GOING GLOBAL, SELLING LOCAL: PREPARING YOUR BUSINESS TO GRAB ITS SHARE OF THE ONLINE MARKET

EXECUTIVE SUMMARY

Readers of this paper will gain an understanding of the factors involved in the "localization" of their global e-commerce activities. This document describes the complexities, challenges and pitfalls of conducting global e-commerce and reviews best practices for targeting local geographies. In addition, it provides a checklist of 12 key considerations that go into determining the global readiness – and ultimately the global success – of an e-commerce initiative.

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SHIFTING YOUR GLOBAL MINDSET

Many companies looking for growth opportunities – some wanting to spread their revenue risks and others responding to emerging customer demand – decide to expand beyond their core markets. Whether afforded the luxury of advanced strategic planning or pushed into capitalizing on rapidly emerging opportunities, the thought of "going global" can move quickly from an idle idea to an urgent imperative testing an organization to find the right strategic growth path.

Unfortunately, the conventional wisdom surrounding the idea of going global is fundamentally flawed. Treating general regions of the world as single markets from an e-commerce perspective might achieve market coverage but may not produce the kind of success needed to justify the initiative or even compensate the risks. Companies should instead think of their international expansion in terms of going "local everywhere." This means making each country the focus of a marketing strategy that reflects the many details that are unique to conducting business in that region.

Companies need to shake off the myth of the "one-size fits all" marketing solution for their global expansion efforts. Customer expectations and shopping preferences, cultural norms, as well as tax and legal requirements vary dramatically, not just from country-to-country, but also city-to-city and in some cases minute-to-minute. Even more dynamic are the new marketing opportunities which appear – and disappear – sometimes without warning and in a space of days.

Failure to recognize these realities can leave a company out of an emerging trend, at a disadvantage versus competitors who are closer to the marketplace, or even expose the company to financial or legal liabilities. Some companies ignore these important differences at their own peril while others partner with local market experts only to find that their solutions don't scale well and are cumbersome to manage on a worldwide level. Still others adopt broad e-commerce solutions that don't quite fit local norms and compliance requirements.

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B2C E-Commerce Worldwide
2010 & 2015 | Billions

$708 — 2010

$1285 — 2015
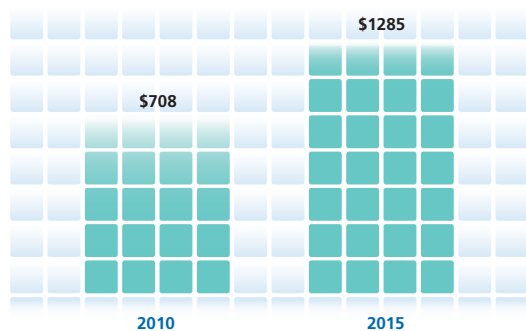
According to research reports, global e-commerce will nearly double within five years. Companies everywhere are drawn to the promise of additional revenue, enhanced margins and new geographic opportunities. Is your company ready to grab its share of the online market?

Source: International Data Corporation (IDC), "Worldwide New Media Market Model (NMMM)" as cited in press release, Sept. 12, 2011.
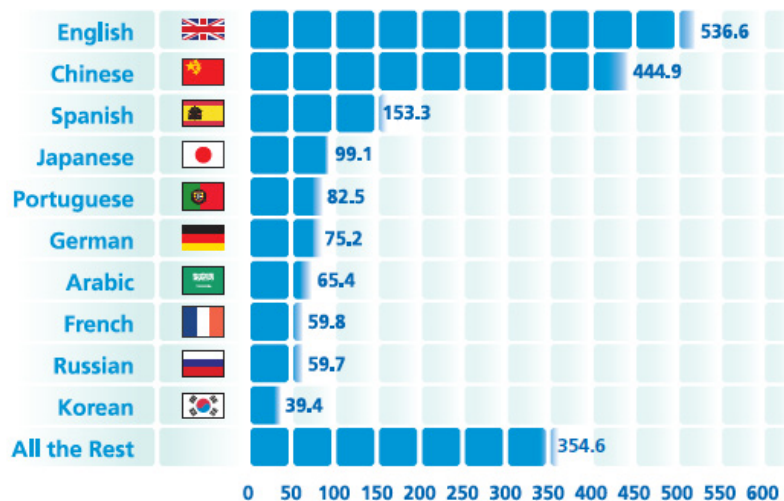
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SELLING LOCALLY

The optimal solution, however, is to adopt an approach to localization that is scalable, internally transparent, highly controllable and flexible enough to accommodate the requirements of any market. This approach to localization combines the best of all worlds by giving companies the ability to "sell locally," while preserving a high degree of control and visibility into what's happening across a network of sites as well as the ability to make changes as needed in near-real time.

Consider, for instance, the following example. The world's most popular sport, football, has the power to draw both global and local audiences and ignite excitement or disappointment in a single play. A well-placed kick can create a flash marketing opportunity and drive a sales opportunity as fans rush to buy a jersey of the newest sports hero. The companies that stand to profit from these flash opportunities are the ones that are ready with a localized online store and that are agile enough to take advantage of changes in market conditions and demand at a moment's notice.

To be the company ready to grab a big opportunity requires more than good luck. It requires an ability to instantly configure your e-commerce store to highlight and promote key products. It means being prepared to customize those offerings for buyers in each market with the right shopping experience that fits local buying habits and preferences. It requires an understanding of the local customer's expectations and preferences, language, cultural norms,

Top Ten Languages in the Internet
2010 | Millions of users

Language		Millions of users
English		536.6
Chinese		444.9
Spanish		153.3
Japanese		99.1
Portuguese		82.5
German		75.2
Arabic		65.4
French		59.8
Russian		59.7
Korean		39.4
All the Rest		354.6

0 50 100 150 200 250 300 350 400 450 500 550 600

Localizing language is just one of the many – and perhaps one of the simplest and most obvious – elements that need to be addressed when building a global online marketing and sales strategy. Are your e-commerce sites translated and localized in the languages spoken by your target customers?

Source: Internet World Stats - www.internetworldstats.com/stats7.htm Estimated Internet users are 1,966,514,816 on June 30, 2010. Copyright © 2000 - 2010, Miniwatts Marketing Group

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currency idiosyncrasies, regulatory environments, tax exposure and legal requirements in thousands – or even tens of thousands – of communities.

What is compelling for South Korean shoppers using a smartphone is not necessarily engaging for French Canadian shoppers who access your site on a tablet. Whether your customers are buying your products from a café in Paris or on a balcony overlooking the Golden Gate in Gdaǹsk, successful e-commerce requires more than just knowing the difference between Euros or Zlotys, it requires knowledge of national and local laws governing commerce, tax, environmental compliance and consumer protection standards. As with any aspect of your business, your e-commerce presence should meet – or exceed – customer expectations in terms of design, language, transaction flows and more.

Some recent industry surveys suggest that even the largest and most sophisticated online marketers have adopted a "go slow" e-commerce strategy when it comes to introducing their brands to new markets and designing sites to target specific countries. Only a small minority of sites surveyed, for instance, offered a currency converter and fewer than one in six sites offered content, customer service or telephone support in a local language. The reasons companies set a more deliberate pace certainly can vary, but many times they are due to concerns about resources and the ability to undertake a successful expansion in a new market where any misstep would be a high-profile and costly one.

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APPROACHING E-COMMERCE WITH A PLAN

E-commerce marketers typically utilize one of four approaches when building an e-commerce program:

The Marketing Only Approach

The most common approach is to let opportunity come to you. Companies following this path rely primarily on established global brand awareness or organic search engine results to drive traffic to their sites. They count on the ability and willingness of globally savvy shoppers to not only navigate the site's content but also accept the product selection and shopping experience that is likely offered only in the company's native language.

The primary advantage of the marketing only approach, of course, is that it requires little additional expense in terms of localization. On the downside, however, is the likelihood that the site is actually driving away potential international customers or even worse, breaking local laws. In an industry survey of e-commerce merchants, more than half reported that a significant percentage of their web traffic was coming from international customers even though the merchants had done nothing to make the site more welcoming to those visitors. Not surprisingly, shopping cart abandonment rates are quite high as would-be customers struggle either to navigate the site and find the right products, or complete a purchase because of the a lack of preferred payment options and concerns about security and other factors.

FabIndia, an iconic retailer in India, supports two websites – one for their domestic business in India and one for the rest of the world. Both sites display prices in USD and content in English. The company offers online shoppers three standard payment options linked to Indian banks and settles transactions in Indian Rupees.

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The Broad-Brush Approach

For companies that opt to test the waters of localization, the simplest approach is to focus on the technology aspects of implementing a local e-commerce site. This approach is typical for a company looking to expand its global reach by developing a series of cookie-cutter sites that are 'skinned' to offer a patina of localization through the use of a local language and currency, but don't go much further.

Some companies are more successful with this approach than others, but too often companies see this option as a "cost-effective" way to go global at the sacrifice of more meaningful localization. Typically, little effort is invested in incorporating local preferences such as the use of checks as a payment method in France or the preference of many UK residents to purchase home improvement products online. Moreover, important regulatory and administrative components, such as tax calculations and VAT presentation, security assurances, and environmental and copyright fees are often missing, improperly or inappropriately applied or require extensive "one-off" coding of the site's logic. As a result, the site is a roadblock to some prospective customers, a potential red flag to local authorities, and is very cumbersome and expensive to manage.

Movavi - U.S.A.

Movavi - Turkey

Movavi, a leading developer of multimedia-processing software, manages one global site, which supports multiple languages, currencies and standard payment options. The site operates from an English-based product catalog and offers customer service numbers for the U.S., Canada and The Netherlands.

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The Market-Specific Strategy

This approach relies on a network of local e-commerce solutions that are specifically designed for local markets. Such solutions generally lead to the creation of sites that:

• Meet local customer expectations;
• Comply with regulatory, legal and tax requirements; and
• Fit local customers' expectations in terms of a shopping experience.

Companies pursuing this approach to localization generally fall into two camps with widely divergent objectives. For some companies, a market-specific strategy allows them to maintain a consistent look and feel across country-specific sites while still reflecting local preferences. For others, particularly in the consumer products space, this approach allows for an infinite degree of configuration; in some cases, the end result is that the local sites diverge from corporate standards to the point that a casual visitor can't recognize the parent company.

The downsides of this approach are primarily in the areas of cost and scalability. It is expensive to manage localized solutions in every key market and a significant challenge to ensure continuity and consistency in quality, branding and performance. Management and coordination of such groups can be daunting and require substantial investment in resources. And, whether the goal is providing a consistent customer experience across sites or one highly tailored to each community, the ability to react quickly to changing market conditions is somewhat hampered by the hefty administration requirements of this arrangement.
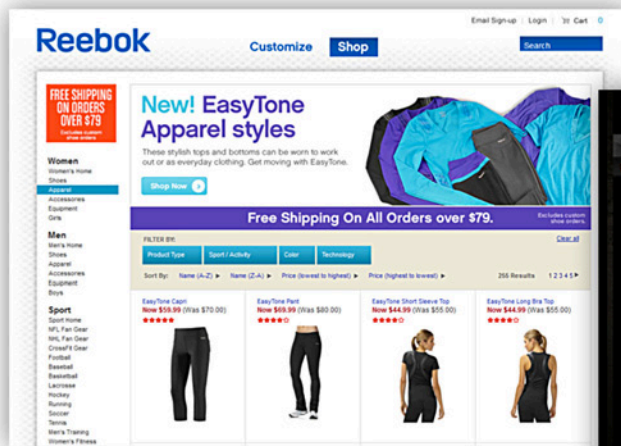
Reebok - U.S.A.
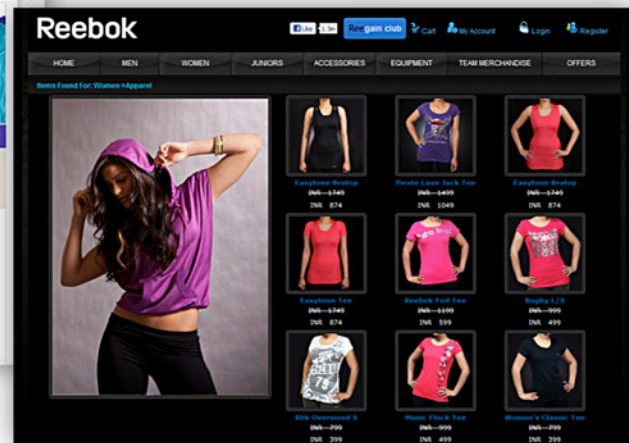
Reebok - India

Reebok – a leading worldwide designer, marketer and distributor of sports, fitness and casual footwear, apparel and equipment – manages multiple sites, offering shoppers distinct branded experiences. Their sites reflect different brand identities and support different product catalogues.

The Multi-National Approach

The fourth approach, one well-suited to many companies with ambitious international objectives, is to implement a global platform that is flexible enough to support true localization in every aspect of the customer experience, but at the same time offers many of the cost savings and efficiencies of centralized control and management.

Until more recently, pursuit of this option was more conceptual than achievable in the real world. Fortunately, however, the tools and experience to support such an undertaking are available from a variety of global providers and

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the best practices in this area are evolving rapidly. Companies contemplating a leap – or the first of many small steps – into international marketing via e-commerce can benefit by working with an experienced team that is conversant in the latest learnings about what does – and doesn't – work.

The downside of this approach is that it may be more than what a company actually needs to achieve its international e-commerce ambitions. A company contemplating a multi-national approach should honestly evaluate its overall marketing ambitions beyond its native market and determine whether its organization can support those ambitions. In addition, the company needs to assess its market position vis-à-vis both local and international competitors. In the absence of clear affirmation for these considerations, a company may be better served with another approach.

Nuance - U.S.A

Nuance - Germany   Nuance - Japan
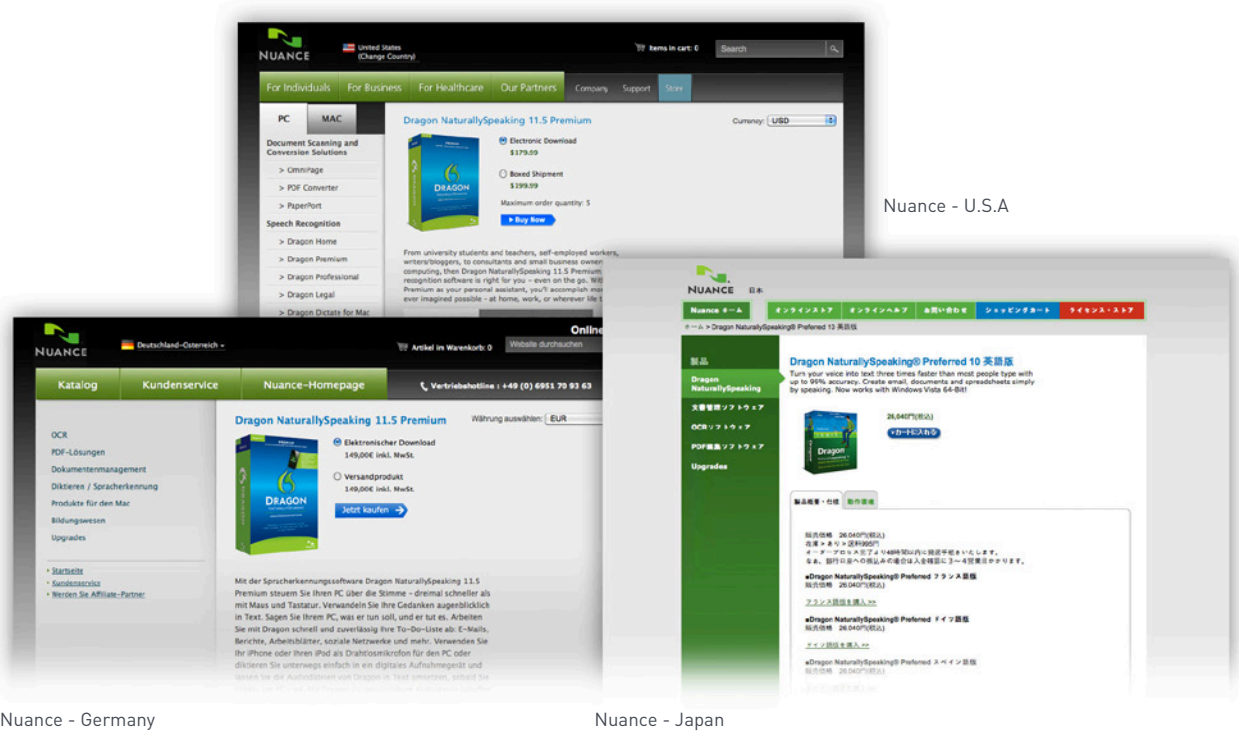
Nuance Communications, a leading provider of voice and language solutions for businesses and consumers around the world, manages online stores that are localized for each target market. Each country-based store offers product, payments, promotions, and a shopping experience that reflect the unique preferences of the local shopper while supporting the global Nuance brand.

In summary, there are advantages and disadvantage to each approach and only those familiar with the specific circumstances and resources of a company can make an informed recommendation about how to proceed. In general, however, the marketing only approach is best suited to companies that intend to limit their international market presence or that lack the resources to go another path. The broad-brush approach may be best suited to those companies that already have a global brand presence and/or a compelling product line that a loyal customer base will actively seek out. The market-specific approach is perhaps the best path for the company that plans a limited, one-by-one expansion into a small number of markets. Finally, the multi-national approach is best suited to those companies who either plan or contemplate a broad and/or rapid expansion into international markets, or have limited resources to manage their e-commerce activities.

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EVALUATING YOUR GLOBAL READINESS

In addition to the technical aspects of site architecture and design, there are a number of other important factors that companies need to address when localizing an e-commerce operation, including:
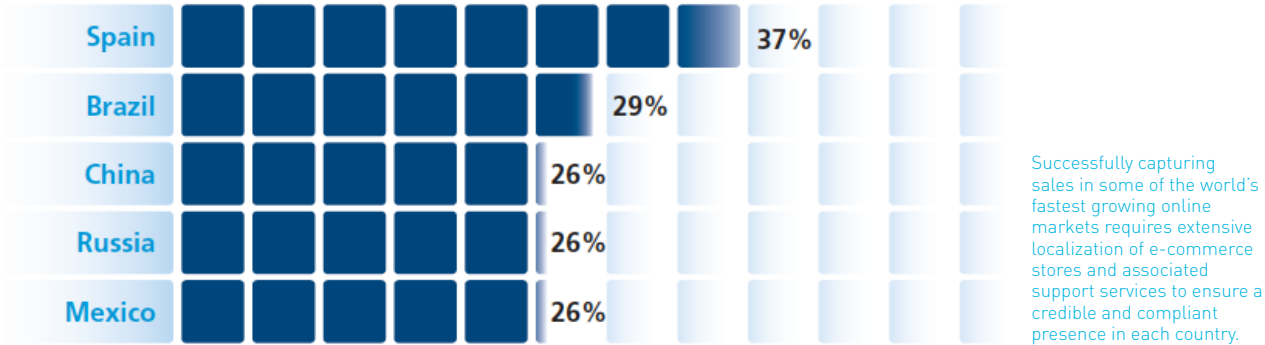
Evaluating the market opportunity. Treat e-commerce initiatives the same way you'd treat any new market entrance by doing the important preliminary assessments: Is there a market for your products? Can you reach your target customers effectively? Do you have assets that will give you a real and sustainable competitive advantage? Who are your competitors and what are their advantages?

Marketers should ask these questions no matter what new markets they consider or how they consider entering it. Make an honest appraisal of:
• Which international customers want what you're selling;
• The level of infrastructure required to sell your goods; and
• The strategy required to build a competitive advantage.

Then, benchmark yourself against both other international companies and your local competitors in each potential market.

B2C E-Commerce Markets with the Highest CAGR 2010 - 2015

Country	CAGR
Spain	37%
Brazil	29%
China	26%
Russia	26%
Mexico	26%

Successfully capturing sales in some of the world's fastest growing online markets requires extensive localization of e-commerce stores and associated support services to ensure a credible and compliant presence in each country.

Note: includes travel and motor vehicles; worldwide CAGR (2010 - 2015) = 13.5% reaching 1.4 trillion in 2015 Source: Cisco IBSG Research & Economics Practice, 2010 as cited in Cisco Systems, "The Global E-Commerce Gold Rush: How Retailers Can Find Riches Overseas," April 2011

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Understanding your local customer. In an era when online competition is plentiful and consumers have many choices, it doesn't take much to turn away a customer. Some research suggests failure to properly localize an e-commerce site can reduce sales by as much as 30 percent.

Among the factors to consider in localizing your store:
- Store design and layout
- Transaction flow
- Device-specific check-outs (computer, tablet, smartphone)
- Language and currency choices
- Regulatory controls
- Promotional offers
- Payment options
- Tax calculation and presentation
- Customer service options (email, chat, telephone)
- Shipping choices
- Returns handling

Assessing the tax scheme of the marketplace. Tax laws are complicated by their very nature and that complexity is compounded when you operate in an international market. What are the tax laws regarding sales in general? Are there special rules for foreign companies? For companies conducting e-commerce? Are taxes included in the product prices or must they be displayed separately? Are there different schemes for physical versus electronic download sales? Are there different tax rates across the country? Remember, too, that tax laws within a country can vary substantially from state to state, or even city to city, and can be the product of not just financial considerations but of public policy decisions as well.

Complying with local regulations. Jurisdictions have widely varying laws and limitations impacting even common products. Depending on the country, you may encounter restrictions on how products can be manufactured, limits on the day of the week or the time of day that products can be sold or how products must be handled at the end of their lifecycle. Understanding and complying with these restrictions during the sales and distribution process can be complex. The sale and distribution of products outside of local laws can result in a number of legal issues, ranging from fines to revocation of trade licenses and even jail.

Targeting local markets. Your marketing initiatives should reflect local customs and standards. Images that pass unnoticed in one market might be controversial in another; words that are compelling in the copywriter's native language can be offensive in another. Do local customers want to touch a product before buying? Do celebrity endorsements help and, if so, which ones? Are there local partners that can give your plans a critical boost? The answers to these questions are critical components of a successful localization effort.

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CHOOSING A SOLUTION THAT'S RIGHT FOR YOUR BUSINESS

Few companies have the internal resources or infrastructure to plan and execute a comprehensive localization plan, particularly one that addresses or contemplates a rapid expansion into multiple markets. Accordingly, the success of such efforts often hinges on finding the right e-commerce solution from an outside vendor or on securing adequate budget authority to develop and maintain a specialized application in-house. Regardless of the path a company chooses to follow, it should begin by evaluating the technical capabilities of a solution. A robust technical solution has four critical qualities:

Flexibility. A site must be configurable – from design to checkout – so as to be appropriate for a specific shopper, a product, a market or a device. The layout and checkout flow for a French store selling software accessed from a laptop should be different from that of a German appliance store accessed on a smart phone. Flexibility allows companies to design the right store for the right audience.

> Now, more than ever, it's critical that site managers and marketers have finegrained resolution into what's happening on their sites from a commercial standpoint. The speed and scale of e-commerce require excellent internal visibility into how design, content, product offerings and promotional activities are impacting sales.

Control. When fans go looking for the jersey of their new football hero, how quickly can you configure your web site to promote that player's jersey? Or jerseys from related players or teams? The key to precision commerce is control at every level of a site in terms of design elements, logic and security. A preferred system goes beyond templates and gives customers more.

Control is also a function of accessibility. As a general proposition, companies should have strict control over who is authorized to access and/or change the elements of an e-commerce site and set and revise privileges. For properly credentialed users, however, accessibility means that controls are easy and intuitive to use so that a site can be revised by any authorized user, from any location and over any device.

Scalability. Many companies begin their e-commerce efforts with a basic site and then add new capabilities, marketing features, promotions and customer-centric features as they learn more about the market and shopper preferences. Others conduct business in multiple markets but don't want to replicate the building and managing of a site for each market.

Both issues are questions of scale. Whether a company starts off slowly and expands in a single market or launches multiple localized sites simultaneously, scalability is an important consideration. Administration that seems manageable in a single-site environment can become hopelessly bogged down in a multi-site configuration. Changes, approvals, updates and policy establishment tend to multiply rather than add. The additional overhead of coordinating multiple sites versus one is not an arithmetic equation, it's an exponential one.

Transparency. Now, more than ever, it's critical that site managers and marketers have fine-grained resolution into what's happening on their sites from a commercial standpoint. The speed and scale of e-commerce require excellent internal visibility into how design, content, product offerings and promotional activities are impacting sales.

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And, of course, transparency is the key to helping managers spot and correct errors and site malfunctions. With robust logging and tracking tools, managers can quickly identify site issues and provide an audit report about changes that were made. And most importantly in today's fastpaced online business environment, they can determine how to quickly fix any issues impacting their online business.

Using these four principles, companies can develop online stores that can be easily updated in real time and customized for specific customer segments, locales and promotions. The right solution gives companies tools to maintain complete control over the look, feel and flow of the commerce experience so they can attract more buyers and increase conversion rates. And, whether it's used immediately or is just a capability to be called upon as needed, the right platform supports cross-selling, up-selling, pop-ups, coupons and bundling functionalities to drive incremental sales.

The right solution makes it easy for a company to continuously test marketing and sales strategies with a platform that supports A/B and multivariate testing of content, pricing, promotions, site flow and more. Reporting functions should be similarly robust with the ability to track products, promotions, customer behaviors, site health and more.

> Your e-commerce team needs to have expertise in the global marketplace and know how to manage and grow the most complex online businesses. The team should be able to handle all the details of your entry into each country like taxes, regulations, payments, e-marketing, security oncerns and fraud.

And, the right solution – whether it comes from a vendor or in-house resources – should be consistent with a company's business goals.

A company in a business-to-business space, for example, should select a solution that can handle the complexity of multichannel marketing and enhance – not compete with – existing relationships. That translates into a solution that can provide the right reseller management tools, private purchasing portals for customers, financing options, tiered pricing and more as part of an e-commerce site.

A CFO looking to inject more predictability into her revenue projections wants a solution that can provide flexible subscription services — services that can automate recurring revenue, manage the subscriber lifecycle and increase the lifetime value of each customer.

Game developers and enterprise software publishers want a solution with the technical expertise to help them sell upgrades, subscription renewals or new services and features at any time, from any device, without ever leaving their products.

Beyond technical prowess, however, a company's e-commerce team – whether drawn from in-house resources, outside vendors or a combination of both – should have the track record and the experience to understand the real as well as the digital world.

E-commerce happens in the real world as much as the digital. Digital products reside on servers, while physical products have to be manufactured, warehoused, shipped and tracked. The e-commerce team needs to have the ability to manage both so that you can avoid unnecessary capital expenditures as well as excessive operating costs for hardware maintenance, software, logistics, customer service and fulfillment.

The right e-commerce solution requires a highly redundant, globally distributed digital infrastructure, one that is hosted across multiple global data centers, one that can be managed dynamically so that down time is minimized and performance is maximized. The right solution requires the highest levels of electronic and physical safeguards: separate, secure client data storage with real-time offsite back-ups; state-of-the-art fire suppression and access control using monitoring, badged access and biometrics.

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And, the right solution includes relationships with third-party distributors to fulfill orders worldwide and a team of marketing, commerce and fraud prevention experts along with a 24x7x365 support desk. The right solution requires an investment in creating a comprehensive localization platform that includes people on the ground in target markets. These people have the local and legal knowledge, and the commercial and technical infrastructure that an effective localization plan requires.

Two simple examples illustrate the importance of this localized expertise. One of the biggest impediments to online sales is the lack of knowledge surrounding preferred payment options. These preferences vary widely from one market to the next:

MOST POPULAR PAYMENT OPTIONS

	China	Germany	United Kingdom
1	Alipay	PayPal	Debit/payment card
2	Direct bank transfer	Online bank transfers	Credit card
3	International credit card	Credit card	Online bank transfers
4	Cash on delivery	Elektronisches lastschriftverfahren (ELV)	PayPal

Sources: "Understanding Online Payment Preferences in Europe," Forrester Research, Inc., Aug. 29, 2011. "Online Payment Preferences in China," Forrester Research, Inc., July 5, 2011.

Variation, of course, is not limited to payment preferences. Within Europe, for example, local shoppers in the three largest markets show decidedly different preferences in terms of the items they're looking for online:

TOP ONLINE CATEGORIES, 2010

	France	Germany	United Kingdom
1	Consumer electronics	Consumer electronics	Food and drink
2	Clothing	Clothing	Consumer electronics
3	Computers	Computers	Clothing
4	Household goods	Car parts	Event Tickets
5	Car parts	Event Tickets	Household goods

Source: "European Online Retail: Adopt A Local Approach," Forrester Research, Inc., July 15, 2011.

The right solution, in other words, doesn't allow a company to think of the world as a single market and sees regions like Europe as a group of 40 countries and 300 million people – representing unique purchasing behaviors and preferences. These examples further illustrate the fact that the right solution takes the impulse to "go global" and translates it into a "go local…anywhere" strategy.

CONCLUSION

Almost every company doing business anywhere in the world hears the siren's song to "go global" through an e-commerce initiative; approaches range from "do nothing" to "do a little" to "do everything." Companies can achieve success by building critical expertise – either in-house or through carefully chosen partnerships – toidentify the right variables in terms of the circumstances of the company, its resources, international ambitions and overall market position. The right solution not only meets the company's needs for the near-term, but also provides a flexible, controllable, scalable and transparent solution for the long-term.

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GOING GLOBAL: A READINESS CHECKLIST

"Go global with just a click of the mouse" sounds too good to be true – and it is. To be successful in expanding your market reach, you need to operate like a local company. How prepared is your business to do so? Review this "Go Local Everywhere" checklist, a 12-point program designed to help you pinpoint the revenue and technology gaps in your global online sales efforts.

☐ **Language.** Are your e-commerce sites translated and localized in the languages spoken by your local buyers?

☐ **Product catalog.** Is your product catalog flexible enough to change the products and product descriptions displayed on your site on a marketby- market basis?

☐ **Pricing.** Are product prices on your stores displayed in local currencies? Do product prices reflect amounts that local consumers deem acceptable and appropriate? Do the prices take into account country-specific or contract pricing and exchange rates?

☐ **Tax and export controls.** Does your online store comply with tax and export regulations worldwide? Are your local sites able to calculate and apply the appropriate taxes for each particular market? Is your company's approach to tax nexus and foreign taxes optimal?

☐ **Preferred payment methods.** Can your customers choose from localized and preferred payment methods? Are your sites optimized to deliver the precise combination of payment methods on a market-by-market basis? Are you offering preferred payment methods that only local card acquirers will authorize?

☐ **Sales channel.** Have you reached the optimal revenue/expense ratio for your e-commerce sales channel, fully leveraging the global opportunities a multi-channel solution offers? Does your e-commerce operation include a reseller and affiliate management strategy?

☐ **Reporting.** Do you have the reporting tools to access the business details you need to continuously evaluate and optimize your e-commerce sales channel for global markets?

☐ **Redundancies.** Are your e-commerce systems, customer service, and order processing capacities structured so that you never lose an order, even during demand peaks?

☐ **E-marketing.** Do your marketing strategies comply with local email and privacy regulations? Are your banner ads and search engine campaigns fully localized and optimized to drive ROI, attract more customers and drive more sales?

☐ **Customer support.** Are your e-commerce sites backed up with 24x7 customer support? Do your customer service personnel speak the language of your local customers? Can you handle email communication, returns and other functions in a way that caters to your local customers?

☐ **Operational compliance.** Are your backend business operations compliant with local government and consumer laws, including those outside your native market? Are you collecting and remitting recycling and regulatory fees in applicable locales? Is your company reporting proper sales figures to local authorities?

☐ **Logistics and fulfillment**. Is your fulfillment process optimized? Can you ensure that products are shipped from local warehouses, or downloaded from regional servers to deliver the biggest savings and convenience for your customers and the reatest efficiencies for your company?

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ABOUT
DIGITAL RIVER, INC.

Digital River, a leading provider of global e-commerce solutions, helps companies of all sizes build and manage their online businesses, maximize online revenue, reduce costs and minimize risk. Founded in 1994, the company is headquartered in Minneapolis with offices across the United States, Asia, Europe and South America.

Find out today how Digital River can help your e-commerce business go local everywhere.

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