



# Arvato Payments Review

# Essential insights for e-commerce success in new markets

Cross-border e-commerce is opening up a world of opportunities for retailers. You can reach out to dozens of new markets, and find millions of new customers. E-commerce also puts a world of choice in the hands of consumers, who think nothing of going abroad to find what they want. They might be looking for a better price, a better selection or better service. Give them what they want, and the world is yours.

But you need to know what you are getting into. The consumers in your new markets can behave completely differently to the ones you know from home. You can't rely on experience from your home market when you are trying to win over and keep customers in another country. That's why we have produced the Arvato Payments Review, to provide you with the knowledge and insights you need when you are expanding into new markets.

## How to succeed in cross-border e-commerce

The Arvato Payments Review brings together extensive quantitative research with insights from our experts to provide the big picture when it comes to Payment Methods, Risk and Fraud, and Consumer Behaviour in 14 of the most vibrant e-commerce markets in the world.

We examined more than 200 primary sources and compiled the most essential information into a convenient guide to each country. By combining the figures from a wide variety of research, we could provide a holistic view – rather than relying on a single source.

Each country guide looks at key demographics and financials, the top online retailers, legal requirements, and consumer behaviour and expectations when it comes to things like delivery and returns. We also look in detail at how consumers prefer to pay in each market, identifying local payment heroes and the optimal mix of payment methods.

As well as success factors, it is also important to understand the downsides. We take a close look at risks in each country in terms of the types of fraud that can emerge and what you can do to minimise your exposure.

In addition to the country guides, you can also compare markets in terms of key parameters to see how they stack up against each other.

## Your customers are comparing you with your competitors

Comparison is at the heart of cross-border e-commerce. Smart consumers shop around, and with online shopping they know of a better deal with the click of a mouse or tap of their phones. The research in our Arvato Payments Review confirms our observation that some markets are more open to shopping across national borders, while others are more content with their local retailers. Why some and not others? For some markets, consumers are simply happy with what they can get locally: the selection, service and prices match their demands, so there is no need. But there are often other factors that play into this.

Trust is one of the big ones. Consumers who are reluctant to shop internationally are often concerned about how warranties and returns will work if they buy cross-border. There might even be an inherent bias towards local retailers, who consumers perceive to be more reliable, or faster, when it comes to delivery. Another important factor here is accessibility: markets such as France and Germany express a clear preference for sites in their own languages.

But even in more conservative markets, cross-border shopping is becoming more popular – when it is done well. It comes down to providing consumers with what they are looking for: better prices, more choice, a richer all-round experience. With the most successful cross-border retailers, consumers don't care if they are domestic or international: they get what they want, quickly, cheaply and efficiently.

The key is to remove as much friction as possible, knowing and anticipating consumer demands and wishes. That boils down to knowledge and insight into the market. What are the legal requirements? Do consumers want a site in their own language? Do they expect next-day delivery? How do they want to pay?

## Finding the optimal payment mix

Payments are at the heart of this review. Our research confirms that local payment heroes are essential for successful business. If you don't use Carte Bancaire in France, or iDEAL in the Netherlands, or offer open invoice in Germany, you are not in the game. The insights we are offering go beyond which payment methods to provide: in some markets, you would be well advised to work with a local card acquirer so you don't miss out on conversions.

A local partner can help in other ways. This is especially important to retailers entering a new market and not only with payments but also logistics and deliveries, returns and customer service. Many retailers choose to work with a partner who can help in one or more of these areas, especially during launch, to assist with local insights and information, payments, logistics, and even service centres. It's a sure-fire way to hit the ground running and establish a good reputation among your new customers.

All this information is vital for you when entering new markets. And you will find it here. Once you know what to expect, your business will have a real competitive edge – regardless of where your customers are.

## Contact

If you have questions or want to know more about what Arvato can do for you, you are welcome to contact Emma Solman, Marketing Manager:

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# About the Arvato Payments Review

The Arvato Payments Review provides retailers with country-specific information on payments and fraud-related topics in 14 of the most vibrant e-commerce markets in the world – 13 in Europe plus the USA – so they can make the right decisions in their e-commerce payment strategy.

The e-commerce payments landscape is becoming more and more fragmented. Not only do payment methods vary from market to market but consumers are becoming more sophisticated.

Alongside advances in technology, changes in banking regulation are clearing the way for new players to enter with solutions that are designed around convenience, safety and simplicity – all heavily supported by strong mobile adoption and advances in authentication technology such as biometric identification.

In this rapidly evolving world, retailers looking to expand their business internationally often lack objective insight into local market conditions as well as relevant advice on payments and risk management. The Arvato Payments Review provides that insight and advice.

## Methodology

The Arvato Payments Review has been compiled by Arvato Financial Solutions, a division of Arvato Bertelsmann, and business consultancy mm1. The findings are based on secondary research and analysis by consulting firms such as McKinsey, BCG, and AT Kearney, as well as

reports from payments and e-commerce associations such as the Merchant Risk Council, facts and figures on e-wallets and other payment schemes and providers, and news articles. The Arvato Payments Review also features recommendations and advice from Arvato experts in the areas of payment methods, fraud and risk, and consumer behaviour.

## Arvato Financial Solutions

Arvato Financial Solutions delivers a complete suite of financial services that improve business processes while delivering a better overall customer experience. Cutting-edge solutions covering everything from risk assessment, payments and invoicing to debt collection and management ensure convenience in every transaction. Part of Arvato Bertelsmann, Arvato Financial Solutions is Europe's third-largest integrated financial service provider specialising in the retail/e-commerce, telecommunications, insurance, banking and healthcare industries.

[finance.arvato.com](https://finance.arvato.com)

## MM1

mm1 supports large companies in digital transformation and designing products and processes for an increasingly digital world. Some 50 consultants provide services ranging from developing connected business strategies and business models to ensuring efficient operational implementation. mm1's customers include companies in the telecommunications, media, consumer electronics, financial services and automotive industries.

[mm1.com](https://mm1.com)

# How to read this report

## Important definitions

**Cross border sales:** the percentage of domestic and cross-border e-commerce in a country.

**Ease of Doing Business Index:** The higher a country's ranking in the World Bank Group's Ease of Doing Business Index, the more business-friendly local regulations are when establishing a presence there.

**E-commerce turnover** is defined by the Global Online Measurement Standard for B2C E-Commerce. Accordingly, business-to-consumer e-commerce turnover includes all online transactions between businesses and consumers on desktop computers, laptops, tablets, smartphones, and other devices both offline and online. B2C e-commerce turnover includes value-added tax or other sales taxes, delivery costs and apps, but excludes returns.

**eGDP:** the proportion of goods and services bought online in comparison to GDP. The rankings stated come from e-commerce association Ecommerce Europe.

**Fraud rate:** the percentage of total sales lost because of fraud each year.

**Logistics Performance Index:** The World Bank's benchmarking tool *Logistics Performance Index* is a measure of a country's logistical friendliness with around 160 countries ranked on their trade logistics performance.

**Mobile adoption:** smartphone use as a percentage of the total population.

**Mobile commerce:** the ability to conduct commerce using a mobile device, for example mobile phone, smartphone, tablet or other mobile equipment.

**Manual order review rate:** the percentage of e-commerce transactions manually reviewed by retailers.

## Explanatory notes




**Issuer landscape:** the percentage of traditional 3D Secure and risk-based authentication programs by market.

**Market demographics:** the local population over 15 years of age and the corresponding percentage of internet users and online shoppers.

## Relevant payment methods

The term 'cards' includes both credit and debit cards. The number of consumers using a payment method is indicated by blue dots (one blue dot is equal to 10%).

'Trend' points to the future popularity of a payment method, whereas 'risk' indicates the level of threat associated with a payment method. Arvato uses the following symbols to give its assessment:

-  strong increase expected
-  no change expected
-  strong decrease expected

-  high risk
-  moderate risk
-  no risk



# Germany

## Executive Summary

Germany is the second-biggest e-commerce market in Europe, with tremendous growth potential. The country's diverse payment landscape is dominated by local payment methods with challenging complexities



The second biggest e-commerce market in Europe, Germany offers tremendous growth potential. Challenges include a diverse and localised payment landscape and a cautious consumer population.

## Market development

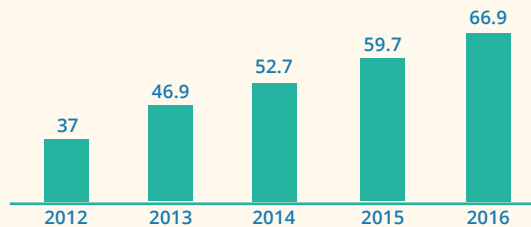
Yearly B2C-turnover in € bn

Distribution (2015)

CAGR: 16%

Physical: 67%

Digital: 33%



## Market demographics

Population > 15 years	70.7m
Internet users	89%
Online shoppers	73%
GDP per capita	40,000 €
Spending per shopper & anno:	1,157 €

## Top 10 retailers

1. Amazon	6. Tchibo
2. Otto	7. Bonprix
3. Zalando	8. Conrad
4. Notbooksbilliger	9. Alternate
5. Cyberport	10. Apple store

## Assessment/Recommendations

### Opportunities

**Logistics:** the German logistic network is excellent and offers promising cross-border opportunities.

**M-commerce** is on the rise with predicted CAGR expected to top 100% in coming years.

### Threats

N/A

### Recommendations

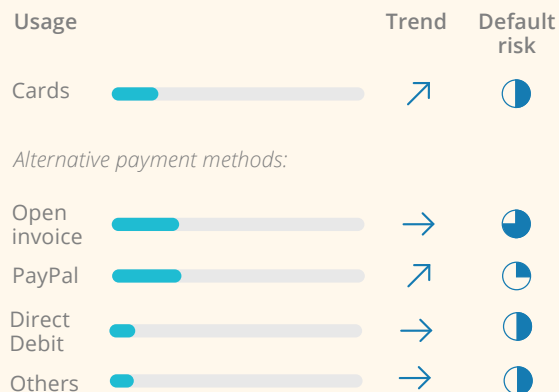
- Define a niche when entering the German market: it is important to stand out from the crowd.
- Increase conversion by offering open invoice and partnering with experts (AfterPay, Klarna, etc).
- Be aware of higher total shipment costs due to high return rates.

## Market characteristics

Logistics performance index	1st
Ease of doing business index	7th
eGDP ranking	13th
Unemployment rate	4.6%
Inflation rate	0.1%

Open invoices are the long-standing preferred payment method, while there is growth in brands offering digital invoicing. Locally issued electronic cash and debit cards are also popular.

## Payment methods



## Arvato's take on this market

- Germans are very risk averse: they avoid incurring debt and providing personal financial information online: credit card penetration is therefore very low (approx. 30%).
- 95% of the relevant population has a bank account and therefore access to direct debit and online bank transfer.
- Open invoice is highly relevant for product categories with high return rates and order values, such as fashion; it is popular among all age groups, especially among customers over 55. The classical open invoice is declining but new (mostly branded, online) solutions are picking up.
- The e-wallet paydirekt was founded in 2014 by German banks and is currently supported by few German merchants.
- Direct debit is highly suitable for increasing customer loyalty and further the best payment method for subscription-based models. Instalment services are also gaining popularity in Germany. Offering the right mix of payment methods is crucial.

## Specific card information

### Card schemes:



### Local acquiring recommended?

No.

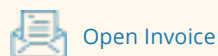
### Further information

Only slightly more than 30% of the population possess credit cards.

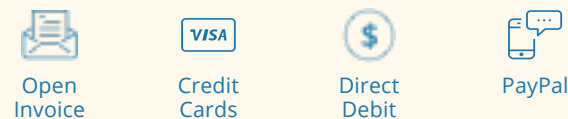
## Specific information on APMs

- When introducing open invoice, retailers can expect a dramatic increase in payment checkout conversion because open invoice is among the most preferred payment methods in Germany.
- When offering open invoice without partners, internal credit and risk management as well as accounts-receivable and collection services are necessary.

### Local payment hero:



## Required payment methods



## Watchlist

Paydirekt      AfterPay



Open invoices drive sales, but increase the risk of fraud. Partnering with digital invoice providers is the evolving solution for retailers.

**Expert tip**  
An easy online payment process is extremely important for German consumers.

## Card related fraud



## Relevance of typical fraud scams

N/A

## Arvato's take on this market

- 38% of retailers manually review every order from a new customer.
- More than 50% of those who have introduced risk-management tools work closely with at least one risk-management service provider.
- Offering open invoice drives conversions but also greatly increases the risk of fraud. It is therefore advisable to work with partners and/or outsource these risks.
- Strong brands may want to choose a white-label partner to offer secure open-invoice payments under their own brand without any risks, while less powerful brands could choose a reliable branded payments partner such as Afterpay or Klarna.

## Risk management tools



**Country-specific tools**  
N/A



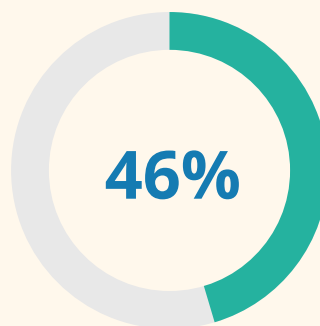
**Advanced tools**  
Device fingerprinting  
3D Secure



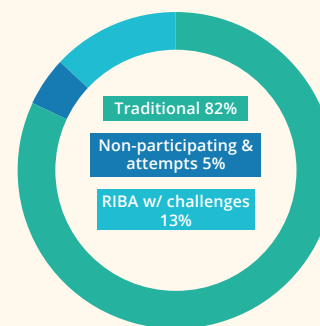
**Classical tools**  
CVN  
Negative lists

## Card authentication

3D secure adoption rate

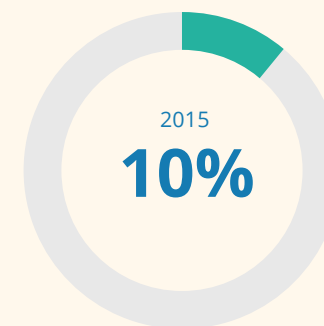


Issuer landscape  
2016



## Manual order review rates

In percent of total transactions



German consumers are prepared to shop around for the best price and experience. They are open to cross-border e-commerce, looking to neighbouring states for bargains and better selection. Germans return up to 50% of orders, and consumers expect those returns to be free.

## Consumer behaviour

1



Germany is a mature e-commerce market.



Consumers love to compare prices and patronise discount stores; be aware of price-sensitivity.



Online shop operators need to check their web-sites diligently with regards to spelling and overall professional appearance.



Trust symbols might help if brands are totally unknown or their reputation still needs to be built up.

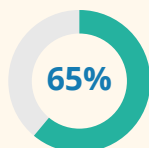


Germany has high return rates, with 50% of all orders being returned.

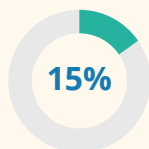
## Market trends and information

2

### Mobile adoption



% of m-commerce



### Gender distribution

Slightly more female shoppers



### Share of online retail of goods

11.6%



### Fastest growing segments

Household Electronics and Food



### Currency

Euro



### Preferred segments

Clothing, Shoes and Personal Lifestyle



### Reasons for buying in own country

German sites meet needs. Assumption that returns abroad are difficult/costly

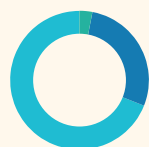


### Reasons for buying abroad

Better availability and conditions. Appealing offer

## Cross border

3



**Cross-border only 3%**

**Both 28%**

**Domestic only 69%**

- The Netherlands, UK and Austria are the most popular targets for cross-border purchases.

## Logistics

5



Customers expect a 1-2 day delivery service but are also open to collecting packets from parcel shops or locker locations. Be aware of the short delivery time required and offer such solutions.

Free returns were required under German law but this has been replaced by EU legislation. However, consumers still expect this level of service.

## Law and regulations

4

Ensure that T&Cs and website information conform to legal requirements. Consumers and competitors are likely to pursue legal action if the information falls short of these standards.

The data contained in this report comes from a wide variety of sources, including financial reports, industry publications, blogs and news stories. During the course of our research we have consulted more than 200 national and international studies. You will find them here under the headings E-Commerce and Payment & Fraud. While every effort has been made to make sure the information presented in the report is reliable, we cannot be held responsible for its veracity. We do, however, stand by the opinions expressed in the report unreservedly.

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