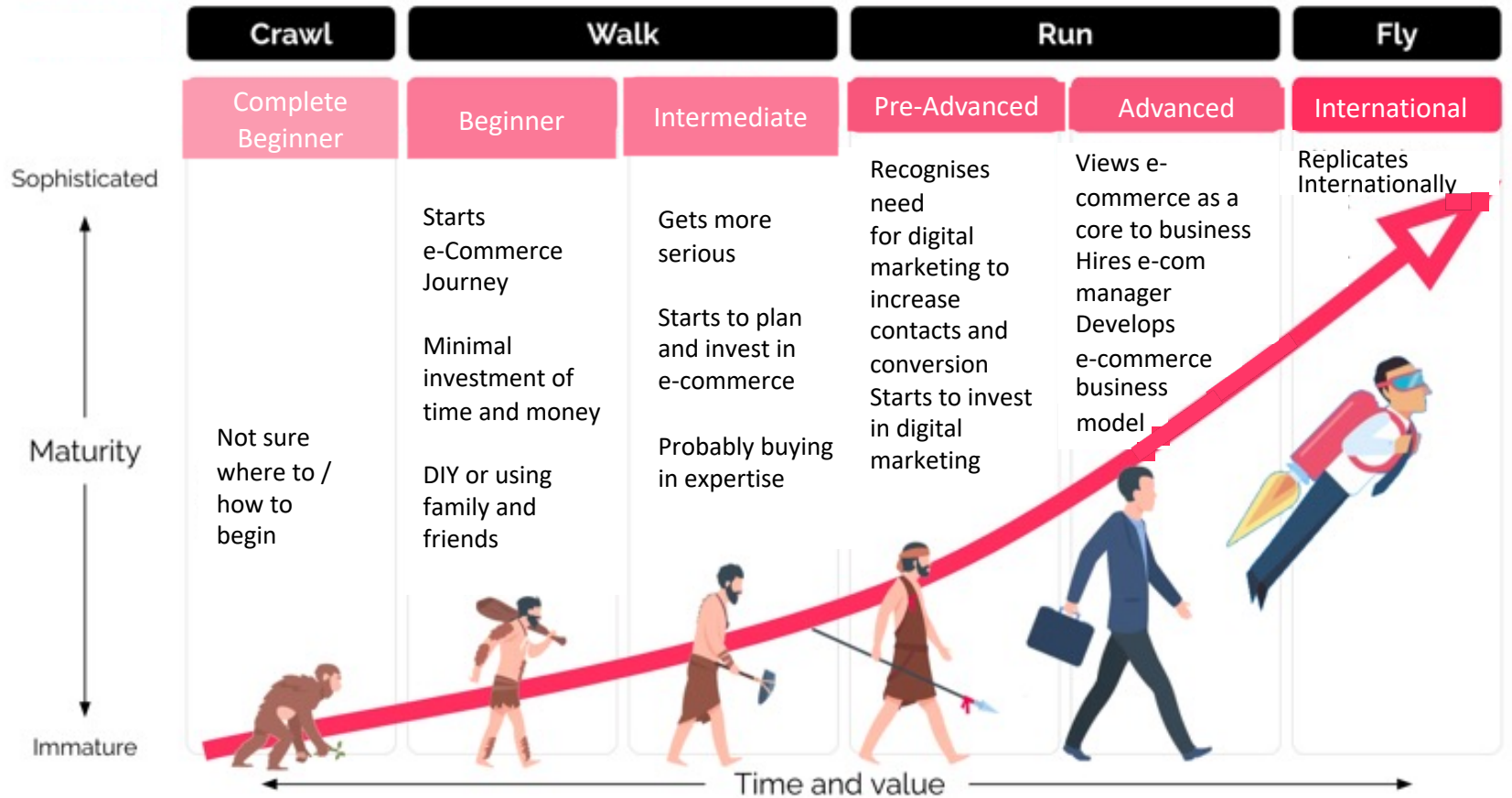
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MSMEs at Different Stages in the Journey

(with different products & different target markets)





International Best Practice Policies and Programmes

Question for the poll

- Which area of support is more useful to help MSMEs to develop digital export?
 1. Regulatory framework
 2. FTZs & Incubators
 3. Financial support
 4. Training
 5. Digital transformation





**Develop robust
regulatory frameworks**



**Promote use of
technologies to boost
supply chains**

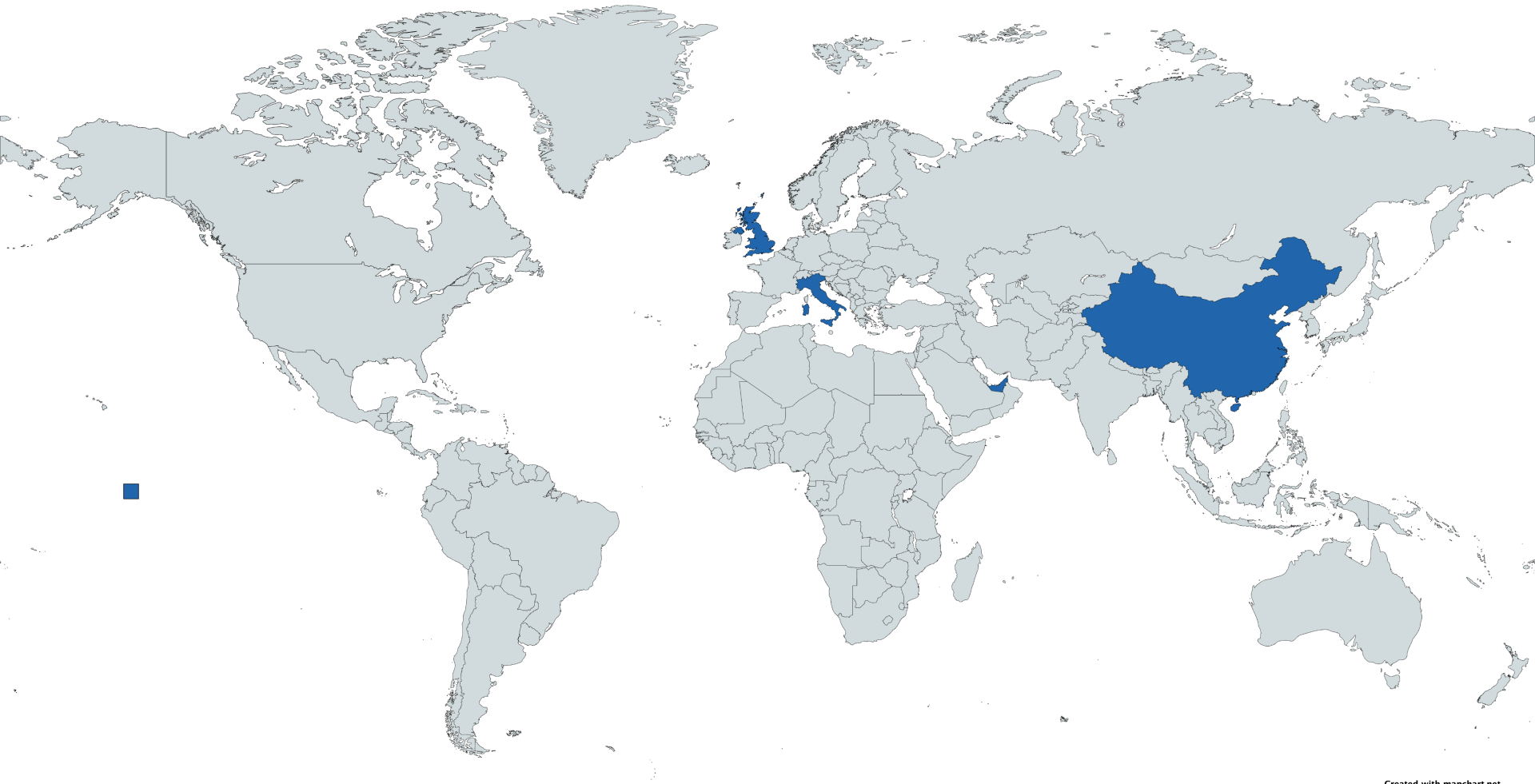


**Train BSOs & MSMEs in
Digital Exports**



**Support MSME adoption
of digital tools**





Created with mapchart.net







**Support MSME adoption
of digital tools**

- First Steps into e-Commerce workshop series
 - Training about websites, e-commerce, selling online
- eBusinessadvisers programme
 - Pool of advisers working with MSMEs
- e-Business Week including W@W (Winners at the Web)





**Support MSME adoption
of digital tools**

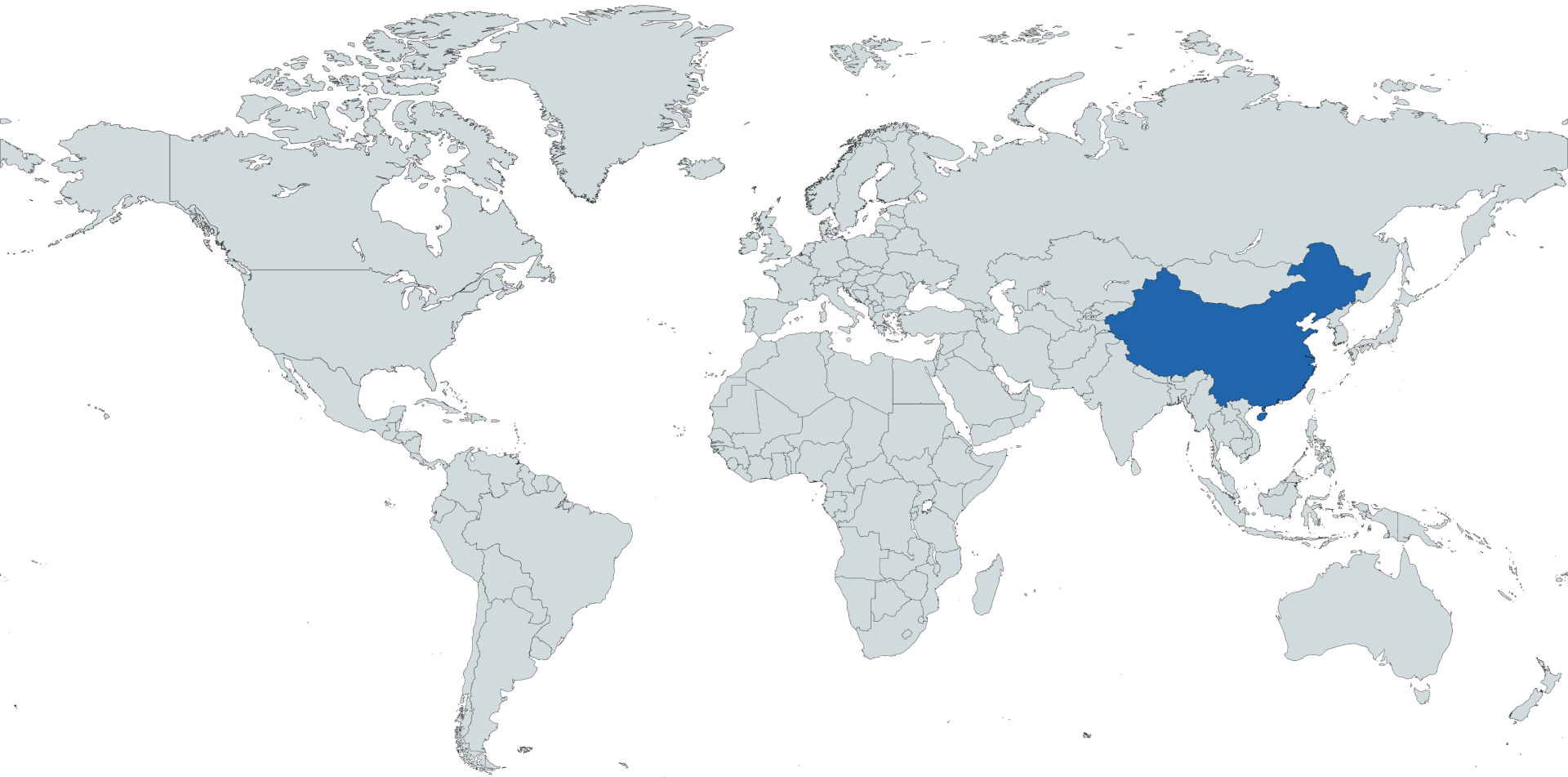
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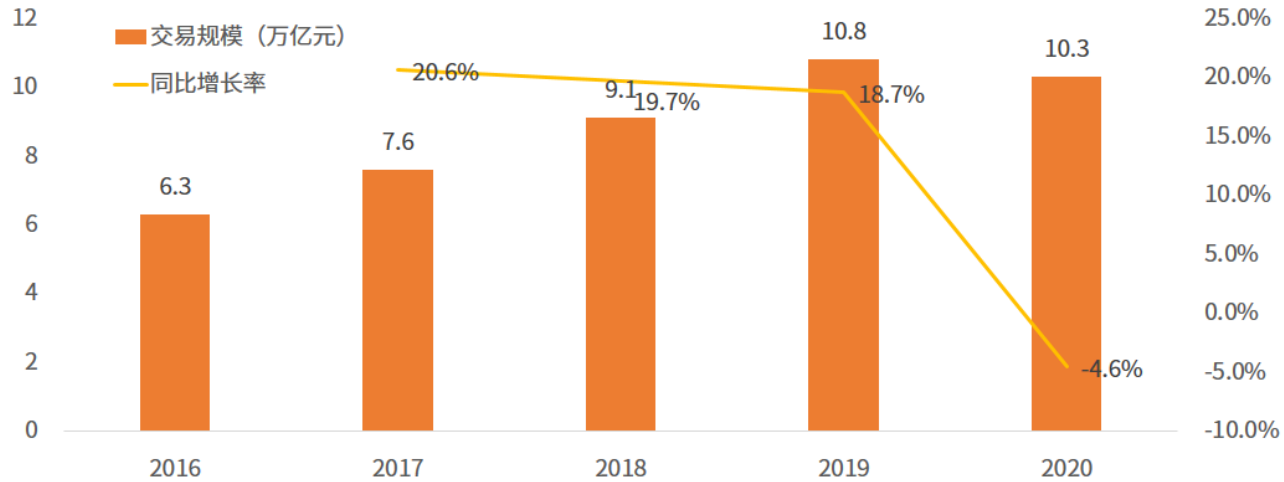
**Training MSMEs
and Supporting
Digital Exports**

- Mainstreamed e-commerce support
 - 1 day events e.g. Selling Online Internationally
 - Events, webinars and masterclasses
 - International online marketplace guide
 - Ecommerce Accelerator Programme





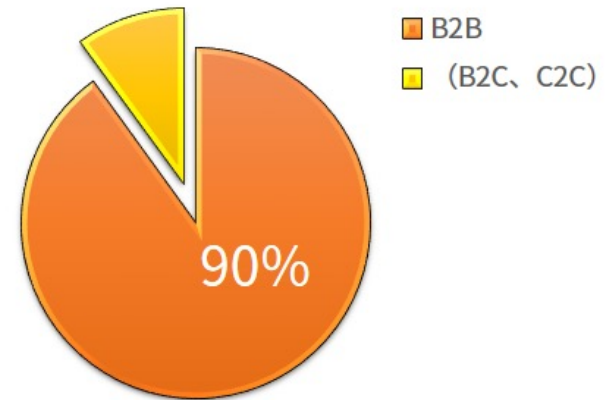
China's cross-border e-commerce market transaction size from 2016 to 2020



The proportion of cross-border e-commerce in foreign trade imports and exports in 2019-2020



Proportion of Chinese cross-border e-commerce operation models in 2019-2020





**Develop robust
regulatory frameworks**



**E-Commerce Strategy
including FTZs**

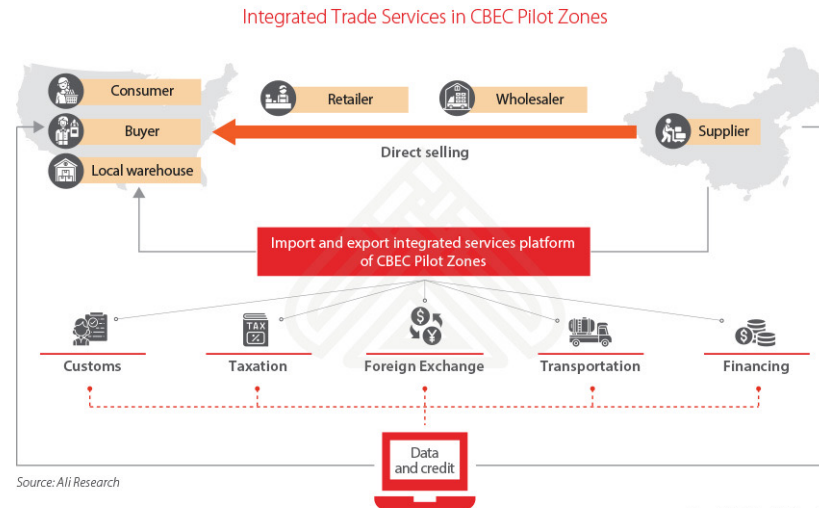
- 'Guiding Opinions on Promoting the Healthy and Rapid Development of Cross-border E-commerce', 2015
- First principal Customs regulation on cross-border e-commerce by GACC, 2016

- **CBEC pilot zones**
- **Favorable tax policies**





- Innovative breakthroughs in the management of customs clearance, tax collection and management, foreign exchange supervision, cross-border financial services, and logistics.
- Comination of online integrated service platforms and offline industrial park



Source: Ali Research

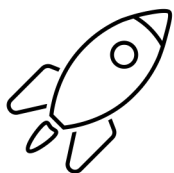
Graphic © Asia Briefing Ltd.







**E-Commerce Strategy
including FTZs**



Business Incubators

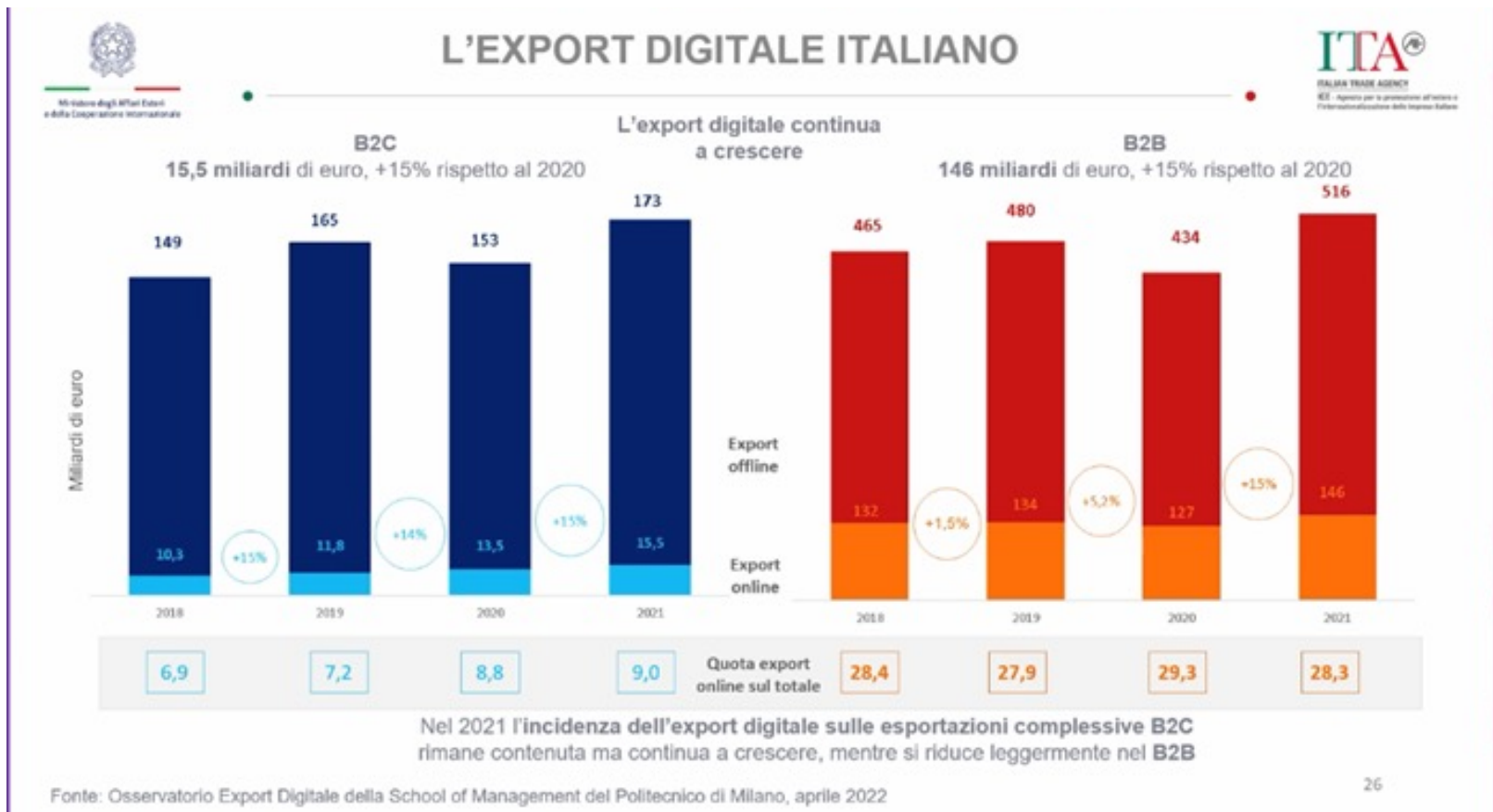
- **Dubai e-Commerce Strategy**
 - Slashing business cost of e-commerce: costs of storage, customs fees, VAT and transport

- **Dubai CommerCity Free Trade Zone**
 - Reduced paperwork and fees passing through FTZ
 - Free guidance and individually tailored e-commerce enablement services

- **Dubai SME has set up 10 certified business incubators for MSMEs working in ecommerce**









**Train BSOs & MSMEs in
Digital Exports**

- « **Crescere in Digitale** » (Grow in Digital) , by Unioncamere in collaboration with Google, finalist in 2016 of the European Digital Skills Award.
- **Digital Export Academy** by Italian Trade Agency



**Support MSME adoption
of digital tools**

- **Online platform DigIT Export** by Promos Italia and Chambers of Commerce
- ITA agreement with **Alibaba**
- **Financial support** for SMEs' digitalization



➤ Challenges for MSMEs

1. Lot of MSMEs don't know what to do, how to start, where to begin
2. International e-commerce requires skills and experience, constantly changing
3. Require a support e-commerce ecosystem (regulations, payments, logistics etc.)

➤ Level of intervention for governments

1. Need to be at the table in international e-commerce trade negotiations
2. Need to work on developing conducive environment for e-commerce
3. Need to develop capability and skills within Govt and BSOs

➤ Lessons from case studies

1. Need to move from policy to action / implementation quickly
2. Build digital export skills and case studies of MSMEs: Italy, Scotland
3. Create special zones and incubators for CBEC: China, UAE



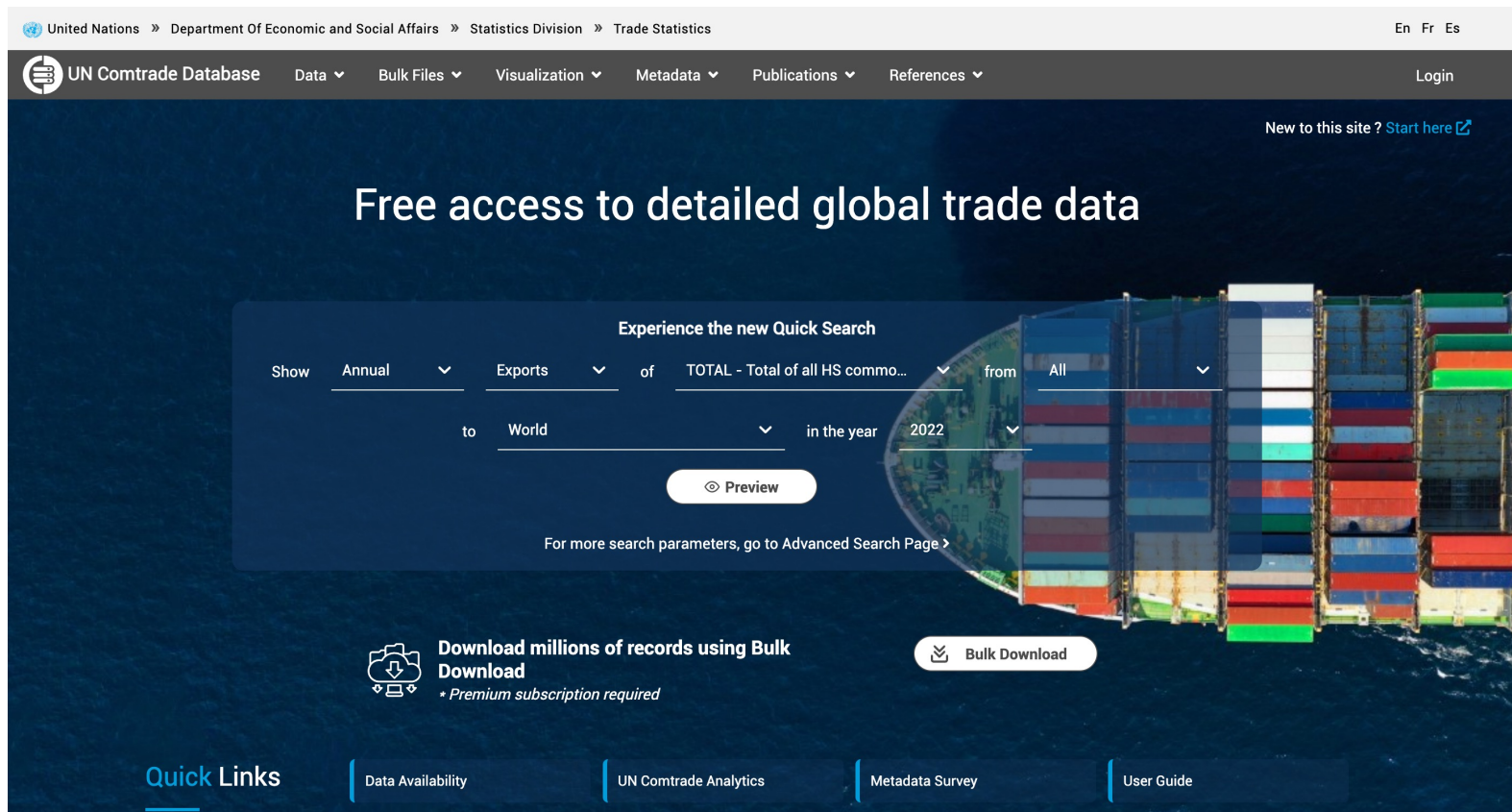


DISCUSSION



MSMEs Digital Export strategies

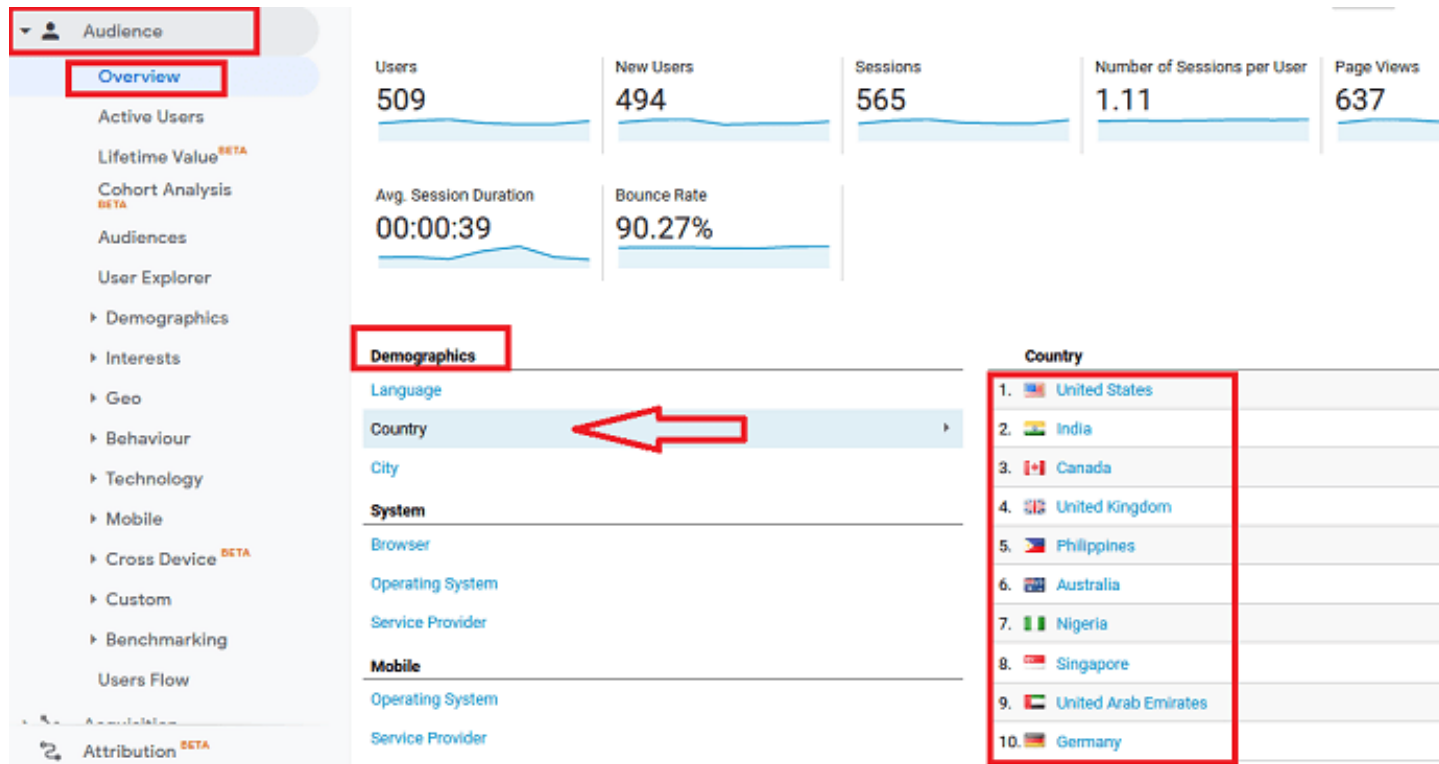
- **Digital databases**, like Comtrade, offer free access to data and analytics that can help MSMEs to understand the potential of new markets for their export.



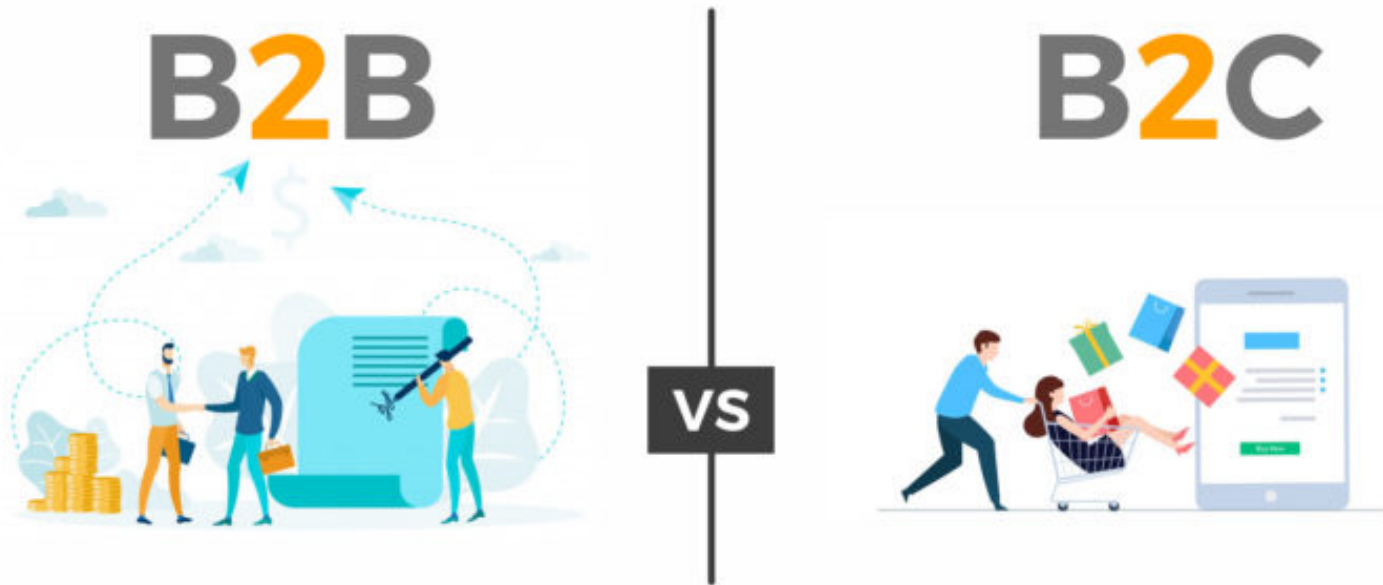
The screenshot shows the UN Comtrade Database website. At the top, there is a navigation bar with the United Nations logo and the text "United Nations » Department Of Economic and Social Affairs » Statistics Division » Trade Statistics". On the right, there are language options "En Fr Es" and a "Login" button. Below the navigation bar, there is a main header area with the text "UN Comtrade Database" and several menu items: "Data", "Bulk Files", "Visualization", "Metadata", "Publications", and "References". A "New to this site? Start here" link is also present. The main content area features a large heading "Free access to detailed global trade data" and a search interface titled "Experience the new Quick Search". The search interface includes dropdown menus for "Show" (set to "Annual"), "Exports of" (set to "TOTAL - Total of all HS commo..."), "from" (set to "All"), "to" (set to "World"), and "in the year" (set to "2022"). A "Preview" button is located below the search fields. Below the search interface, there is a section for "Download millions of records using Bulk Download" with a note that a "Premium subscription required" and a "Bulk Download" button. At the bottom, there is a "Quick Links" section with links to "Data Availability", "UN Comtrade Analytics", "Metadata Survey", and "User Guide".



➤ **Google analytics** allows to see the origin of traffic on the company website by country, and it can give an immediate view of interest for products/services from new countries.



Digital Export Strategy: Identify Target Audience



B2B

VS

B2C



- Buyers are known and identified by login
- Buyer specific pricing, promotions and products
- Optimised for high volume purchases and reorders
- Assisted sales
- Credit Management



- Buyers are often anonymous
- Focused around single product conversion
- Optimised for small orders
- Online marketing driven conversion



Marketplace vs. Direct eCommerce



Where should you be selling?



E-commerce Store		Online Market-Place
Single seller in one platform	Structure	Multiple sellers in one platform
Driven by the company itself	Traffic	Higher traffic volume due to larger target reach and existing customer base
The company is responsible for the full spectrum	Marketing	In-platform or out-platform
From some weeks to few months	Time to launch	Depending on how many products need to upload
Website hosting fee or a third-party software's subscription fee	Cost	Commission on sales to marketplaces, 2-15%
Challenging and time consuming for the set up	Difficulty	Easy set up just by creating a store and start to sell.





International Marketplaces

Question for the poll

- Which marketplace are you more familiar with?
 1. Alibaba
 2. Amazon
 3. Tradeling
 4. Noon
 5. Jumia

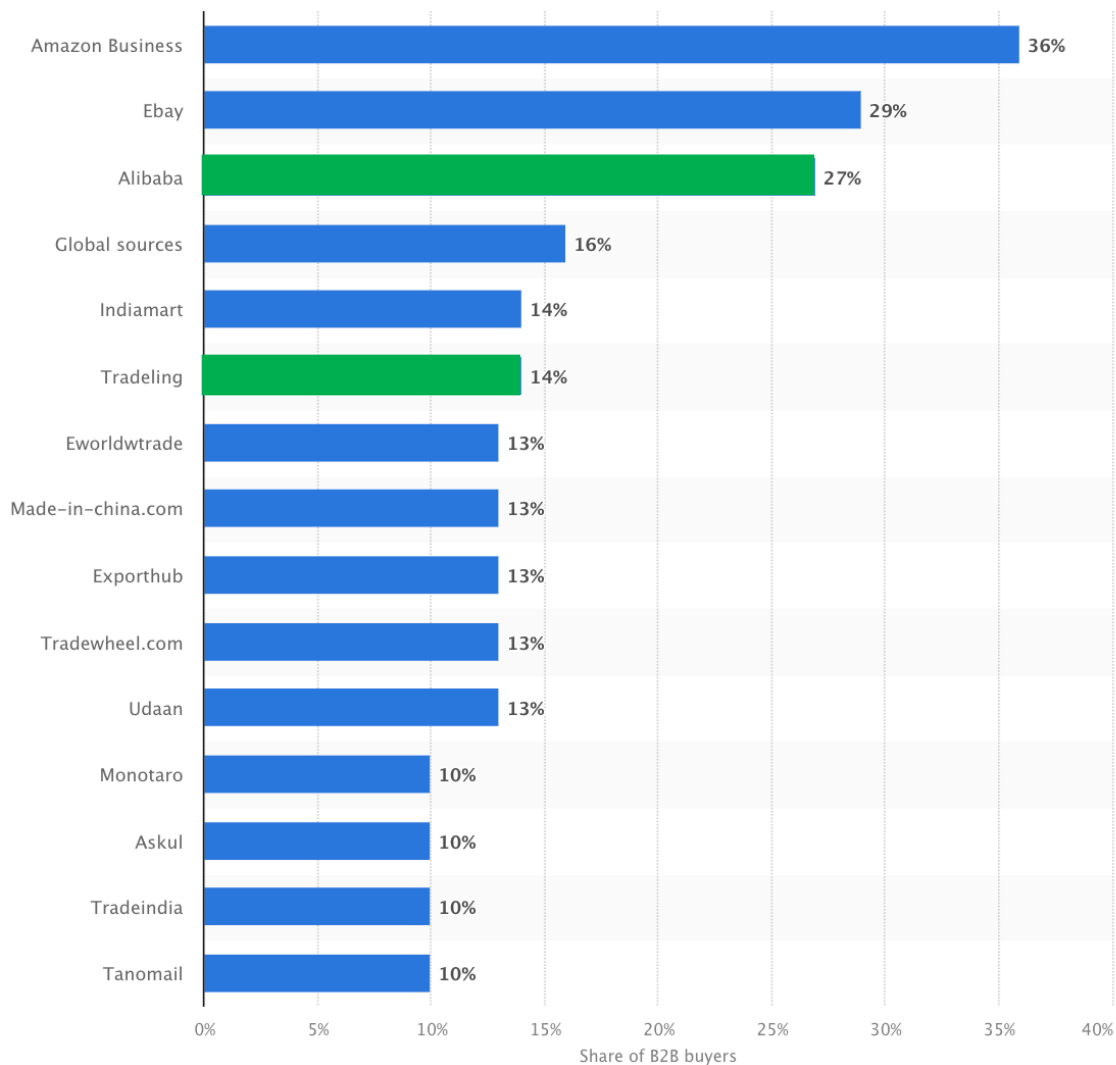


Global Online Marketplace Leaders

<u>RANK</u>	<u>MARKETPLACE</u>	<u>GMV in USD Billion*</u>	<u>COUNTRY</u>
1	TAOBAO	701	China
2	TMALL	663	China
3	AMAZON	368	USA
4	JD.COM	247	China
5	SHOPEE	78	Indonesia

*Total gross merchandise value, or GMV, is the value of all goods sold on the marketplace.

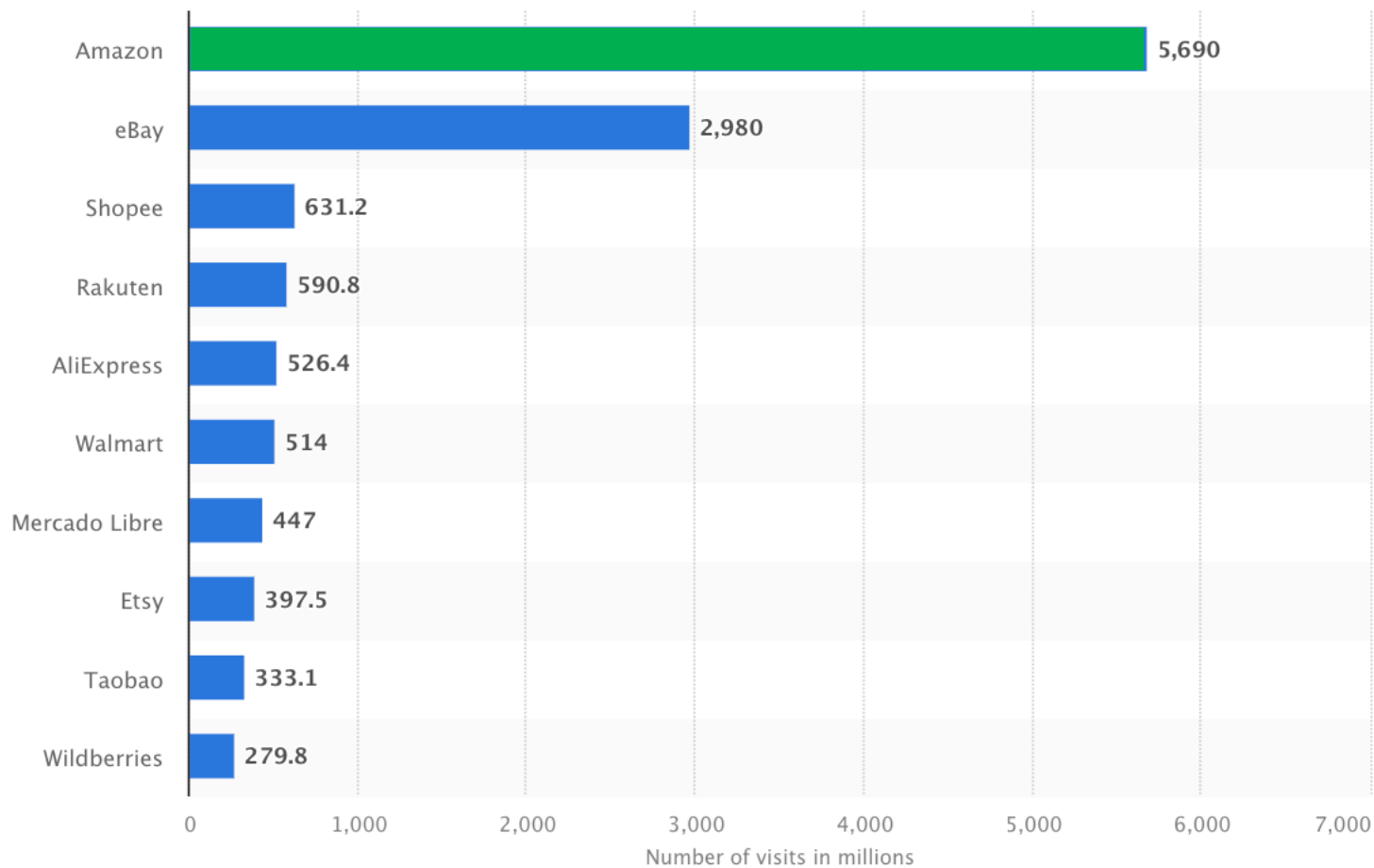
Most popular B2B marketplaces



Source: Statista



Most Popular B2C marketplaces



Source: Statista







Founded in **1999**,

Alibaba.com is the first business segment of Alibaba Group and has now become the **world's leading B2B e-commerce platform** for cross-border trade.

With digital technology and products, digitalization has penetrated into all aspects of traditional foreign trade, and it is imperative for small and medium-sized enterprises to upgrade their international trade!



248% increase
in transaction value



107% increase
in the number of buyers



104% increase
in the number of orders



Sell on Alibaba.com

Reach millions of B2B buyers globally

Start selling

Chat with consultant

40,000,000+

active buyers globally

400,000+

product inquiries daily

200+

countries and regions represented

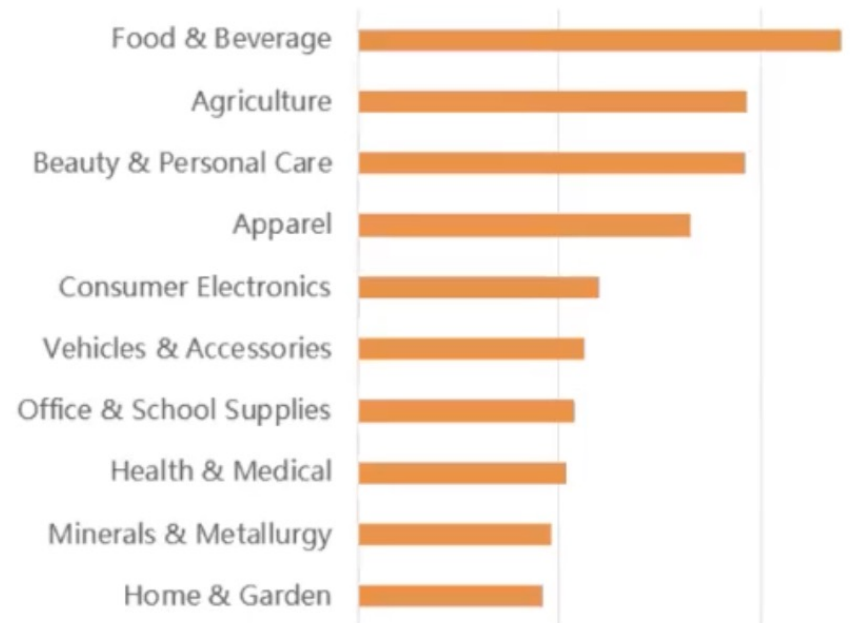
Alibaba.com is a leading ecommerce platform that helps SMEs go global



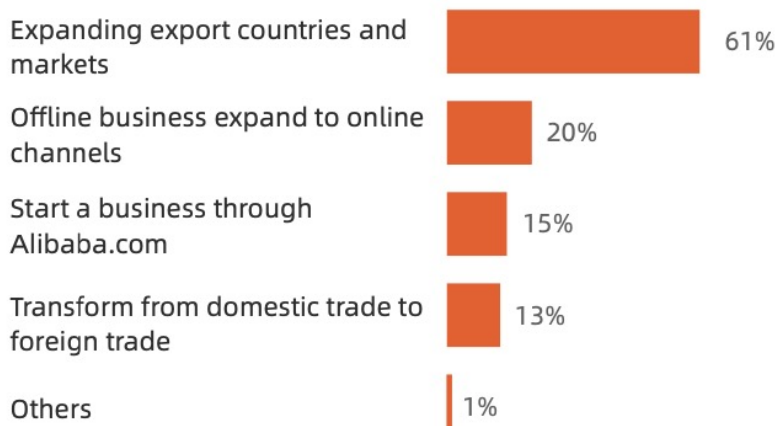
Top 20 Buyer Distribution

Ranking	Country	Ranking	Country
1	United States	11	Italy
2	India	12	France
3	Canada	13	Germany
4	Australia	14	Indonesia
5	Brazil	15	Saudi Arabia
6	United Kingdom	16	Philippines
7	Russian	17	Spain
8	Turkey	18	Malaysia
9	Pakistan	19	Peru
10	Mexico	20	Thailand

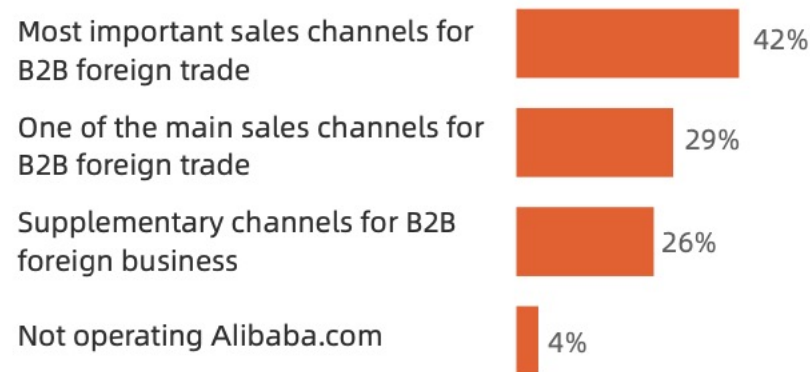
Top 10 Industries



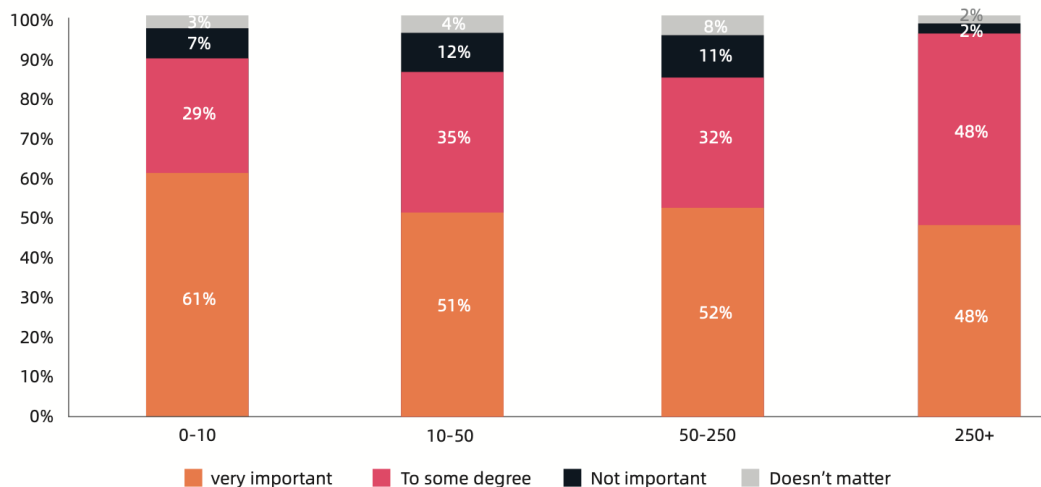
Reasons for joining the Alibaba.com



Positioning of Alibaba.com in B2B foreign trade



Ratings for Alibaba.com from Enterprises of Various Sizes



ONBOARDING

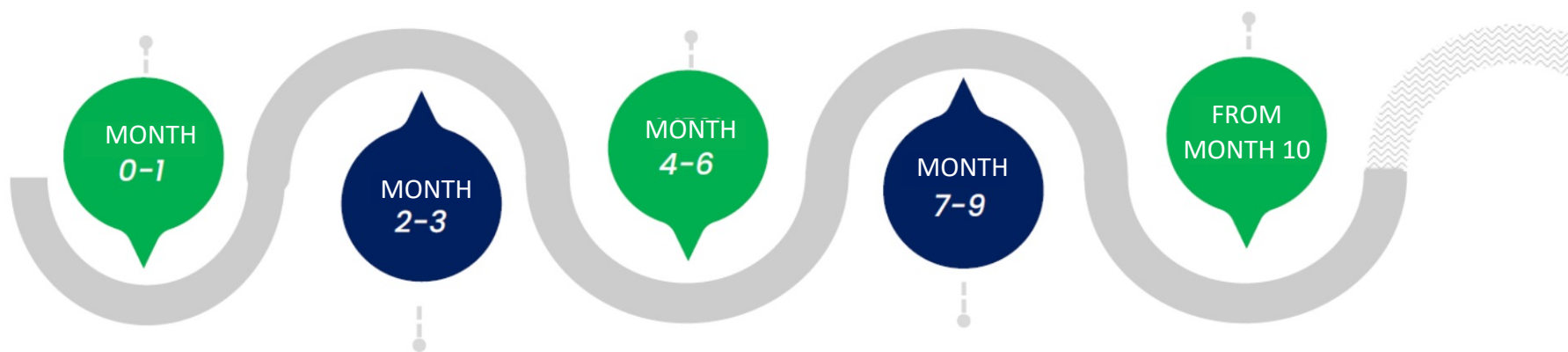
- Registration
- Account verification
- Profile Set-up
- Post products
- Decorate Mini-site

DEVELOPMENT

- Request for quotations
- KWA (KeyWord Adv) campaigns
 - Competitor analysis
 - Analytics

IMPLEMENTATION & STRENGTHENING

- Close orders
 - New KWA campaigns
- Review platform and buyer data
 - Devise a plan for next year
 - Improve management skills



GROWTH

- Improvement of products presentation, quality and number
- Responding to inquiries
 - Get star ratings
 - Ranking analysis

MATURITY

- Participation in online events and expos
 - Negotiate orders
 - Sending samples
 - Strategy review
- Product and Mini-site Upgrade





Global Gold Suppliers
Exclusive 24 months Package for Dubai Industries & Exports

Benefits

Onboarding

- Product Showcase (20)
- 60 RFQs + 3GP
- Mini-Website
- Free online training
- Product Posting
- Sub-accounts (5)

KWA Packages

Alibaba.com
Global trade starts here.™

مؤسسة دبي
لتنمية الصناعة والمعادن
DUBAI INDUSTRIES & EXPORTS

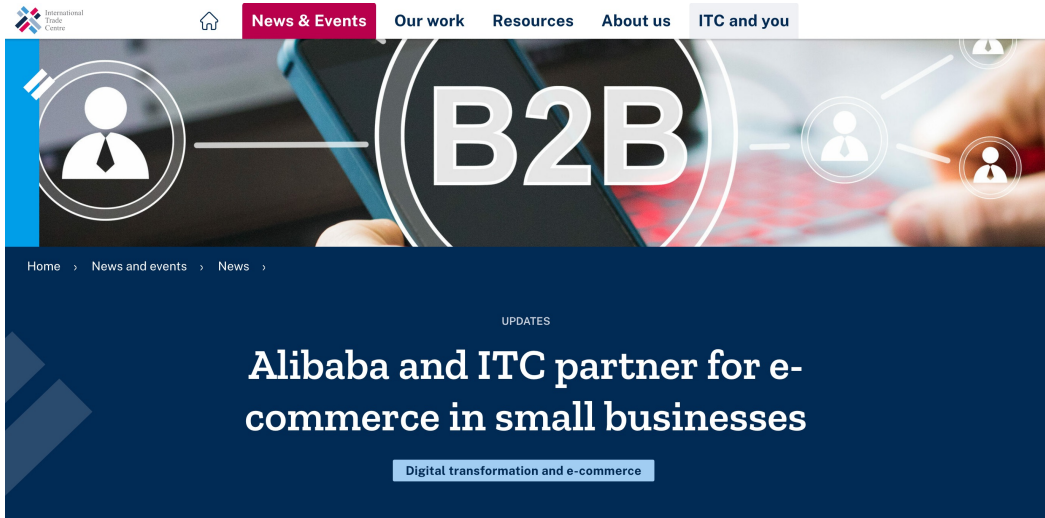
Dubai Pavilion Program on Alibaba.com

<https://www.facebook.com/SellOnAlibaba.com/videos/487171146590921>

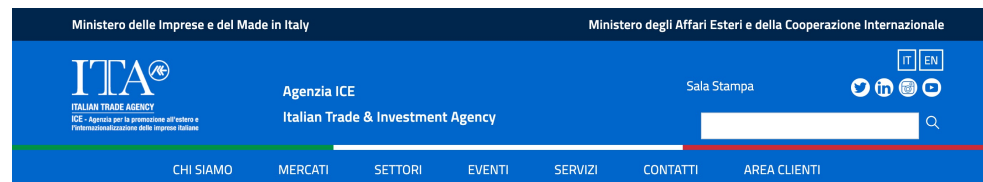


Alibaba Cloud, Tradeling join hands to bolster cross-border trade in MENA
<https://www.itp.net/business/alibaba-cloud-tradeling-join-hands-to-bolster-cross-border-trade-in-mena>





<https://intracen.org/news-and-events/news/alibaba-and-its-partner-for-e-commerce-in-small-businesses>



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Vendere su Alibaba.com con ICE - Edizione 2022



<https://www.ice.it/it/alibaba/b2b>



Top 2 B2C Online Marketplaces in Middle East





Acquired souq.com in 2017 for \$580 million

Transitioned from Souq to Amazon in KSA, UAE and Egypt

Launched Delivery Service Partner programme in KSA and opened delivery station in Abu Dhabi

New fulfilment centre planned by 2024

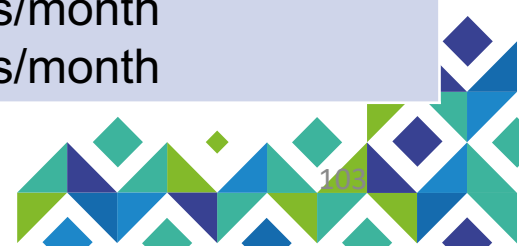
UAE	16.8M visits/month
Egypt	10.5M visits/month
KSA	5.7M visits/month

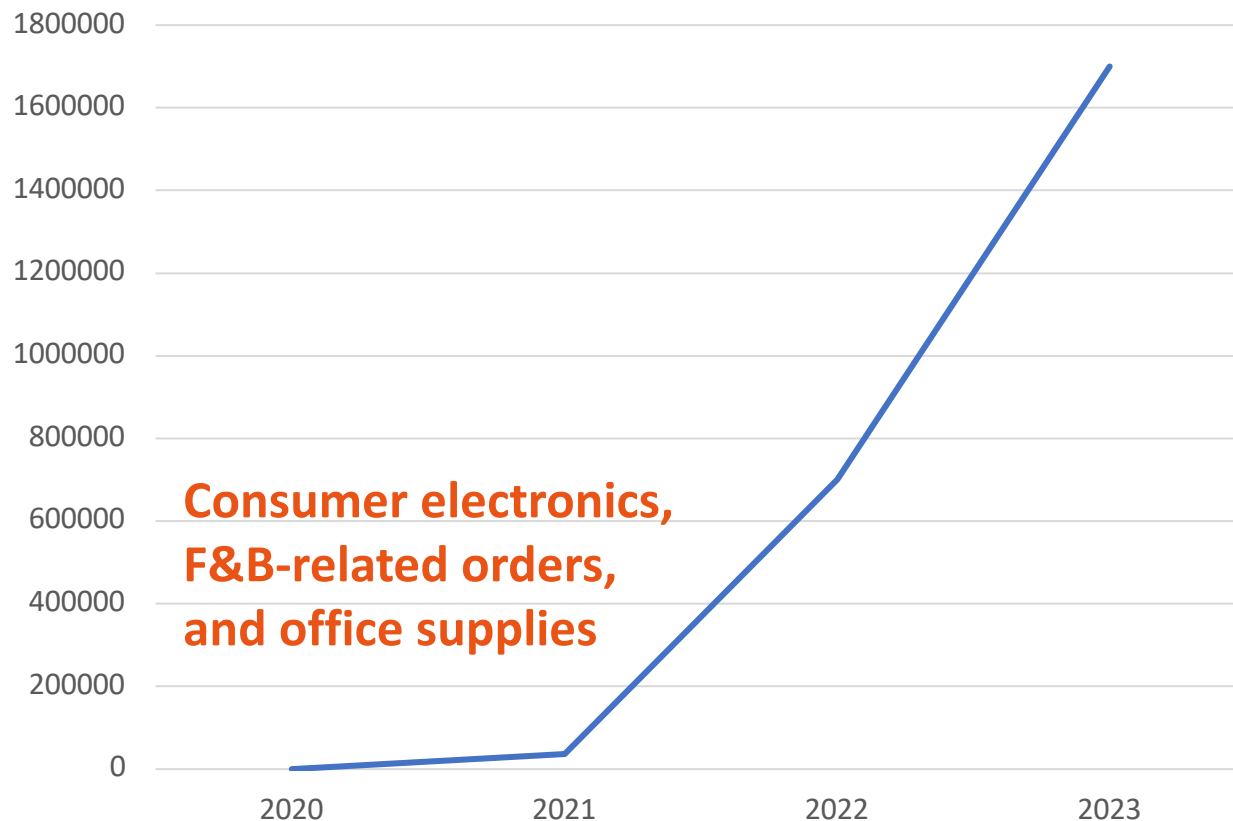


Top 2 B2C Online Marketplaces in Middle East



Acquired souq.com in 2017 for \$580 million	Brands itself as “Arabic-first” marketplace, more regionally focused												
Transitioned from Souq to Amazon in KSA, UAE and Egypt	Owned by Emaar Properties, developer of The Dubai Mall												
Launched Delivery Service Partner programme in KSA and opened delivery station in Abu Dhabi	Strong delivery and distribution service, particularly in KSA and UAE Proprietary geotagging system												
New fulfilment centre planned by 2024	Sellers need to have a local entity registered, or work with a partner												
<table border="0"> <tr> <td>UAE</td> <td>16.8M visits/month</td> </tr> <tr> <td>Egypt</td> <td>10.5M visits/month</td> </tr> <tr> <td>KSA</td> <td>5.7M visits/month</td> </tr> </table>	UAE	16.8M visits/month	Egypt	10.5M visits/month	KSA	5.7M visits/month	<table border="0"> <tr> <td>UAE</td> <td>7.9M visits/month</td> </tr> <tr> <td>KSA</td> <td>5.7M visits/month</td> </tr> <tr> <td>Egypt</td> <td>1.8M visits/month</td> </tr> </table>	UAE	7.9M visits/month	KSA	5.7M visits/month	Egypt	1.8M visits/month
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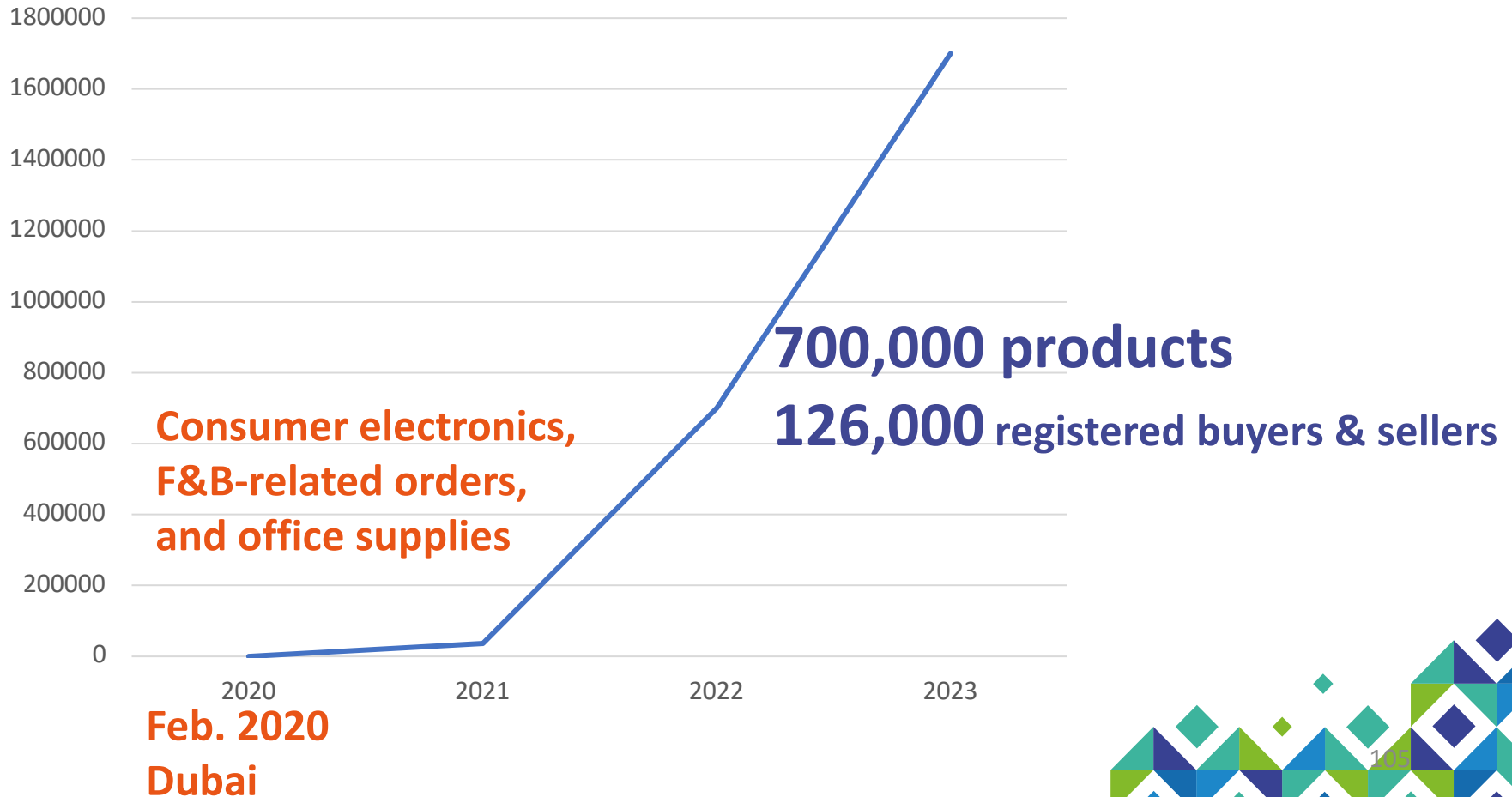




**Consumer electronics,
F&B-related orders,
and office supplies**

**Feb. 2020
Dubai**





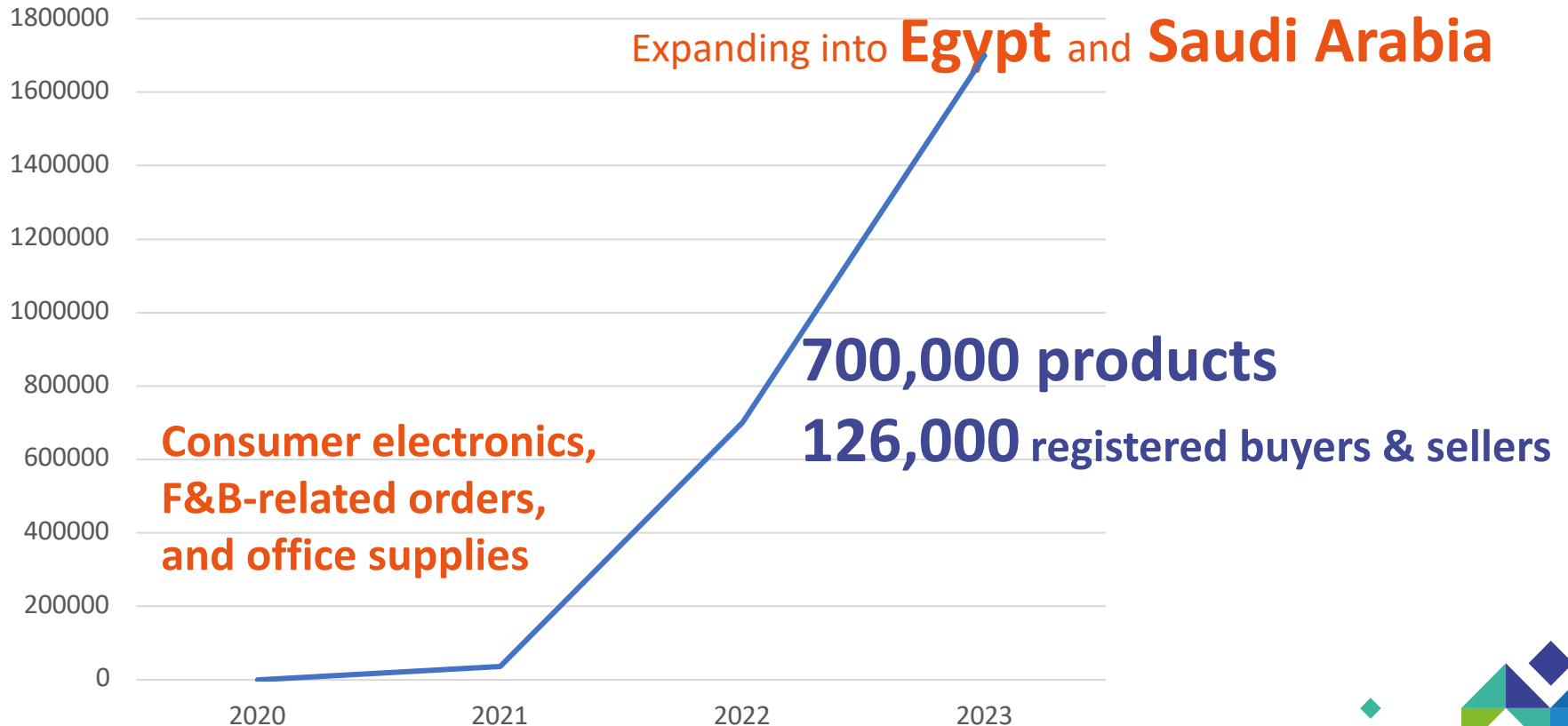
Top B2B Online Marketplace in Middle East



1.7 million products across 14 categories

More than **200,000** registered buyers & sellers from **55 countries**.

Expanding into **Egypt** and **Saudi Arabia**



Feb. 2020
Dubai





A German company serving:

- Nigeria
- Morocco
- Egypt
- Kenya
- Tunisia
- Cote d'Ivoire





A German company serving:

- Nigeria
- Morocco
- Egypt
- Kenya
- Tunisia
- Cote d'Ivoire



Based in the UAE serving:

- UAE
- Saudi Arabia
- Oman
- Kuwait
- Bahrain





E-COMMERCE AND DIGITAL MARKETING

Customer Journey: AIDA conversion funnel



Digital trade channels	No E-commerce platform	Domestic E-commerce platform + marketplace	Online retailer + marketplace	International E-commerce platform + online retailer	International E-commerce platform + marketplace	Owned website as display window + marketplace
Marketing & Communication	No digital marketing	Website; SMM; DEM	Website; SMM; DEM; Google Ads	Multi-language website; SMM; DEM; Google Ads; online magazines	Multi-language website; SMM; DEM; Google Ads; virtual reality	Multi-language website; SMM; keywords marketing; influencers
Organisation – Export skills	No export skills	External consultants	Non-specialised employees	(Temporary) Export Manager	Export Team/ Export Area Managers	Digital Export Manager
Organisation – Digital skills	No digital skills	External consultants	Non-specialised employees	E-commerce Manager	Digital Export Manager	E-commerce Manager and Digital Export Manager



E-commerce

1. Target market
2. B2B or B2C
3. Direct E-commerce or marketplace

Marketplaces

1. B2B / B2C main players
2. Agreement with biggest marketplaces

E-marketing

1. E-commerce is only the last step of Conversion
2. Need for a structured digital presence strategy

E-business

1. Skills and abilities
2. Management adaptation
3. Digital transformation





DISCUSSION



THANK YOU!

MERCI!

شكراً لكم