



# Arvato Payments Review

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

# Norway

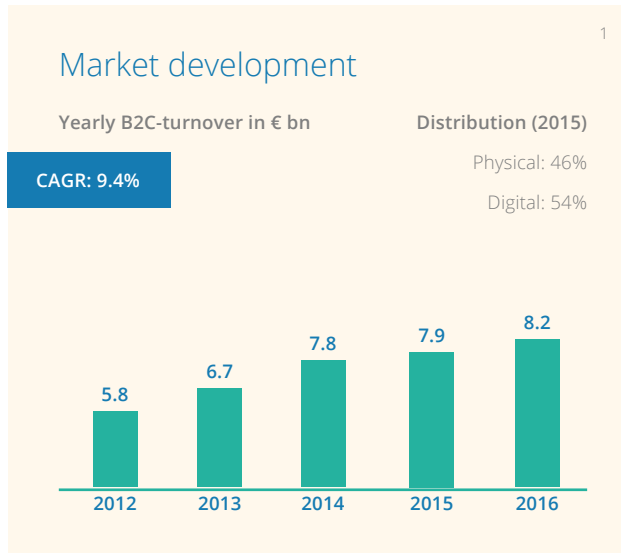
## Executive Summary

Norway, a relatively small country but with one of the highest purchasing powers and internet penetration levels in the world, has a booming e-commerce market.

Credit cards dominate the payments landscape, while PayPal is also relatively strong



Norway offers great opportunities, with a well-established e-commerce market and high adoption of secure payment methods.



### Market demographics

Population > 15 years	4.2m
Internet users	97%
Online shoppers	76%
GDP per capita	80,748 €
spending per shopper & anno:	2,467 €

### Top 10 retailers

1. Komplet	6. Netonnet
2. Zalando	7. Netthandelen.no
3. Elkjop	8. Lefdal
4. eBay	9. Ellos
5. IKEA	10. Cdon

### Assessment/Recommendations

#### Opportunities

**Market:** The Norwegian e-commerce market offers great opportunities (high spending, good infrastructure, growth rate 10% by 2020).

**M-commerce:** The shift to purchasing on mobile devices offers great potential.

#### Threats

**Payment methods:** Open invoice can result in complex handling processes and longer payment terms (squeezed liquidity), with a potential loss of income if not handled right.

#### Recommendations

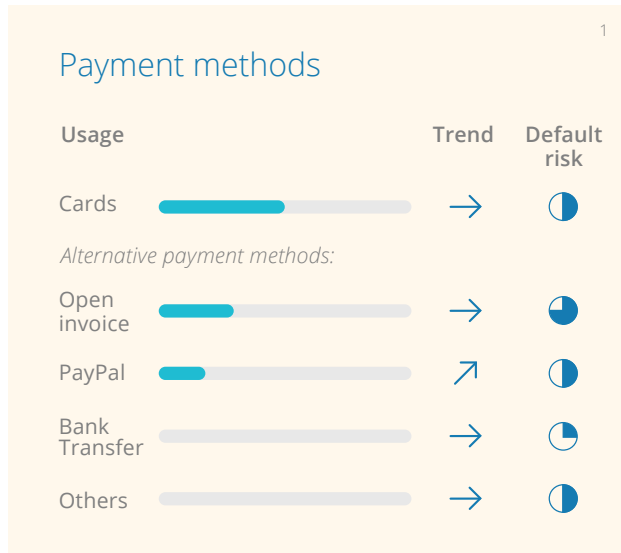
- Adapt your e-commerce business to mobile devices.
- Easy checkout solutions are important.
- Increase conversions and reduce process complexity by offering open invoice with an expert partner (AfterPay, Klarna, etc.) who can also help increase liquidity with daily settlements.

### Market characteristics

Logistics performance index	6th
Ease of doing business index	4th
eGDP ranking	8th
Unemployment rate	4%
Inflation rate	2%

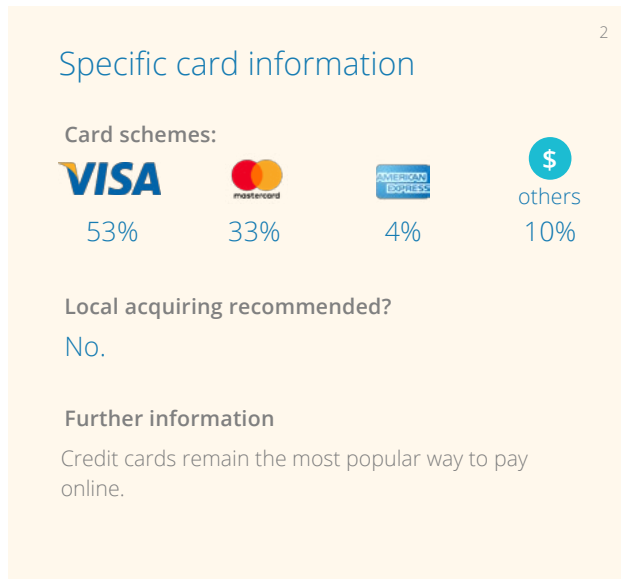


While PayPal and cards are popular, e-wallets are increasing in use. The ability to use e-wallets both online and offline is driving consumer adoption.



### Arvato's take on this market

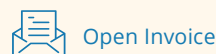
- PayPal has a dominant market share, while direct payment via online banking is declining, especially in the rising subscription services industry.
- Cards and wallet solutions are also increasingly popular for subscription services covering everything from newspapers, books and music to groceries and health care. Overall, frictionless payments are key to boosting conversions, especially for mobile purchases. This also means that e-wallets are increasing in use in Norway, with the ability to use the same solution online and offline driving consumer adoption.
- Vipps has become a huge success, and a third of consumers have used it already. In the near future, the payment market is likely going to be more fragmented than today, with new players entering with solutions that are convenient, safe and simple - a development supported by strong mobile adoption in the Nordics and the presence of sophisticated identification solutions such as fingerprints, device ID and mobile bank ID.



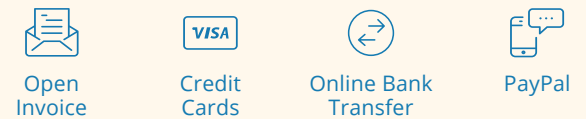
### Specific information on APMs

- Instalments or account solutions are standard, essentials as part of the open-invoice payment method.
- Most invoice solutions are financed by third-party providers. There are a few major suppliers such as Arvato and Klarna.
- Payment by invoice is both used and preferred mostly by women and by older generations.

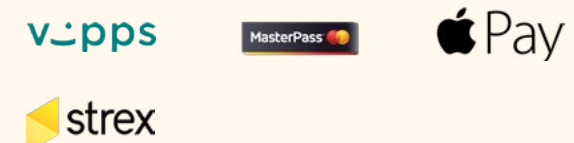
Local payment hero:



### Required payment methods



### Watchlist





Open invoices drive sales, but increase the risk of fraud. The outsourcing of risk to an open invoice partner is a standard part of financial agreements in Norway.

**Expert tip**  
Provide an opportunity in the shop to select and save the preferred payment method.




### Card related fraud

N/A

### Relevance of typical fraud scams

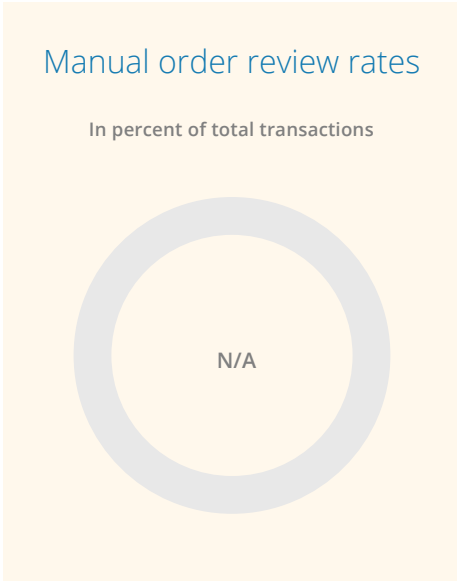
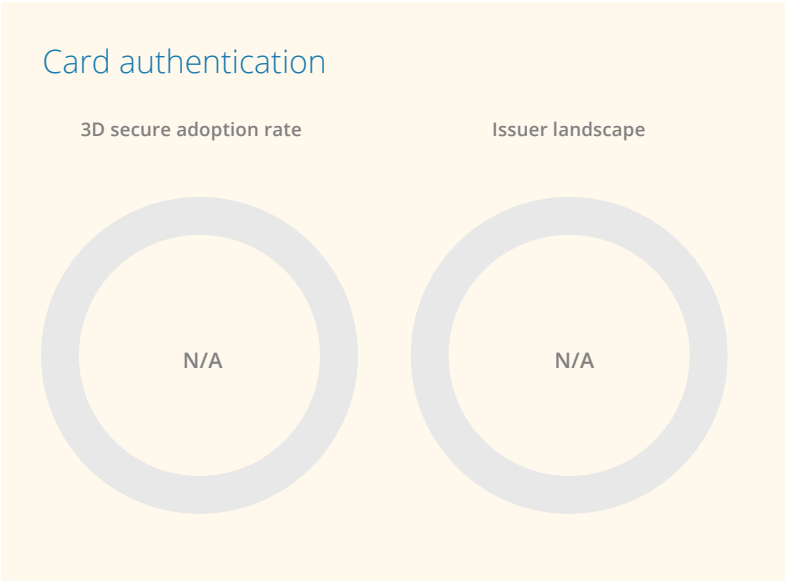
- Identity Theft ●
- Phishing ◐
- Clean Fraud ◑

### Risk management tools

-  **Country-specific tools**  
BankID
-  **Advanced tools**  
Device fingerprinting  
3D secure
-  **Classical tools**  
CVN  
Negative lists

### Arvato's take on this market

- The Nordics don't represent a particularly high risk in card fraud: research by go2checkout.com shows that Norway, Sweden and Denmark score as some of the lowest fraud risk areas globally (by IP address of perpetrators).
- For card payments, all major issuers allow consumers to block online purchases or purchases from particular markets.
- 3.5 million Norwegians are already using the strong authentication method Bank-ID, which is recommended for merchants in fraud-vulnerable segments. Thanks to its high penetration and ease of use, such a solution is unlikely to have a negative impact on conversions. 3D Secure is also widely used among merchants.
- Offering the popular payment method open invoice drives conversions, but will also increase the risk of fraud. Mitigate this by using a financial partner to outsource these risks – in the Swedish market, for example, this is a standard part of the overall financial agreement between a merchant and an open invoice provider.



Norwegian consumers are a small but financially strong group, who often visit foreign online stores in search of lower prices.

## Consumer behaviour

1



Norway is a mature e-commerce market.



Most people now shop online due to convenience.

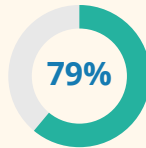


Norwegian consumers are a small but financially strong group with plenty of purchasing power.

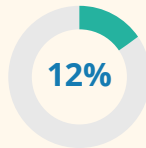
## Market peculiarities

2

### Mobile adoption



% of m-commerce



### Gender distribution

Slightly more female shoppers



### Share of online retail of goods

7.7%



### Fastest growing segments

DIY, Food, Electronics



### Currency

Norwegian krone



### Preferred segments

Travel, Clothing, DIY



### Reasons for buying in own country

No uncertainty about GTC, customs or VAT, support local companies



### Reasons for buying abroad

Cheaper prices & availability

## Cross border

3

- More than half of Norwegians who shop online buy from international sites, mainly due to lower prices. The favourite countries to buy from: China, UK, USA, Sweden, Germany

## Logistics

5



Track and trace is important to Norwegian online shoppers.

Consumers in Norway prefer to use service points to pick up their deliveries.

A third of consumers expect their purchases to be delivered within three business days. It is a good idea to offer several delivery options that allow consumers to choose their preferred alternative, and provide delivery to home/workplace or to automated parcel lockers.

## Law and regulations

4

Norway is the only Scandinavian country that is not an EU member. This affects trade between countries, such as VAT and other trading conditions.

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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