Project Submission Pro-Forma

NAME: Özge ÇEKLİ

Student ID: 1895977

I wish the dissertation to be considered for (tick **one** only)

MSc in Cybersecurity Engineering	❑
MSc in Cybersecurity & Management	❑
MSc in e-Business Management	☒
MSc in Engineering Business Management	❑
MSc in Healthcare Operations Management	❑
MSc in Innovation & Entrepreneurship	❑
MSc in International Trade Strategy & Operations	❑
MSc in International Technology Management	❑
MSc in Management for Business Excellence	❑
MSc in Manufacturing Systems Engineering & Management	❑
MSc in Programme & Project Management	❑
MSc in Service Management & Design	❑
MSc in Supply Chain & Logistics Management	❑
MSc in Sustainable Automotive Engineering	❑

I have checked that my modules meet the requirements of the above award ☒

I confirm that I have included in my dissertation:

An abstract of the work completed	☒
A declaration of my contribution to the work and its suitability for the degree	☒
A table of contents	☒
A list of figures & tables (if applicable)	☒
A glossary of terms (where appropriate)	☒
A clear statement of my project objectives	☒
A full reference list	☒

The Ethical Approval reference number is …**REGO-2018-WMG-0094**

I consent to ongoing storage of this dissertation and potential access by third parties (e.g. for staff/ student training purposes) ❑

Signed: Özge ÇEKLİ Date: August 2019

CUSTOMER ACQUISITION IN CROSS-BORDER BUSINESS TO CONSUMER (B2C) E-COMMERCE: FROM THE PERSPECTIVE OF DEVELOPING TURKEY'S E-EXPORT

by

Özge ÇEKLİ
(1895977)

Dissertation submitted in partial fulfilment for the Degree of
Master of Science in e-Business Management

WMG
The University of
Warwick

Submitted August 2019

Title

Customer Acquisition in Cross-Border Business to Consumer (B2C) E-Commerce: From the Perspective of Developing Turkey's E-Export

Author

Özge ÇEKLİ

Abstract

This research is about sell-side cross-border B2C e-commerce or B2C e-export which could be briefly defined as application of e-commerce in international trade transactions. It explores global consumer preferences in cross-border online shopping and business strategies in B2C e-export with the aim of determining success factors to manage customer acquisition and generating a government policy framework for development of e-export in Turkey in line with the determined success factors. In this respect, a mixed method that combines qualitative and quantitative analysis has been adopted while doing the research and primary data was collected through "cross-border online shopping consumer survey" to explore global consumer preferences in cross-border online shopping and "e-export questionnaire" to have an insight into key aspects of B2C e-export for businesses in Turkey's e-export eco-system. As a result of the study, 7 success factors for B2C e-export business model have been identified and based on the identified success factors, a high-level government policy framework with 8 policy areas, has been generated by adopting "design thinking" approach in trade policy design. The mentioned success factors provide an insight into real-world dynamics behind B2C e-export which could help to understand the business model from a business mindset and market-oriented perspective. In addition, the high-level policy framework generated as a result of the study could be also used by policy makers in countries other than Turkey which would, in the end, contribute to improved trade balance and sustainable development at a global scale.

Keywords: *E-export, Cross-border e-commerce, International e-commerce, Overseas e-commerce, International online shopping, Cross-border online shopping, Trade policy, Design thinking, Turkey, International trade, Global e-commerce*

Acknowledgements

Firstly, I would like to thank my supervisor Mark Bonnett and other e-BM course tutors Gareth Edwards, James Pennington, Dr Michael Mortenson and Emily Davis for the knowledge they have shared about real world applications of e-business and e-commerce throughout the year, which have helped me to evaluate my dissertation topic, e-export, from a business-oriented perspective.

I would also like to thank my friends, classmates and businesses in Turkey's e-export eco-system who have contributed to my research by participating to the consumer survey and the questionnaire in my dissertation.

Last but not least, I would like to thank my parents İlhan Çekli and Dilek Çekli for their unconditional love as well as encouragement and support they have always given to me in every decision that I take.

Declaration

I have read and understood the rules on cheating, plagiarism and appropriate referencing as outlined in my handbook and I declare that the work contained in this assignment is my own, unless otherwise acknowledged.

No substantial part of the work submitted here has also been submitted by me in other assessments for this or previous degree courses, and I acknowledge that if this has been done an appropriate reduction in the mark I might otherwise have received will be made.

Signed candidate: Özge ÇEKLİ

You are required to justify your submitted thesis against the degree definition for which you are registered. This needs to be downloaded and pasted into the box below.

Project definition for my degree: The project should normally be related to the management or technology-related issues in companies involved in e-Business and e-Commerce.

My project relates to this definition in the following way: My project is about cross-border B2C e-commerce which could be briefly defined as application e-commerce and digital technologies in international trade and within this aspect it is directly related to project definition of my degree. The project explores consumer preferences in cross-border online shopping as well as business strategies in "sell-side cross-border B2C e-commerce (e-export)" and generates a government policy framework for development of e-export business model in "Turkey".

The concept of cross-border e-commerce is a considerably new area in academia and the project contributes to the research areas of e-Business and e-Commerce by providing an understanding of the dynamics behind the business model.

Secondly, majority of the existent research in the field of cross-border e-commerce is on China, European Union (EU) or EU countries, therefore, as the project is on developing "Turkey's" e-export, it contributes to the area by providing a different country perspective to the business model.

In addition, as an outcome of the study, 7 success factors for e-export has been identified by considering consumer preferences and business strategies in cross-border e-commerce, which could help policy makers to have an insight into the business model from a business-oriented mindset.

Besides, as an outcome of the study, a government policy framework for developing e-export with 8 main policy areas, has been generated on the basis of the success factors in e-export which were mainly determined by evaluating the results of cross-border online shopping consumer survey and e-export questionnaire conducted in this research, the mentioned framework could contribute to the literature as an application of design thinking in "trade policy" as it puts end-user needs and preferences at the centre of the policy design.

Lastly, the framework has been generated for Turkey, but it could be also used by policy makers in other countries to develop e-export business model, which could in the end contribute to improved trade balance and sustainable development at a global scale, as e-export gives especially small and medium sized enterprises the chance to access global markets easier than ever before.

Table of Contents

Table of Figures

Table of Tables

Abbreviations

B2C: Business to Consumer

B2B: Business to Business

B2G: Business to Government

C2C: Consumer to Consumer

CBEC: Cross-border e-commerce

CLR: Computational Literature Review

ITC: International Trade Centre

OECD: Organisation for Economic Cooperation and Development

SME: Small and Medium Sized Enterprise

TÜIK: Turkish Statistical Institute

TÜSİAD: Turkish Industry and Business Association

UN: United Nations

VAT: Value Added Tax

WCO: World Customs Organization

WTO: World Trade Organization

Chapter 1 Introduction

In this chapter, it is aimed to give a brief introduction to the research area and explain the purpose and significance of the research. From this point of view, an overview of global e-commerce trends as well as an introduction to the concept of cross-border e-commerce will be given, research gap will be identified and research question and research objectives will be stated. Lastly, contents of each section in the study will be briefly explained and also illustrated in the dissertation outline.

1.1. Emergence of E-commerce in the Global Economy

Digital transformation, increased connectivity and data flows have increasingly begun effecting several areas concerning production chains, government policies as well as international trade and business models (López González & Jouanjean, 2017). With increased access to internet and prevalent usage of digital technologies, the concept of e-commerce which is defined as "the sale or purchase of goods or services, conducted over computer networks by methods specifically designed for the purpose of receiving or placing of orders" (OECD, 2018), has emerged as a game-changer in the global economy and in world trade patterns. In 2016, worldwide business to consumer (B2C) e-commerce revenue was amount to 1,4 billion US dollars and it is expected to reach to 2,6 billion dollars in 2022 with a compound annual growth rate (CAGR) of 11.4% in the mentioned period (Statista - Digital Market Outlook, 2019). However, the amount of yearly increase is expected to slow down as shown on Figure 1 which could be attributed to saturation of domestic B2C markets.

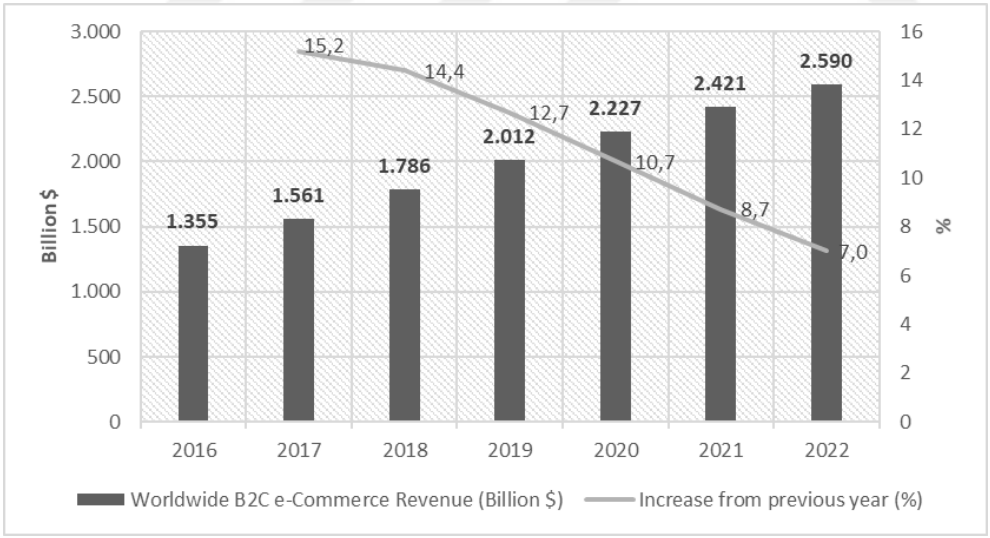

Figure 1 Worldwide B2C e-Commerce Revenue, Billion $ (Statista - Digital Market Outlook, 2019)

Apart from e-commerce in domestic markets, cross-border e-commerce could be expected to rise in the coming years, as a result of business expansion needs and motivation stemming from saturation of home markets, shipping facilities offered by the development of worldwide logistics networks and infrastructure, increasing prevalance of online shopping and consumer expectations to have access to products globally. "In 2020, cross-border e-commerce is projected to account for 22% of e-commerce

shipments of physical goods", this value was 15% in 2015 (Statista - Global cross-border e-commerce market share 2015-2020, 2019) which reflects the ancipated increase in usage of e-commerce as a channel for international trade.

1.2. The Concept of Cross-border E-Commerce

Cross-border e-commerce involves goods and services crosssing across national borders initiated by electronic transactions (López González & Jouanjean, 2017). Ma & Zhang (2018), defines cross-border e-commerce as international business activities carried out through different customs territories via third-party e-commerce platforms as well as international payment and logistics systems. According to Hu & Luo (2018:2) "cross-border e-commerce is the international application of e-commerce which includes implementation of network transactions in foreign trade". Usage of e-commerce technologies in international trade would offer benefits to businesses, according to Qin (2009) emergence of e-commerce has had positive effects on development of international trade and facilitated reduction of transaction costs, easier access to new markets and customers as well as increased efficiency of operations. On the consumer side, cross-border e-commerce gives consumers the opportunity to have access to diverse product range in international markets (Strzębicki, 2017).

Regarding the terminology, although different terms including "international e-commerce" and "overseas e-commerce" might be also used to mention "cross-border e-commerce", sell-side and buy-side cross-border e-commerce could be more specifically referred as "e-export" and "e-import" respectively. Similar to possible different usages in terms of terminology, the scope of cross-border e-commerce may also vary, in some cases cross-border e-commerce may include both trade in phsycial goods and trade in services such as digital files or software and in some cases it may be regarded as including only trade in physical goods. Additionally, cross-border transactions can be carried out between different parties including businesses, consumers and governments which leads to generation of different business models that could be: Business to Business (B2B), Business to Consumer (B2C), Consumer to Consumer (C2C) and Business to Government (B2G).

One of the main factors that is most effective on development of cross-border e-commerce is the growth of online marketplaces such as Alibaba, eBay and Amazon, which have facilitated an "increasing number of small packages crossing international borders" (López González & Jouanjean, 2017:8). The largest share of mentioned type of cross-border e-commerce, which is done in small quantitites, refers to "Cross-Border Business to Consumer (B2C) E-commerce" which occurs directly between businesses and consumers. In cross-border B2C e-commerce, consumer preferences and perceptions are definitive on business strategies in terms of customer acquisition as consumers are at the one side of the business model, therefore, businesses have to define their market entrance and operations strategies according to consumer attitudes and preferences as gaining confidence, reducing the perceived risk and meeting the expectations are important factors to gain customer loyalty and to manage competition in the market (Lee & Chan, 2018).

Cross-border B2C e-commerce is a newly emerging business model with more sophisticated dynamics compared to domestic e-commerce and conventional international trade, therefore it requires businesses to implement unique and well-defined business strategies in order to be successful. In addition to business strategies, local governments and international governance also have to address the issues in cross-border e-commerce to facilitate free and fair trade as well as easier access of SME's to international markets.

1.3. The Research Gap and Significance of the Research

When academic literature about cross-border e-commerce is reviewed, it is seen that studies mainly focus on consumer behaviour or supply chain and logistics based business factors in cross-border online shopping. A study that specifically links consumer preferences, business strategies and trade policy would be beneficial to explore business strategies to manage customer acquisition and the role of government policies in this newly emerging version of e-commerce. Additionally, in the current literature, there are country/region based studies about cross-border e-commerce especially on China and the EU, however a study on "Turkey" does not exist.

In view of these aspects, the main purpose and significance of this research will be creation of a linkage between consumer preferences, business strategies and trade policy, with the research aim of exploring attitudes of global consumers about cross-border online shopping and determining strategies and success factors for businesses in cross-border B2C e-commerce, from the perspective of developing Turkey's e-export. For a developing country like Turkey which has a sustaining trade deficit, e-export could be used as a significant channel to increase exports and make positive contribution to trade balance. Additionally, e-export would facilitate easier access of SME's to international markets which is important in terms of balanced economic growth and sustainable development. For this reason, another significant point of the research would be the high-level policy framework for developing e-export in Turkey, that will be generated as a result of the study. The mentioned framework could be used not only by Turkish policy makers to increase Turkey's e-export potential but it might be also used by policy makers in other countries, which would in the end contribute to facilitate easier access of SME's to global markets, sustainable development and well-balanced economic growth at a global scale.

1.4. The Research Question and Research Objectives

In the light of the above mentioned points about the research gap and significance of the topic in Section 1.3, the **research question** aimed to be answered by this study is:

"What factors need to be considered by businesses in cross-border B2C e-commerce (e-export) to manage customer acquisition and how can the government address development of e-export in Turkey in line with the determined factors?"

In order to answer and operationalise the research question**, research objectives** have been set as followed:

Objective 1: *To define the context of cross-border e-commerce and e-export as a business model.*

Objective 2: *To examine key dimensions of cross-border e-commerce.*

Objective 3: *To examine consumer preferences in cross-border online shopping.*

Objective 4: *To examine key aspects of e-export for (Turkish) businesses.*

Objective 5: *To identify and discuss business strategies and success factors in B2C e-export.*

Objective 6: *To generate a high-level government policy framework for development of B2C e-export business model in Turkey.*

1.5. Subsequent Chapters

The dissertation consists of 9 Chapters as shown on Figure 2.

Figure 2 Dissertation Outline

Chapter 1- Introduction includes a brief overview of e-commerce in the global economy as well as an introduction to the concept of cross-border e-commerce. It also aims to explain the purpose and

significance of the research, introduces research question and objectives, gives a brief overview of contents of each chapter of the dissertation and mentions about the relevance of each chapter with research objectives.

Chapter 2 & 3 - Literature Review starts with “Computational Literature review” in Chapter 2, which is used to complement the main “Literature Review” in Chapter 3, by defining the topics in the main literature review section and helping to find the research gap. Literature review includes detailed information on different aspects of the research area to explain the context and dimensions of cross-border B2C e-commerce and e-export which is necessary to understand the functioning and dynamics of the business model. Additionally, information gathered from the current literature creates a basis for the questions which will be included in cross-border online shopping consumer survey and e-export questionnaire that will be conducted in this research.

Chapter 2 & 3 mainly adress to the reseach objectives of: “**Objective 1:** *To define the context of cross-border e-commerce and e-export as a business model”* and “**Objective 2:** *To examine key dimensions of cross-border e-commerce”.*

Chapter 4 - Research Methodology introduces and justifies the research philosophy, research approach, research design, data collection and analysis methods. It also mentions about justification of questions in the survey and the questionnaire which are attached in Annex D & E. Additionally this section explains ethical considerations of the research.

Chapter 5 - Results presents qualitative and quantitative data generated from the survey and the questionnaire in the forms of visual charts and graphs as well as qualitative data.

Chapter 4 and 5 adress to the research objectives of: **“*Objective 3****: To examine consumer preferences in cross-border online shopping”* and *“**Objective 4:** To examine key aspects of e-export for (Turkish) businesses”.*

Chapter 6 – Analysis This section interprets, compares and links qualitative and quantitative results generated from primary data collection and also uses related secondary data to provide a comprehensive interpretation and analysis of the results.

Chapter 7 Discussion. This section mentions about related aspects of study findings with existing literature, explains significant findings, contributions and implications of the research and also includes limitations and weaknesses of the study.

Chapter 6 & 7 both address to two research objectives: **“*Objective 5****: To identify and discuss business strategies and success factors in B2C e-export” and “**Objective 6**: To generate a high-level government policy framework for development of e-export business model in Turkey”.*

Chapter 8 – Conclusion summarizes the results and findings, contributions, implications and limitations of the research.

Chapter 9 – The Future Work provides a direction for further research in the area of cross-border e-commerce by identifiying possible concepts that could be investigated.

In Figure 3, dissertation map in which reserch objectives are matched with the relevant chapters of the dissertation is illustrated to provide a summary of explanations in this section. As shown on the Figure, content of each chapter addresses to the relevant reserch objective(s) which will help to operationalize and answer the reseach question.

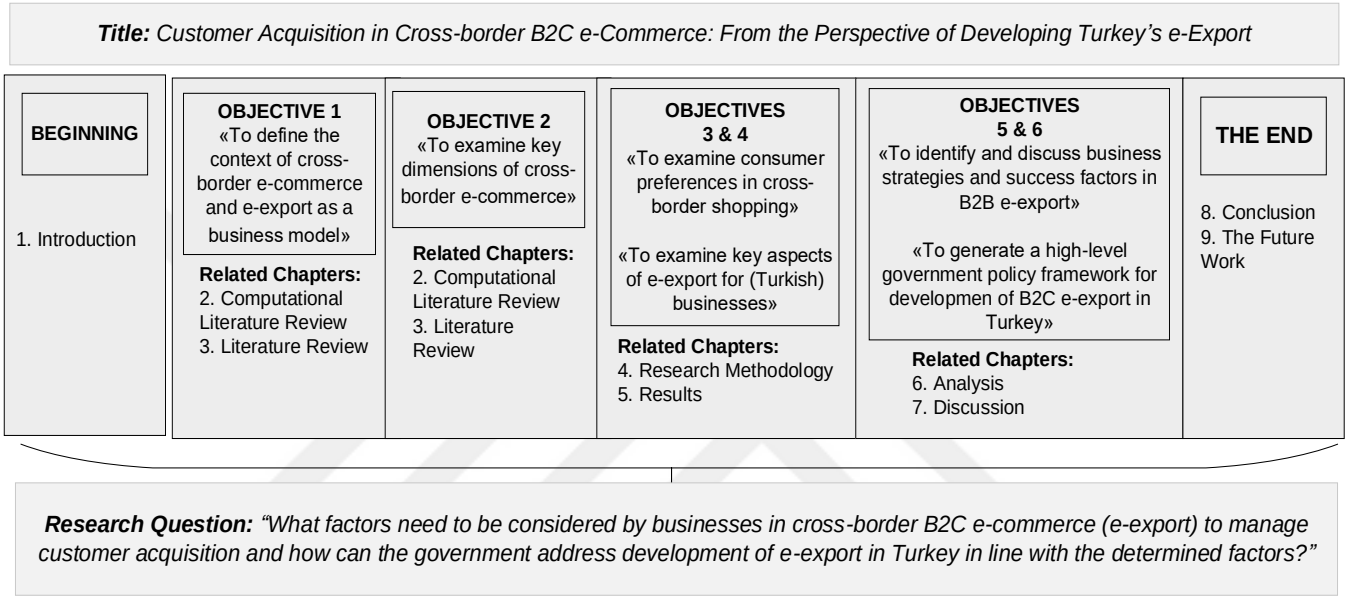

Figure 3 Dissertation Map

Chapter 2 Computational Literature review

Computational Literature review (CLR) is a package developed in statistics software “R” to provide an automated literature review method for researchers by using keyword search outputs in “Scopus” database (Mortenson & Vidgen, 2016). CLR provides an analysis on the basis of “impact”, “structure” and “content” of the search output as illustrated in Figure 4 (Mortenson & Vidgen, 2016:1248):

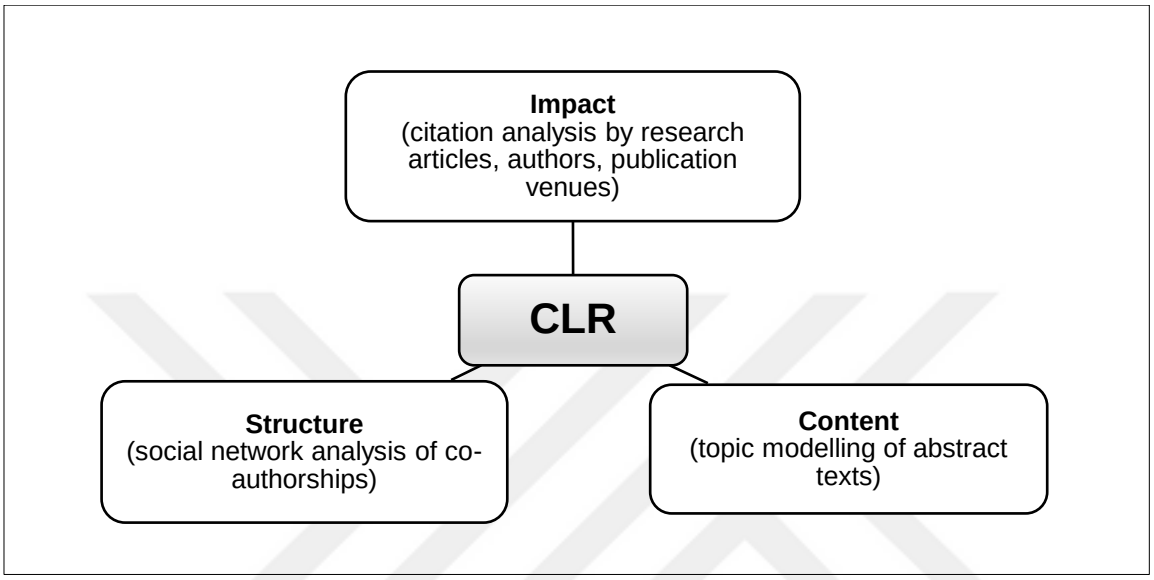

Figure 4 Outputs of the CLR Analysis (Mortenson & Vidgen, 2016:1250)

CLR will be used as a complementary method to literature review (Mortenson & Vidgen, 2016) in this research. From this perspective, main outputs of the CLR analysis concerning “articles published by year” and “cloud topics” by content and keywords as well as the “list of top authors and journals” ranked according to h-index (Hirsch, 2005) and the list of “most cited articles” will be applied to the research topic and be used to find out the gaps in the current literature and also to support the main literature review section in terms of determining the most relevant articles and journals with the content of the research.

2.1. Cross-border e-Commerce: A Computational Literature Review

In order to apply CLR to the research topic, two different search queries were made in “Scopus” database with different keyword variations of the research area. First query which is broader in scope was made with a mixture of keywords about e-commerce and international trade: {*“e-commerce" OR "digital trade" OR "online shopping" AND "cross-border" OR "cbec" OR "export" OR "import*”} and 407 article results were generated. The second query which is more specific to different keyword variations of “cross-border e-commerce” was made with the keywords: {"cross-border e-commerce" OR "overseas e-commerce" OR "international e-commerce" OR "international online shopping" OR "e-export" OR "e-import"} and 258 article results were generated. Mentioned results of both seach queries have been used for CLR analysis in R.

2.1.1. Articles Published by Year

The graph of “Number of articles published by year” is one of the outputs of CLR which is illustrated below for the two seach queries mentioned in Section 2.1.

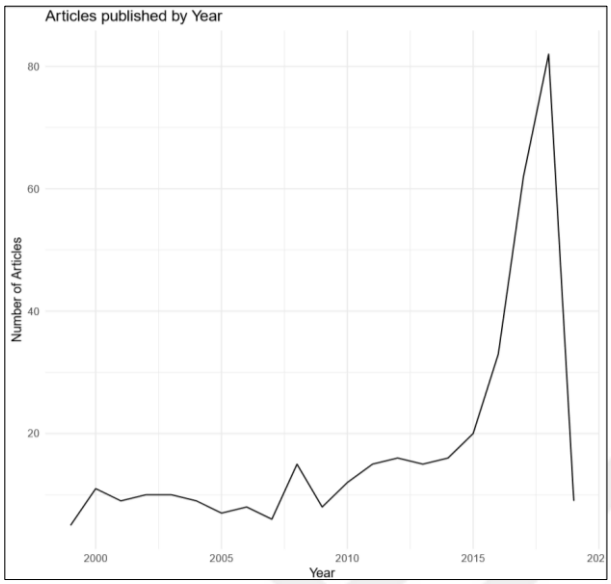

Figure 5 Articles Published by year for the keywords: “e-commerce" OR "digital trade" OR "online shopping" AND "cross-border" OR "cbec" OR "export" OR "import” (Mortenson & Vidgen, 2016)

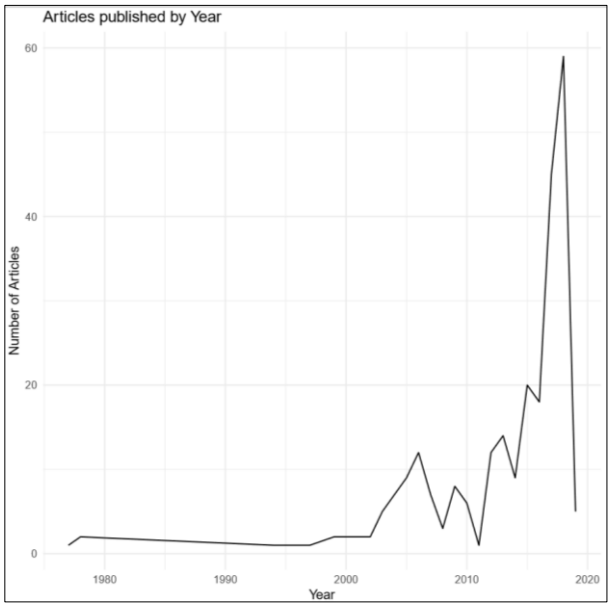

Figure 6 Articles Published by year for the keywords: "cross-border e-commerce" OR "overseas e-commerce" OR "international e-commerce" OR "international online shopping" OR "e-export" OR "e-import" (Mortenson & Vidgen, 2016)

As shown on Figures 5 and 6, the number of published articles in the field of cross-border e-commerce have increased significantly in the last few years which could be attributed to increasing prevelancy of internet usage, e-commerce and online shopping; demanding consumers who want to have access to products globally and increasing interest of businesses and governments in cross-border e-commerce due to expected saturation in domestic e-commerce markets as well as the opportunity to expand into foreign markets easier than ever before by using digital channels. Considering the recent upward trend in number of published articles on cross-border e-commerce, the mentioned research topic could be considered as a new and developing area which could have unreviewed aspects to search and focus on.

2.1.2. List of Top Journals, Authors, & Articles

CLR outputs include the lists of top journals and authors ranked by both the number of citations and "h-index" which is a metric developed by Hirsch (2005:1) for "quantifying and measuring the cumulative impact and relevance of an individual's scientific research output" that can also be applied to academic journals (Elsevier, 2019). The list of top articles are ranked according to the number of citations which allows for convenience and visibility in terms of determining the most relevant papers while making the literature review.

In this respect, in this research, lists of top journals for the two different search queries ranked firstly by using H-index metric and then according to the number of total citations which are illustrated in tables in Appendix A. Information in the tables are used while determining the most "impactful" academic journals to be used while reviewing the current literature about the research topic.

2.1.3. Topic Clouds

CLR allows for qualitative analysis by providing word clouds and a number of topics associated with search terms, the number of word clouds can be determined by the researcher to optimize most sensible results (Mortenson & Vidgen, 2018). Within this point of view, 15 word clouds (k=15) were generated for each search query. Cloud topics generated by CLR give an overview of the research topic and it's different aspects which could be viewed as the relevant sub-topics and could be used to find out the gaps in the current literature. In this section cloud topics generated by the two search queries will be merged and grouped together according to their relevance, clouds which include duplication or relatively irrelevant terms to the research topic will be eliminated. The selected 21 clouds which are shown on Figures 7, 8, 9 & 10, will be used to illustrate and evaluate different aspects of the research topic that have been covered in the current literature. They will also be grouped into key dimension areas to create a structural basis for the main literature review section.

Figure 7 Topic Clouds Related to "Business Strategies in Cross-border e-commerce" (Mortenson & Vidgen, 2016)

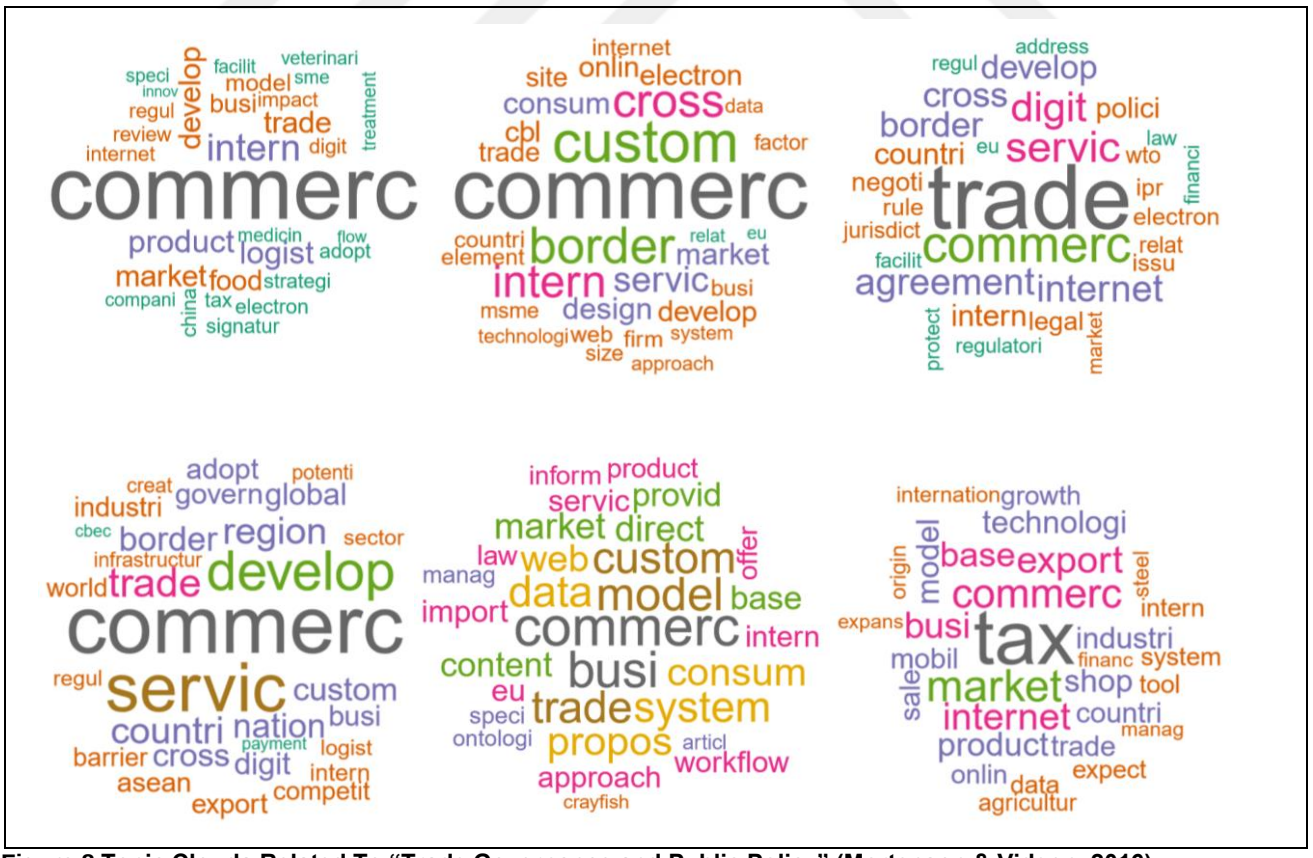

Figure 8 Topic Clouds Related To "Trade Governance and Public Policy" (Mortenson & Vidgen, 2016)

Figure 9 Topic Clouds Related to "Consumer Trust and Preferences" (Mortenson & Vidgen, 2016)

Figure 10 Topic Clouds Related to "Logistics and Supply Chain"(Mortenson & Vidgen, 2016)

By evaluating and aggregating the topic clouds, it could be figured out that, there are four main areas of research on cross-border e-commerce concerning “Business Stratagies”, “Consumer Trust and Preferences”, “Supply Chain and Logistics” ” and “Trade Governance and Public Policy” as illusturated on Figure 11. Topics of consumer trust, small and medium sized enterprises (SME), logistics, governance and regulation, World Trade Organisation (WTO), customs and tax are the common keywords in the cloud topics which could be attributed to importance of these topics as well as prevelance of research in these areas. In terms of counry or region, China and the European Union are the countries /trade blocs that appear in the clouds which could reflect increasing usage of cross-border e-commerce or policy approach towards development of cross-border digital trade in the mentioned regions.

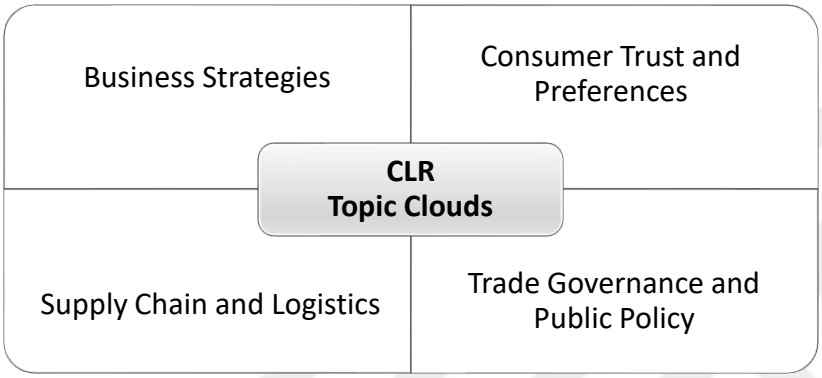

Figure 11 Main Dimensions of Cross-border E-commerce: Generated Through CLR Topic Clouds

As illustrated by the topic clouds, research topics in the field of cross-border e-commerce focuses on four main aspects which will be used while structuring the main literature review section that will address the first two research objectives. *In the cloud topics, keywords of: “EU”, “European Union” and “China” are very common, hovewer keywords about another countries/blocs or regions are not visible, therefore as this research will focus on “Turkey” as a country, to the best of my knowledge, it will be the first to evaluate the concept of cross-border e-commerce from a different country’s, Turkey’s perspective.*

2.2. Summary - Computational Literature Review

A Computational Literature Review (CLR) has been applied to the research topic by using the relevant keywords to help the author decide on the context of the main literature review chapter and to help to identify the gaps in the current literature. The four main areas that could be seen in cloud topics: “Business Stratagies in Cross-border e-commerce, “Consumer Trust and Preferences”,“Supply Chain and Logistics” and “Trade Governance and Public Policy” will be used to define the context of the main literature review section which will address the first two research objectives: “**Objective 1:** To define the context of cross-border e-commerce and e-export as a business model” and “**Objective 2:** To examine key dimensions of cross-border e-commerce”. Additionally, as a resulf of CLR , inexistance about a study on cross-border e-commerce from Turkey’s perspective has been recognized as a gap in the current literature that will be addressed by this research.

Chapter 3 Literature Review

In this section, firstly, the context of cross border e-commerce will be defined and explained to address the first research objective: *"**Objective 1:** To examine cross-border e-commerce and e-export as a business model".* Secondly, different aspects of cross-border e-commerce will be evaluated by examining the current litetature in order to address the second research objective: *"**Objective 2:** To examine key dimensions of cross-border e-commerce".* In this respect, variety of academic and non-academic resources including journal articles, statistical databases, academic papers, industrial associations' papers, books, guidelines and policy frameworks of international organizations and governments have been used to answer the reseach objectives with most up-to-date, relevant and reliable information.

Key dimensions of the topic in Objective 2, have been determined according to the outputs of Computational Literature Review conducted in the previous section (Mortenson & Vidgen, 2016) which gather around four main areas: "Business Strategies", "Consumer Trust and Preferences", "Supply Chain and Logistics" and "Trade Governance and Public Policy", therefore sub-sections in Literature Review Chapter will be in relation with the mentioned areas as illustrated in Figure 12.

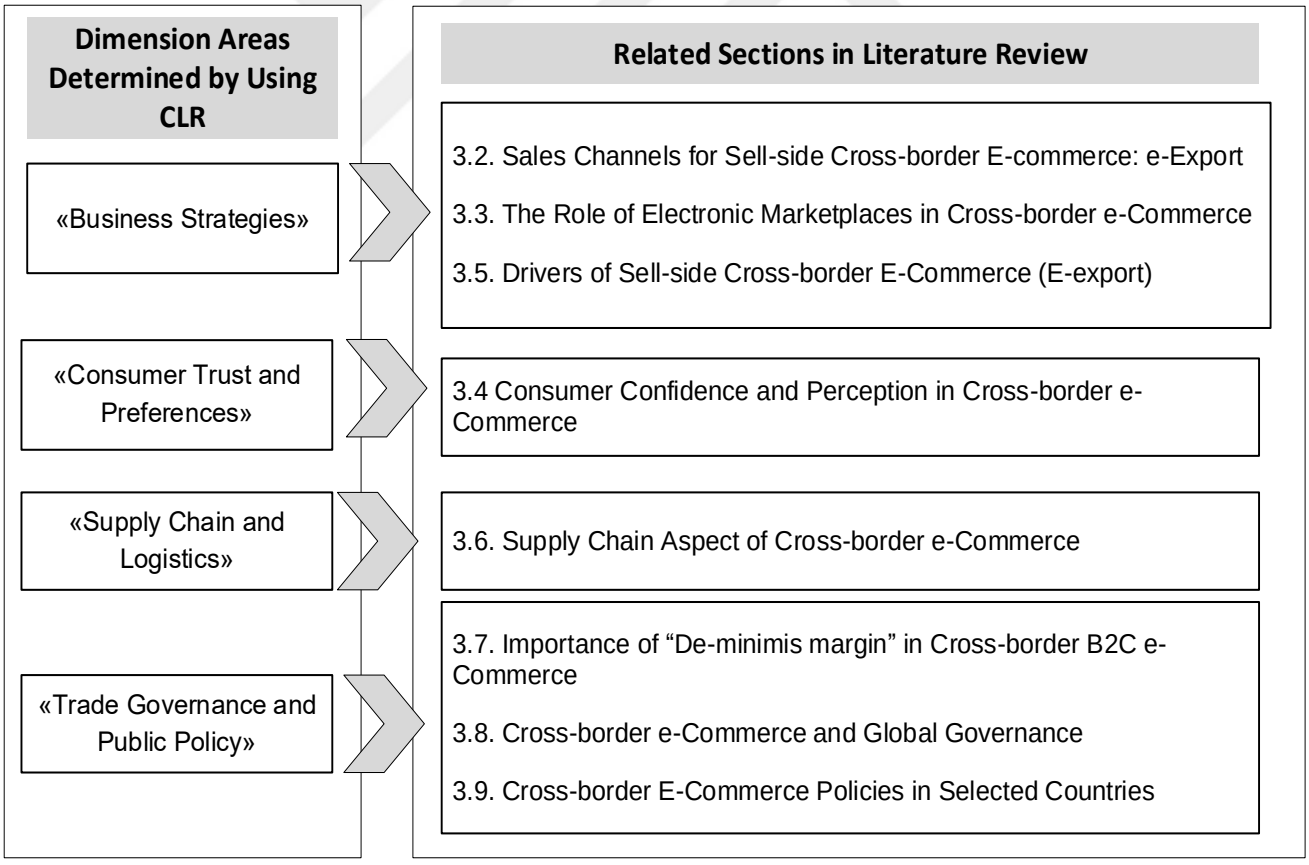

Figure 12 Topic Dimensions Determined by CLR and Related Chapters in Literature Review

In addition to answering the first two research objectives, information in this section will also create a basis for the research methodology, especially while generating questions for the consumer survey and the questionnaire that will be conducted in this research.

3.1. The Context of Cross-border e-Commerce

Definitions of e-commerce and digital trade are very similar to each other and could be often used interchangeably as shown in Table 1 . When different definitions of e-business, e-commerce and digital trade mentioned in the table are combined, *e-commerce or digital trade could be defined as a subset of e-business that involves digitally enabled commercial transactions carried out between businesses, individuals and public or private organizations, including governments.*

Table 1 Definition of e-Commerce

OECD (2018) defines an **e-commerce transaction** as “the sale or purchase of goods or services, conducted over computer networks by methods specifically designed for the purpose of receiving or placing of orders”.
Laudon & Traver (2018) mention that **e-business** is “the digital enabling of transactions and processes within a firm” whereas **e-commerce** is “digitally enabled commercial transactions between and among organisations and individuals”.
According to WTO (2018) **e-commerce**, is defined as the "production, distribution, marketing, sale or delivery of goods and services by electronic means". “An **e-commerce transaction** can be between enterprises, households, individuals, governments and other public or private organizations”.
Glover, Liddle & Prawit (2002:2,3) define **e-business** as ”the use of information and communication technologies to exchange business information and conduct transactions in electronic, paperless form” and mention that **e-commerce** is the “use of e-business to buy and sell products and services”.

As shown on Figure 13, the typology of digital trade flows could be defined according to their nature, type and actors involved in the transaction, digital trade is facilitated by enablers including digital platforms (such as marketplaces) and technical infrastructure as well as local and international regulatory environment, digital trade environment is underpinned by information and data flows across borders by providing tools that enable trade facilitation such as online payments, electronic customs transactions, online delivery tracking, paperless transactions and on-time data sharing that reduces information asymmetries in business supply chain, the information can also be traded itself as the data could be monetarised to be used in some business areas including digital marketing and advertising (López González & Jouanjean, 2017).

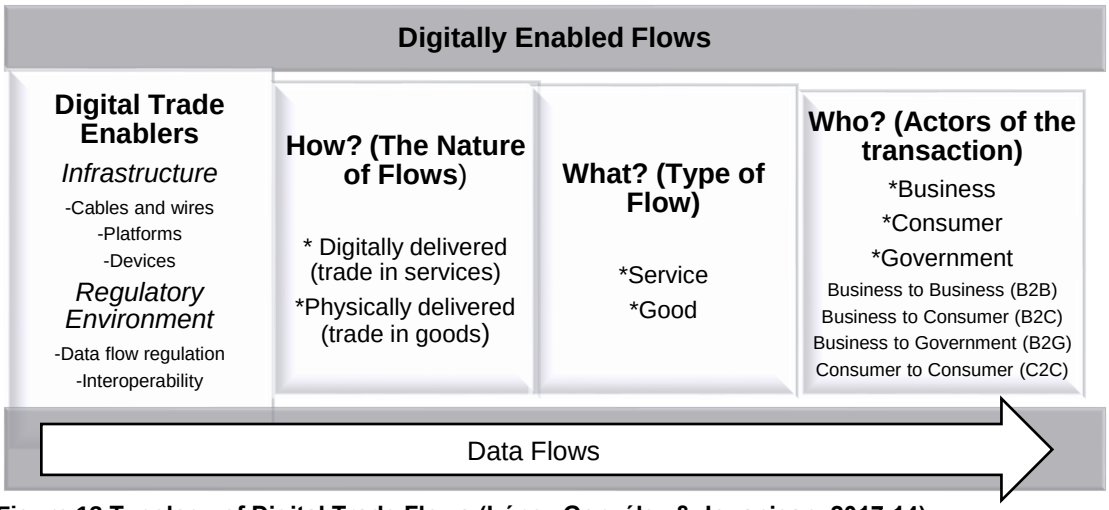

Figure 13 Typology of Digital Trade Flows (López González & Jouanjean, 2017:14)

According to López González & Jouanjean (2017), digitalisation has altered traditional trade dynamics and changed how and what is traded, digitally enabled trade has led to increased hyperconnectivity between production and distribution patterns as well as trading of digital services and goods in small quantities, which is facilitated by reduction in costs of logistics and access to data. Mentioned developments in trade dynamics and supply chain networks have led to emergence of "***Cross border e-commerce***" which is a newly emerging form of digital trade that includes application of e-commerce in international trade transactions (Hu & Luo, 2018). In cross-border e-commerce, buyers and sellers in different customs territories meet each other via digital platforms and international trading activities are carried out through international logistics and payment systems (Ma & Zhang, 2018). Usage of digital technologies in international trade facilitates easier access of businesses, especially SME's to international markets (Qin, 2009) as they can do international trade without the need for intermediaries such as agents in the local market or a physical presence in the target country. Additionally, cross-border e-commerce facilitates consumers to have access to products they need at a global scale (Strzębicki, 2017).

According to Cross-border E-commerce Framework of Standards set by the World Customs Organization (2018:8), business to consumer (B2C) and consumer to consumer (C2C) cross-border e-commerce has elements and characteristics shown in Tables 2 and 3. The standards are set mainly for B2C and C2C transactions, however they are encouraged to apply also for business to business (B2B) transactions (World Customs Organization, 2018).

Table 2 Essential Elements of Cross-border E-Commerce

• "Online ordering, sale, communication and, if applicable, payment,
• Cross-border transactions/shipments,
• Physical (tangible) goods, and
• Destined to consumer/buyer (commercial and non-commercial)".

Source: (WCO Cross-border E-commerce Framework of Standards, 2018:8)

Table 3 Key Characteristics of Cross Border E-Commerce Transactions

• "Time-sensitive goods flow, • High volumes of small packages, • Participation of unknown players, • Return/refund processes required".

Source: (WCO Cross-Border e-Commerce, 2019)

As seen in Tables 2 and 3, cross-border e-commerce differs from domestic e-commerce and conventional international trade under some aspects. Unlike domestic e-commerce transactions, cross-border e-commerce transactions could include only the shipment of **physical (tangible) goods** which means that trade of intangible goods such as services is not included in cross-border e-commerce **according to World Custom Organization's (2018) framework**, the second differenciating characteristic of cross-border e-commerce is the fact that it includes cross-border shipments carried out between different countries or borders which is initiated by online actions (ordering, sale, communication and payment). In addition, another differenciating point of B2C e-export from conventional trade is simplification and speed in customs procedures: in B2C e-export if the value of the good to be exported is within the limit set by the customs authorities in the exporting country in terms of value and weight, they can be exported with "Electronic Trade Customs Decleration" which is issued by express logistics providers electronically within 12-48 hours, without the need for a customs broker and a conventional customs declaration that would normally take between 2 to 7 working days (TÜSİAD & Deloitte Digital, 2019) (Isayev & Nart, 2019).

The scope of cross-border e-commerce may change under different perspectives and may also include "trade in services" (OECD Measuring the Digital Transformation, 2015), however in this research, the latest definition of World Customs Organization (2018) will be adopted and cross-border e-commerce will be regarded as including only trade in "Physical (tangible) goods". Additionally, sell-side of cross-border e-commerce will be named as e-export and buy-side cross-border e-commerce will be named as e-import, whereas the term cross-corder e-commerce will be used as a more general term covering both e-export and e-import throughout the research.

3.2. Sales Channels for Sell-side Cross-border E-commerce: e-Export

According to Carroll (2018), businesses have to invest in two main factors in order to do cross-border e-commerce: "an online platform to conduct sales" and "digital marketing campaigns to attract customers to the online platform". Within the context of international trade in physical goods, cross-border e-commerce (e-export) can be done by businesses by using four main different sales channels - online platforms: "The company's own website", "Online Marketplaces", "Social media", and "Local partners' online presence (agents, distributors, stockists, retailers or resellers)" (Carroll, 2018: 28,41) as illustrated on Figure 14 . Doing e-export by using social media channels could be considered as a starting level, low cost and easiest way of doing e-export, which does not require any technical IT infrastructure and organizational capability, marketplaces could be the next stage that would allow to reach local customers

with their already built-in customer base and infrastructure, lastly, establishing a company website for e-exporting could be considered as the most sophisticated level as it requires high-level of IT investment, organizational capability and expertise (Isayev & Nart, 2019). In the case of local partnership, products of the seller can be listed on the local partner's website which could already have a good positon in local search engine rankings (Carroll, 2018).

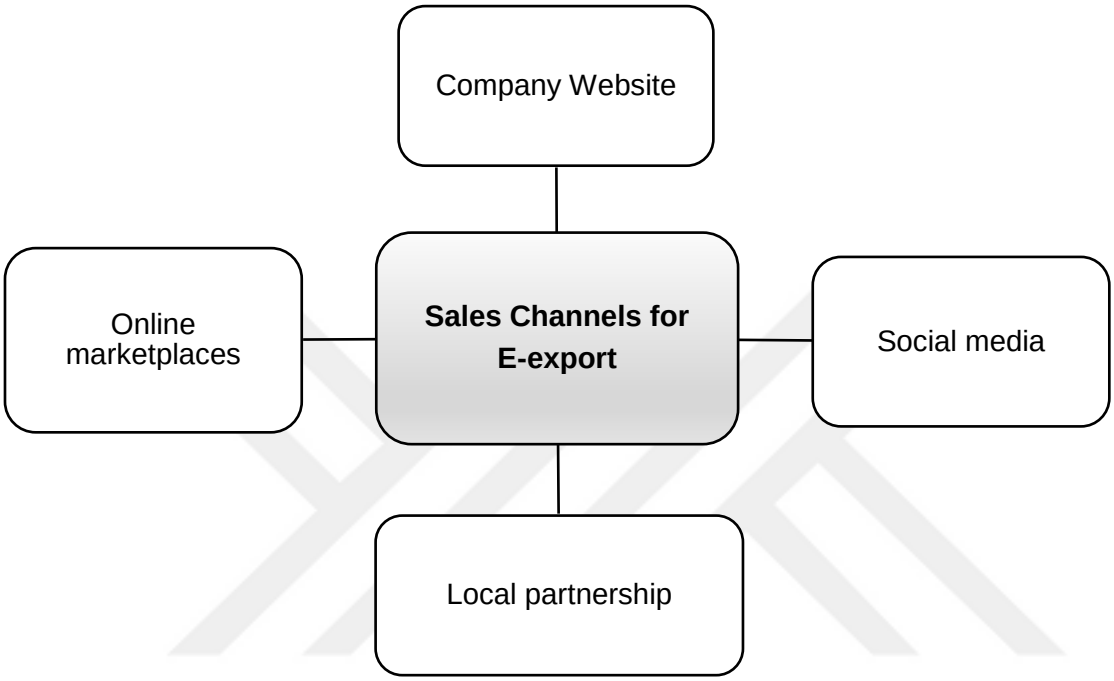

Figure 14 Sales Channels for e-Export (Carroll, 2018:228)

Considering the importance of sales channel selection and market entrance stategies in e-export, questions about this topic will be included both in cross-border online shopping consumer survey and e-export questionnaire to explore consumer and business perspectives on digital sales channels in cross-border e-commerce.

In section 3.3 the role of marketplaces in cross-border e-commerce will be evaluated more in detail as they have emerged as a significant enabler for international trade, especially for SME's, in the recent years.

3.3. The Role of Electronic Marketplaces in Cross-border e-Commerce

By application of digitalisation on business models, online marketplaces including Amazon, eBay and Alibaba have been developed and they have facilitated direct access of SME's and individual customers to both domestic and international markets by bringing them together in virtual environments (López González & Jouanjean, 2017). In addition to domestic e-commerce, online marketplaces have an important role also in cross-border e-commerce as they have facilitated an "increasing number of small

packages crossing international borders" (López González & Jouanjean, 2017:8). Especially in B2C markets which include a "large number of products and infrequent purchases" in small quantities, the role of online market places have become more important compared to B2B markets in which purchases are more regular and in larger quantities with higher values (Bailey & Bakos, 1997:18).

According to Bailey & Bakos (1997:8) market intermediaries have the roles of "intermediation", "agent of trust", "market facilitation" and "matching" in commercial transactions. By performing the role of a market intermediary, online market places aggregate supply and demand and reduce market asymmetries which facilitates reduced transaction costs and economies of scale; as a trust enabler they ensure that transactions are completed and payments are made, they can also benefit from economies of scale and offer lower prices to parties while providing digital infrastructure solutions; as a market facilitator they provide transfer of knowledge between trading parties and offer value-added services such as payment and document processing; in terms of their role of matching, marketplaces bring together and match buyers and seller by providing relevant marketing and product information to the parties (Bailey & Bakos, 1997).

In cross-border e-commerce, online marketplaces offer small and medium sized enterprises (SMEs) the opportunity to reach international markets and consumers, increase their overseas market share and diversify their sales portfolio; on the consumer side they provide quick and easy access to a wide variety of products in different markets and give the chance for making comparison between sellers, products and prices which in the end helps to optimize the buying decision (OECD Measuring the Digital Economy, 2014). According to a case study made by Wang, Jia, Schoenherr &Gong (2018) on Zongteng which is leading e-commerce company in China, the first entrance stage of the business in cross-border e-commerce (e-export) was third party platforms (eBay, Amazon, Aliexpress and Wish) which reflects that marketplaces could be used effectively as a first stage of international expansion in e-commerce. On the other hand, commission rates of online market places are definitive on development of cross-border e-commerce from the sellers perspective, as they effect the revenue generated through the cross-border transaction (Mou, Ren, Qin & Kurcz, 2019). A critical view about marketplaces is that, online intermediaries may cause market disruptions by causing displacement of traditional businesses and by eroding profit margins as a result of high intermediary commissions which "benefit from oligopolistic features of the information-search market" (OECD Measuring the Digital Economy, 2014 :42).

Marketplaces may act as a trade faciliator in cross-border e-commerce by bringing together consumers and sellers in a single platform, therefore they are important for the both sides in B2C business model. From this point of view, in this research, questions about global marketplaces will be included in cross-border online shopping consumer survey and e-export questionnaire to have an insight into consumer perceptions and business strategies about marketplaces.

3.4 Consumer Confidence and Perception in Cross-border e-Commerce

According to “generic model of trust” presented by Yao-Hua, T. & Walter, T. (2000:61), “individuals engage in transactions only if their level of trust exceeds their personal treshold” and consumers will do online shopping only if their trust level in the transaction is above their minimum treshold. Especially in B2C cross-border e-commerce, consumer perception and trust is a very deterministic factor for success of businesses as individual consumers are at the one end of the business model (Lee & Chan, 2018). Today, as consumers have instant access to information about variety of different products of different businesses, which is facilitated by digital environment and development of electronic market places, the competition in the market is high and therefore businesses have to give importance to building consumer trust and loyalty, reducing risk perceptions and creating positive image and reputation about their brands to “reduce demand-side barriers” (Strzelecki, 2019:8) and to deal with their competitors in the market (Lee & Chan, 2018). Within this perspective, informing the customer in a “wide range of areas including price, product, seller and processes” effects the purchase intention positively in cross-border e-commerce as informedness is even more important in comparison to domestic e-ecommerce due to complex nature of “international B2C transactions” (Han & Kim, 2019:10).

According to (Han & Kim, 2019:12), cross-border shoppers are “proactive consumers who build and acquire information before making purchases” and information technology channels increase availability of information for consumers which in the end reduces information asymmetry between sellers and customers and serve for increased trust and number of purchases. In terms of trust building, communication between seller and buyer is an important aspect of cross-border online shopping, regarding this issue “differences in time zones” and “language barriers” could be considered as two main challanges need to be addressed by the sellers (Mou, Ren, Qin & Kurcz, 2019:22). In addition, currency differences, website security (existence of SSL and HTTPS) and existence of clear information about product descriptions and order deliveries have significant implications regarding trust in cross-border e-commerce (Strzelecki, 2019). In cross-border deliveries, existance of order tracking is very important, buyers are sensitive about receiving the parcels on time which is a definitive factor about customer satisfaction and perception about the seller performance (Mou, Ren, Qin & Kurcz, 2019). In addition, according to (Han & Kim:11), cross-border e-commerce purchases are “highly motivated by social interactions” which points out to the importance of “social marketing” in cross-border e-commerce done via “open networks” such as social networking platforms and “closed networks including online marketplaces” that could effect the trust factor positively by making use of customer reviews and recommendations.

Besides of the trust factor built by businesses or sellers to acquire customers, current literature reflect that specific *consumer characteristics* such as young age, foreign language knowledge and familiarity with e-commerce are also effective on cross-border shopping behaviour. In this context, Wagner, Schramm-Klein and Nimmermann (2017) have investigated the motivation factors and risk intentions of customers about cross-border e-commerce. The study findings have revealed that “experienced cross-border shoppers were younger, shopped more frequently online, and had better English language skills”,

cross-border shopping intentions are also influenced by consumer's own benefit-risk analysis "which are moderated by foreign travelling and cosmopolitanism" (Wagner, et. Al., 2017: I-24). Similar to Wagner et. al. (2017), Valarezo, Pérez-Amaral, Garín-Muñoz, Herguera García and López (2018) explored the determinants of consumer behavior in cross-border e-commerce by using a survey of 16,209 individuals in Spain and found out that education, computer & internet skills, trust on the internet, previous customer reviews, foreign nationality and being a male are positive factors for cross-border e-commerce, whereas age has a negative effect on cross-border transactions, especially above the age of 65.

In both studies, age stands out to be negatively corelated with cross-border shopping behaviour, which could be explained by the concept of "demographic digital adoption" (Exalto-Sijbrands et. al, 2018: 91). According to Prensky (2001) the level of digital adoption differs between "digital natives" and "digital immigrants", the term "digital natives" refers to people born in or after 1980 which are raised with digital technology whereas "digital immigrants" are the ones who born after 1980 and adopted technology skills many years later in their lives unlike digital natives, and during cross-border expansion in e-commerce, high number of digital natives in the target country is a positive decision factor as digital natives tend to have a higher degree of "online adoption" and internet connectivity which could result in higher demand for e-commerce (Exalto-Sijbrands et. al, 2018: 91).

According to a consumer survey conducted by the European Commission (2017) in 2016 on consumer attitudes towards cross-border trade in EU (28) countries, "higher confidence in cross-border online purchases is observed in individuals who shop online cross-border (82.0%), who have high confidence in online shopping in general (75.1%), who are employed in a management position (74.6%), who shop online domestically (72.7%), and are aged between 18 to 34 (72.7%) whereas the lowest levels of confidence in cross-border online purchases are observed in consumers who don't know their confidence in online shopping (3.7%) and have low confidence in online shopping (14.3%) and in individuals who never use the Internet (9.9%)" (European Commission, 2017:91). The survey results reveal that previous online shopping experience, perception of trust, IT skills as well as young age (18-34) are positive drivers for consumer perception on cross-border e-commerce which is in line with study findings of Vaalarezo et al. (2018), Wagner et al. (2017) and Exalto-Sijbrands et. al (2018).

Based on the analysis of the current literature, positive factors for consumer perception about cross-border e-commerce including both "customer characteristics" and "seller driven factors" are listed in Tables 4 and 5. Defining the driving factors for positive cross-border e-commerce perception would be beneficial in terms of business strategies as it would be a reasonable decision for businesses to target consumers who have more tendency to shop cross-border online and to ensure managing seller-driven factors to build consumer trust and to create a positive image about their brands

Table 4 Positive Customer Characteristic Factors for Consumer Perception in Cross-Border E-Commerce

Customer Characteristic Factors
• ICT Knowledge and skills • Familiarity with online shopping • Knowledge of foreign language • Young age • Level of education • Foreign nationality • International experience (Foreign nationality and travelling)

Sources: (Valarezo et. al., 2018), (Wagner et. al., 2018), (Exalto-Sijbrands et. al, 2018), (European Commission, 2017)

Table 5 Seller Driven Factors for Positive Consumer Perception in Cross-border E-commerce

Seller-Driven Factors
• High level of informedness about the product and process • Clear information about the delivery • Clear communication between seller and buyer • Positive social interactions in social networks (reviews and recommendations) • Ensuring secure transactions

Sources: (Lee & Chan, 2018), (Strzelecki, 2019), (Mou, Ren, Qin & Kurcz, 2019), (Yao-Hua & Walter, 2000)

In the literature about cross-border e-commerce it is commonly emphasized that "young age" is positively corelated with cross-border online shoppping behaviour (Prensky, 2001; Exalto-Sijbrands, Ongena, Ravesteyn, & de Waal's, 2018, Valarezo, Pérez-Amaral, Garín-Muñoz, Herguera García and López, 2018; Wagner, Schramm-Klein and Nimmermann, 2017; European Commission, 2017). From this point of view, in the consumer survey that will be conducted in this research to collect information about consumer preferences in cross-border online shopping, majority of the survey recipients will be selected from "young people" who borned after 1980, because current studies show that younger generations have more tendency to do cross-border online shopping compared to older generations, therefore targeting the mentioned age group in the survey would help to generate optimum results that will address the third research objective: "Objective 3: To examine consumer preferences in cross-border online shopping".

In terms of exploring business strategies to meet customer expectations in cross-border e-commerce, especially seller-driven factors mentioned in this section will be taken into account while generating questions to include in cross-border online shopping consumer survey and e-export questionnaire.

3.5. Drivers of Sell-side Cross-border E-Commerce: E-export

In cross-border e-commerce, more specifically in e-export, business strategies that takes into account both internal capabilities and external dynamics and trends are important in terms of being successful. Therefore, in this section, the literature about business strategies in cross-border e-commerce will be reviewed and different frameworks which are related to business decisions in cross-border e-commerce will be provided to give an overview of the concept and to create a basis for the scope of the survey and the questionnaire that will be conducted in the research.

According to Exalto-Sijbrands, Ongena, Ravesteyn, & de Waal's (2018:89) decision support model for cross border expansion, market entrance to a new country by an online-shop starts with a market research followed by technical and financial evaluation which are shown in Table 6 with their sub-aspects. Among the mentioned factors: "Culture" of the potential market (e.g. payment preferences, language, religion, cultural needs), "Supply chain (logistics) partners" (e.g. in-house or outsourced logistics), "Online adoption" of the target country (number of digital users – "digital natives"), "Country specifics" of the target market (e.g. laws and regulations, customs procedures, taxes, political factors) are identified as important decisive factors during cross-border expansion in e-commerce (Exalto-Sijbrands et. al, 2018:92).

In line with the study findings of Exalto-Sijbrands et. al. (2018) about the effect of culture in cross-border e-commerce expansion decision, comperative study findings of Hwang, Jung & Salvendy (2006:16) on online shopping preferences of Korean, Turkish and American consumers, show that "cultural, economic and infrastructural differences" between the nations are effective on online shopping behaviour, additionally, Lightner, Yenisey, Ozok & Salvendy (2002) also emphasize the importance of utilization of e-business and e-commerce systems according to cultural boundaires which means that businesses should consider and evaluate cultural characteristics of their target market deeply before making a decision about cross-border expansion in e-commerce.

Table 6 Initial Decision-Making Model for Web-Shop Cross-Border-Trade Expansion

Market Dimension	Technology Dimension	Finance Dimension
Market Research • Culture (Online behaviour) • Competitor • Concept (Proposition) • Country specifics (law, tax, politics) ***Partners*** • Supply chain partners • Logistics partners (make or buy decision) • Financial partners (e-payment, trust) • Customer care (call center) ***Strategy (Long-term management goals)*** • *Cross-border* • *Cross-product*	***Roads & infrastructure*** • Civil infrastructure maturity (Physical lanscape, transport landscape) • Last mile (Infrastructure maturity) • Logistics limitations ***ICT*** • Telecom lanscape (telecom maturity and limitations) • Internet landscape (**Internet usage, *Online adoption - smartphone, tablets,laptops)* • *e-Commerce maturity*	• ROI • Cash-flow position

Source: (Exalto-Sijbrands et. al, 2018:89)

According to Exalto-Sijbrands, Ongena, Ravesteyn, & de Waal's (2018) study results in the framework of the KANO decision making model (2018:92, 93), "Culture / Online behaviour – specifically payment behaviour/ preferred payment method of the country", "Concept – the value proposition" offered by the web-shop, linkages with well-known "Financial partners" and fast "customer care" service are the factors which have direct effect (performance factors) on customer decision-making, whereas "competition – which results in product differentation", "country specifics - e.g. laws and regulations, political factors", "supply chain partners", "logistics partners", "financial partners – enablement to shop securely", "e-commerce lanscape" and "online adoption - number of digital natives" have in-direct effect (must-be factors) on decision making process for cross-border e-commerce.

From this perspective, offering differenciated products, compability with country regulations, supply chain efficiency that includes low cost and on-time delivery, secure payments and familiarity with online shopping are "must-be (basic) considerations/ requirements" from online shops in cross-border e-commerce whereas existance of preferred payment methods, percieved value of the product, existance of well-known financial intermediaries and high-quality customer service are the factors which are not compulsory factors that are expected from businesses but they have direct positive effect on cross-border e-commerce choice of consumers (Exalto-Sijbrands et. al, 2018).

Similar to frameworks about cross-border e-commerce expansion decision, Gregory, Karavdic, & Zou (2007:48) provides an "integrated framework for e-commerce drivers on export marketing strategy" as shown on Figure 15 and mention that "internal e-commerce drivers including product online transferability, e-commerce assets and demand for e-commerce have a significant impact on export strategy dimensions". *Study of Gregory et. al. (2007) does not specificallly focus on cross-border e-commerce however, it provides a linkage between e-commerce and export marketing which could be applied to "e-export" under the context of this research.*

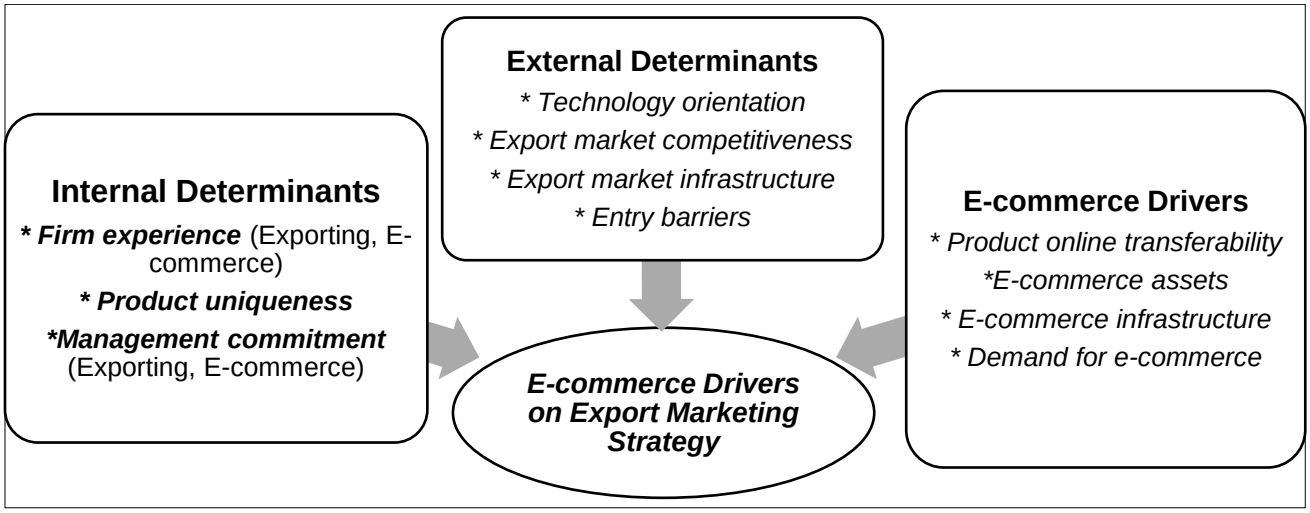

Figure 15 E-commerce drivers and export marketing strategy (Gregory, Karavdic, & Zou, 2007:34)

Considering the export strategy framework illustrated in Figure 15, it could be figured out that e-commerce adoption and the number of digital buyers would be an important criteria for export market selection in e-exports which could make up the "demand for e-commerce" in the market and businesses

have to reach a certain development level and organizational capacity in terms of e-commerce capability and technical infrastructure before expanding into overseas markets with cross-border e-commerce (Gregory, Karavdic, & Zou, 2007).

In domestic e-commerce made by SME's, financial resources which are necessary for making the necessary IT investment, and perceived benefits from e-commerce adoption have positive linear effect on e-commerce performance, therefore in order to increase their e-commerce performance SME's should allocate more financial resources and manage employee commitment to e-commerce (Cosgun and Dogerlioglu, 2012). In relation with the study findings of Cosgun and Dogerlioglu (2012), Gregory, Karavdic, & Zou (2007) emphasize the positive linkage between management commitment and export marketing and they also point out to the direct and significant impact of e-commerce assets (company's IT infrastructure and human resources for e-commerce) on export marketing strategy dimensions.

Based on questionnaire survey and literature analysis and "determined by using analytic hierarchy process" Rong and Zhong (2018:1283) provide *a two-leveled index system of customer satisfaction of cross-border e-commerce*. In the mentioned two-leveled index developed by Rong and Zhong (2018:1283), "Logistics distribution" has the highest weight in first-class index which reflects the importance of on-time, accurate and low-cost delivery for cross-border customers, in second class index "Logistics cost" and "Speed of receipt" have the highest weight in the index which supports the high percentage of logistics distribution in the first-class index. In parallel with Rong and Zhong's (2018) emphasis on logistics factors in cross-border e-commerce, study findings of Exalto-Sijbrands et. al. (2018:87) reveal that performance of logistics is effecting customer satisfaction positively therefore, determines the success of overseas expansion (e-export) in e-commerce and given the importance of logistics based factors in cross-border e-commerce "supply-chain partners" is a necessary option to take into account during cross-border expansion. Moreover, Ducret (2014:21) mentions that cross-border e-commerce provides great opportunuties for logistics providers, and a seamless delivery experience which is related to delivery price, time, information tracking and return deliveries can be managed by establishing "cross-border partnerships" in terms of "overcoming price-related barriers and dealing with political, tehnological and technical challenges". Strong emphasis on importance of logistics for customer satisfaction reflects that, businesses should give utmost importance to providing low-cost and quick delivery options in cross-border e-commerce which is in the end a factor related to building strong partnership networks and effective supply chain management that will be evaluated in section 3.6.

In this section, literature is reviewed to identify important factors to be considered by businesses in cross-border e-commerce expansion. Outcomes of this section will be used while generating questions for cross-border online shopping consumer survey and e-export questionnaire in order to explore business strategies in e-export and decisive factors for consumers in cross-border online shopping.

3.6. Supply Chain Aspect of Cross-border e-Commerce

Due to it's nature, e-commerce requires more complex and sophisticated supply chain management compared to conventional trade (Manners-Bell, 2014). Qin (2009) emphasizes the importance of logistics for e-commerce by mentioning that "without modern logistics services e-commerce would not bring any convenience" therefore, consumers would not prefer doing online shopping anymore and they would turn back to offline retailing which is perceived as more secure. In relation to Qin (2009), Leung, Choy, Siu, Ho, Lam, & Lee (2018) mention that logistics capabilities in order fullfilment is a key factor for growth of online trade and Cullinane (2016:201) emphasizes that "the most expensive and complex part of e-tailing is the last-mile element which concerns making the final delivery to the customer".

Especially in cross-border e-commerce, logistics operations become even more challanging as it is harder to manage on time, low cost and high quality parcel delivery and returns when the goods have to cross national borders and go through customs clearance procedures. In European market, the growing number and compexity of B2C deliveries has led to emergence Courier, Express and Parcel (CEP) sector in which couriers and express providers supply fast delivery (next or the second day) by taking advantage of their powerful networks (Ducret, 2014). To manage increasing complexity of supply chain management, e-retailers have increasingly begun "retaining competencies in which they believe they have competitive advantage" and outsource various stages of supply chain including transport, warehousing, inventory management, carrier management and customer relations (Manners-Bell, 2014:19). The cost of delivery is an important factor for consumers while doing cross-border online shopping, therefore, it would reasonable for e-tailers to cooperate with global logistics companies to be able to provide clear information to customers about "delivery terms, options, and pricing" in cross-border e-commerce (Strzelecki, 2019:8).

Table 7 Business Models in Logistics Outsourcing

Dropshipping	Fullfilment	One-stop e-commerce
"Sending the goods directly from producer's or distributer's warehouse, omitting the seller's warehouse". "This service concerns storing products, taking and collecting orders, issuing sales documents and sending parcels to consumers".	"Taking over all of the logistics processes on behalf of the customer (webshop)". "Fullfillment operators receive deliveries at the warehouse, manage stocks, do the stocktaking, process orders from the customers, pack shipments, prepare sales documents, ship the documents, deal with returned goods and co-operate with logistics companies".	"Extension of fullfilment to additional services such as customer service, marketing, IT solutions, finance and accounting".

Kawa and Zdrenka (2016:65)

According to Exalto-Sijbrands et. al (2018:90), in cross-border e-commerce, companies can handle logistics operations “in-house” or they can choose “outsourcing” method in which an experienced partner is responsible from order fullfillment. Kawa and Zdrenka (2016:65) mention that, in e-commerce, besides of outsourcing delivery of goods, businesses have also begun outsourcing warehousing and order processing operations which could be gathered under 3 different business models: “Dropshipping”, “Fullfilment” and “One-stop e-commerce” which are explained in Table 7 .

According to Exalto-Sijbrands et. al (2018) SME’s usually tend to choose outsourcing method for logistics operations while they are making e-export, which reflects that company size and capabilities may be effective on supply chain decisions in cross-border sales. In B2C cross-border e-commerce SME’s face a lack of competitivenes due to weak bargaining power with logistics operators, which causes high delivery costs, to address this problem Kawa and Zdrenka (2016:70) proposes an “e-integrator” model in which the outsourced logistics operator “represents the foreign web-shop in it’s local market” to offer it’s products, handle parcel deliveries to customers and provide customer service, unlike intermediary e-commerce platforms such as eBay and Amazon, e-integrator would facilitate integration “along the whole supply chain” and it’s role “would not end with the sales transaction”.

Mou, Ren, Qin & Kurcz (2019) mention that, due to the complex nature of cross-border transactions, the process of return and refund is critical for success in e-export and longer delivery times in cross-border e-commerce affects the satisfaction level of the customers negatively, additionally, cost of refund and delivery tracking issues are other definitive on customer satisfaction in cross-border e-commerce which are needed to be addressed by the businesses. Return services is one of the most challenging aspects of cross-border e-commerce, understanding the company policy for returning goods in terms of both language and content as well as form of payment being used for returns (especially when the product is in different currency), return process and associated expenses are taken into consideration by customers, in addition, delivery costs, timing and quality of the delivery are other important logistics factors considered by consumers (Kawa and Zdrenka, 2016) as also emphasized by Rong and Zhong (2018), Exalto-Sijbrands et. al. (2018) and Mou et. al. (2019). In cross-border e-commerce, one factor that could reduce the number of returns from the outset would be existence of accurate and detailed product descriptions in English to avoid misunderstandings about the product (Mou et. al., 2019) which would be the most desired option for both consumers and businesses.

In “e-integrator” supply chain model for e-exports offered by Kawa and Zdrenka (2016), returns are also handled by the operator in the target market and in this model, customers would send returned products to “local e-integrator’s service center and e-integrator would send product back to foreign webshop” which in the end reduces any possible delivery cost burden for the customer. “E-integrator” model provided by Kawa and Zdrenka (2016) is an extended way of outsourcing activities in supply chain management, benefits and risks of the model are explained in Table 8 which could also apply to other forms of business models for outsourcing and fullfilment in logistics management.

Table 8 Benefits and Risks of the e-Integrator Model

Benefits	Risks
For customers - "Possibility to buy from foreign retailers on local terms" - "Lower delivery costs" - Up-to-date and on-time "information about the delivery irrespective of the delivery operator" **For businesses** - "Lower costs of international shipments - thanks to the consolidation of parcels and integration of the supply chain the e-integrator could offer more attractive rates to its customers". - "Possibility to cooperate with more than one logistics operator - usually e-shops use services of one logistics operator, in case of cross-border e-commerce this may result in limited forms of delivery to the end customer. The e-integrator could offer services of many different providers at the same time". - "Possibility to offer products abroad easily - the entrepreneur would be able to offer his products abroad in customers' native languages, currencies, forms of payment, etc. without knowing the local market characteristics". - "Access to the new markets − increase of consumers' confidence in e-shops - products offered via the local e-integrator could build trust of customers".	**For businesses** - "Limitations of entrepreneurs' decision making capacity". - "Limitations of offer customization". - "Dependency on delivery terms negotiated by the e-integrator". - "Perception of the entrepreneur through the prism of the e-integrator".

Source: Kawa and Zdrenka (2016:71)

In line with the concept of "e-integrator" model proposed by Kawa and Zdrenka (2016), Wang, Jia, Schoenherr & Gong (2018) provides supply chain business models for cross-border e-commerce by investigating Zongteng which is leading e-commerce company in China, and point out that mentioned company has gone towards localisation strategy in their "warehouses, sales team and R&D to gain competitive advantage" in e-exports which could mean that "supply chain localisation" could be one of the key components of success in e-export business model in terms of managing effeciency in supply chain management which is a key for customer satisfaction in e-commerce. In addition, according to Wang et. al. (2018:20), in cross-border e-commerce business model, "overseas warehouses, bonded warehouses and supply chain finance" make up core capabilities of a business and in this context, "supply chain and logistics present a fertile ground for business model innovation" which reflects newly developing business eco-system of cross-border e-commerce on the supply chain side.

Considering the importance of logistics factors in cross-border e-commerce, questions about logistics and supply chain operations will be included both in cross-border online shopping consumer survey and e-export questionnaire to have an insight into consumer and business perspectives and experiences about logistics aspect of cross-border e-commerce.

3.7. Importance of "De-minimis margin" in Cross-border B2C e-Commerce

Cross-border e-commerce involves goods and services crosssing across national borders and applications of different trade and customs regulations of participating countries the same as in traditional trade (López González & Jouanjean, 2017) therefore, "country specifics" which could be taxes, laws and regulations, customs procedures or political factors in the target country, is one of the important decisive factors in e-export decision of businesses (Exalto-Sijbrands et.al, 2018).

In cross-border B2C e-commerce business model, as individual products are traded, their values are small therefore, logistics and formalities costs including customs procedures may constitute a considerable share in the value of the traded product (López González & Jouanjean, 2017). One of the considerable aspects of customs procedures in B2C e-export is "De minimis" margin which is a phrase that represents the treshold for tax law exemptions applied in particular, "of the small amount or minor breach which may be involved, particularly in the context of under-assessed or underpaid tax which are not pursued on "de minimis" grounds" (OECD Glossary of Tax Terms, 2018). With regard to cross-border e-commerce, de minimis margin, which briefly represents the minimum value that can be imported without paying tariffs and taxes, is a factor effecting both businesses and consumers in terms of costs and prices of the delivered products.

According to Revised Kyoto Convention – Transitional Standard 4.13. (WCO – Revised Kyoto Convention, 2008), "National legislation shall specify a minimum value and/or a minimum amount of duties and taxes below which no duties and taxes will be collected". In the context of customs clearance, many national governments adopt a two-leveled system for de minimis thresholds in which no duties, taxes or customs declaration is required at the first level and usually a "simplified customs declaration must be submitted at the second level for the goods that fall between two tresholds" (WCO - Facilitating e-commerce, 2015:35). In the EU, when a good is purchased online from a non-EU country, the importer "becomes liable to pay Customs and Excise Duty as well as Value Added Tax (VAT)" but if the value of the good is below 150 EUR the importer is exempted from paying the customs duty and if the value of the imported good is below between 10 EUR to 22 EUR (depending on implementations of individual EU countries) the importer is exempted from paying also VAT (European Commission, 2019) which could be given as an example of the mentioned two-leveled system in tax collection tresholds.

In some countries de minimis treshold may not be present which means that all goods entering the country are gone through the same customs procedures and for the countries which have de minimis provisions, the treshold level varies hugely across countries (López González & Jouanjean, 2017). This situation shows that there is no uniformity and legally binding international standards in de minimis applications. As seen on Table 9, selected countries have different de minimis tresholds and

implementations which could reflect different policy approaches regarding cross-border e-commerce, more specifically e-imports.

Table 9 De Minimis Values in Selected Countries

Country	In National Currency	In US Dollar	Additional Info
Austria	150 EUR (Customs duties)	186	EU decided elimination of VAT threshold as from 2021
	22 EUR (VAT)	27	-
Azerbaijan	1000 USD	1.000	Only for non-commercial shipments below threshold
	50 USD and <5 kg	50	For commercial shipments
Belgium	150 EUR (Customs duties)	186	EU decided elimination of VAT threshold as from 2021
	22 EUR (VAT)	27	-
Canada	20 CAD	15	-
China	Shipments with duty and VAT liability less than RMB 50	8	-
Iran	50 USD	50	-
Japan	10000 JPY	90	-
Norway	350 NKR	45	-
Qatar	No de minimis	-	-
Russia	5000 RUR	89	-
Singapore	400 SGD	305	-
United States	800 USD	800	-

Source: Global Express Association (2018)

From governmental perspective, no presence of de minimis value could cause a work overload on customs offices and result in long clearance times, on the other hand, higher treshold may cause loss in tariff and tax revenues of the governments (López González & Jouanjean, 2017). Lower levels of de minimis treshold may represent an approach towards reducing or avoiding cross-border imports whereas a high treshold would mean more market openness for cross-border deliveries. From this perspective, higher tresholds could be considered as an opportunity for B2C e-exporters as they would be able to enter the target market by offering low prices facilitated by low clearance costs, a higher treshold would also increase consumer demand as the prices would be lower due to elimination of imposed tax and duties on imported products. On the other hand, a lower treshold level which is especially below the value of the imported product would be a deterrent factor for cross-border e-

commerce as it would result in higher costs due to imposed tax and duties and longer delivery times stemming from longer customs procedures.

Although existence of de minimis margin may be considered as an opportunity for e-exporters especially where the treshold is high, variances in implementations of countries in terms of tresholds, tax applications, customs clearance procedures and product exemptions would create an ambiguity for both businesses and consumers. Additionally, possibility of changes in de minimis treshold of countries may posses some risks for businesses. For instance an e-exporter in country A, who is exporting a good with a purchase price of $50 to country B which has $100 de minimis treshold would not be subject to customs duties or value added tax (VAT) (assuming that mentioned legislation of the country on de minimis covers both customs duties and VAT and the traded product is not specified as an exemption), however if country B makes amendments in the legislation and decreases the de minimis treshold to $30, suddenly e-exporter in country A would be subject to customs duties and VAT and this would lead to an increase in costs which would make a deterrent effect on cross-border e-commerce.

On the contrary, an increasing treshold would mean a promoting trade environment for cross-border e-commerce transactions (DHL, 2018), to give an example, this was done by the US government in 2016, as the treshold was increased from $200 to $800 (U.S. Customs and Border Protection, 2016). Mentioned kind of changes in national de minimis tresholds are also emphasized in World Customs Organization's Cross-Border E-Commerce Framework of Standards (2018: 6.2.) as: "When reviewing and/or adjusting de minimis thresholds for duties and/or taxes, Governments should make fully informed decisions based on specific national circumstances" however as the mentioned framework is not a legally binding text there could be still an existance of need to contemplate international agreements with provisions on de minimis regimes which appeal to interests and concerns of all relevant parties.

Considering the mentioned effects that de-minimis margin could have on cross-border e-commerce questions about de minimis margin as well as tax and duties applied on e-imported goods will be included in the consumer survey and the questionnaire that will be conducted in this research.

3.8. Cross-border e-Commerce and Global Governance

According to Yao-Hua, T. & Walter, T. (2000:70) differences in country implementations in terms of documentation and procedures in international trade "create lack of trust" and "information asymmetry" which are deterrent factors for cross-border e-commerce. Trade barriers formed by variances in customs procedures, duties and taxes across countries, hinders development of the business model (Gessner & Snodgrass, 2015) and therefore, reducing the mentioned barriers would have a positive effect on cross-border e-commerce (Kim, Dekker & Heij, 2017) which is an issue that needs to be addressed by international and local governance. Inspite of recent international, regional and local policies and initiatives which aim at developing cross-border e-commerce, most of e-commerce transactions are still carried out in domestic markets (OECD Measuring the Digital Economy, 2014) and this reflects the need

for more collaboration and focus in this field to increase gains of both businesses and consumers from global development of e-commerce.

On 22 February 2017, WTO Trade Facilitation Agreement which aims to “simplify, modernize and harmonize export and import processes” entered into force after it’s ratification by 141 WTO member states (WTO – Trade Facilitation, 2019). In addition to conventional trade, provisons of the agreement address also to cross-border e-commerce as they are designed to facilitate smoother, easier and faster flow of cross-border trade, in this context, Article-1 of the agreement concerns availability of transparent information on trade procedures amd implementations, Article-5 concerns transperancy and avoidance of discrimination in international trade, Article- 7 is about faster clearance of goods, the agreement also has provisions related to customs cooperation and streamlining of export, import and transit procedures (WTO - Trade Facilitation Agreement Facility, 2019). Streamlined, transparent and fast customs procedures which could be managed by effective implementation of the agreement would mostly benefit small and medium sized enterprises in terms of cross-border e-commerce expansion, however additional trade facilitation measures such as “de-minimis” provisions would also needed to be addressed by international governance for further development of B2C cross-border e-commerce (UNCTAD, 2018).

World Custom’s Organization (WCO) is another key organization for international cooperation in cross-border e-commerce. As a result of WCO Luxor Resolution on Cross-Border E-Commerce, “Cross-Border E-Commerce Framework Of Standards” has been set by WCO in June 2018 in order to set key standards and guiding principles for cross-border e-commerce, the mentioned framework includes standards in several key areas including “Advancing electronic data and risk management”, “Facilitation and simplification of procedures,” “Fair and efficient revenue collection”, “Safety and security”, ”International cooperation and public-private partnerships”, “Public awareness, outreach and capacity building”, “Measurement and analysis” and “ Leveraging transformative technologies” (WCO Cross-border E-commerce Framework of Standards, 2018). Development of global standards in the field of cross-border e-commerce is an important step towards international collaboration and awareness building however, further steps would be required to simplify and harmonize processes in cross-border e-commerce for trade facilitation by also taking into account governmental concerns about safety, security, revenue collection and distortion of domestic markets (WCO Cross-border E-commerce,2019).

In the coming years, for further development of cross-border e-commerce, simplification, harmonisation and fragmentation of customs procedures, taxes and customer protection rules backed by information exchange and transperancy, removal of non-tariff barriers, “development of a global online dispute resolution system” (Duca, Rule & Loebl, 2012:59), as well as secure and efficient payment and logistics services (Universal Postal Union, 2015) are necessary issues to be contemplated by international governance due to existence of multiple policy areas that needs to be addressed in cross-border operations (OECD - Economic Outlook for Southeast Asia, China and India, 2018).

3.9. Cross-border E-Commerce Policies in Selected Countries

In addition to global governance, countries/country blocs are also adopting policies in order to develop cross-border e-commerce. In this section, a general overview of policies of the EU and China as well as United Kingdom will be given to understand policy approaches of the selected countries towards cross-border e-commerce.

In the EU, government policies on cross-border e-commerce mostly focus on increasing intra-EU cross-border trade. In May 2015, European Union launched “Digital Single Market Strategy” to facilitate full access to goods and services offered by businesses in the EU and to maximize the benefits of e-commerce and digital economy for both consumers and businesses by making the EU a real digital single market in practice (European Commission, 2018). Within this perspective, the concept of “Geoblocking” which refers to “geographically-based restrictions that undermine online shopping and cross-border sales” (European Commission, 2019) has come to the fore with Digital Single Market Strategy and from 3 December 2018, “Regulation 2018/302 that addresses unjustified online sales discrimination based on customers' nationality, place of residence or place of establishment within the internal market” has begun to be applied in the EU (EUR-Lex, 2019). In addition to Geoblocking Regulation, the EU has also worked on “the revised Payment Services Directive and new rules on cross-border parcel delivery services”, “revised consumer protection rules” as well as “new VAT rules for online sales of goods and services” to facilitate easier cross-border shopping within the EU (European Comission, 2019).

China is the leading economy in the world in terms of e-commerce development. In 2019, China is expected have the largest share (40.6 %) in global B2C e-commerce revenue with 740 billion US dollars (Statista Digital Market Outlook, 2019). Regarding cross-border e-commerce, “exports represent 83.1% of total cross-border e-commerce transactions in 2015” which reflects exports dominated structure of the business model in China (Hongfei, 2017: 10).

In China, the government supports development of cross-border e-commerce by implementing the relevant regulatory framework. Within this perspective, “in 2015, The General Office of the State Council issued Guidance on Promoting the Healthy and Rapid Development of Crossborder E-commerce which is a guide for promoting the development of cross-border e-commerce” that concerns provisons related to “customs clearance, inspection and quarantine, tax policy, financial support, payment and settlement” (Hongfei, 2017: 17). Additionally, “single window service system” has enabled simplified and faster customs procedures (China State Council, 2017) in China’s international trade. Morever, a policy approach towards “pilot cities” has been adopted which is based on “institutional support, upgraded regulatory policies and innovative management information systems” aimed at developing cross-border exports in the mentioned pilot cities (Da, Rihui, Ken & Baowen, 2018: 3158) and according to Da et. al (2018), support offered by the government under “pilot cities” model have had positive effect on export trade.

In addition to specific government polices, AliExpress which is a global retail marketplace of Alibaba Group launched in 2010, has enabled primarily Chinese manufacturers and distributers to expand into international markets by cross-border e-commerce (Alibaba Group, 2019). In 2012, the approximate number of overseas buyers of Ali Express was 1 million and this number has increased substantially and reached to 150 million in 2018 (Statista, 2018) which reflects increasing penetration of Chinese businesses into international markets via e-export.

In United Kindgom, Department for International Trade offers "e-Exporting Programme" for British businesses to facilitate their cross-border online business expansion by offering services including "expert advice and support about international trade", "selling online overseas tool" and "better than commercial rates to list on some marketplaces, including lower commission fees and 'try for free' periods" (Gov.uk, 2019).

Considering the increasing importance of the role of global and local governance in development of cross-border e-ecommerce and existence of government policies designed to promote e-export in China, European Union and United Kingdom which are leading e-commerce markets in the world, a question about government polices will be included in e-export questionnaire that will be conducted in this research in order to address: "Objective 6: To generate a high-level government policy framework for development of B2C e-export business model in Turkey".

3.10. Summary - Literature Review

In this section, the concept of cross-border e-commerce is defined and it's key dimensions have been examined by reviewing the current literature and available resouces in the framework of the topic areas determined as a result of the Computational Literature review (Mortenson & Vidgen, 2016), to adress the first two research objectives. In addition, outcomes generated through this section have been used to generate questions for cross-border online shopping consumer survey and e-export questionnaire that have been conducted in this research. Lastly, as a result of the literature review it has come out that there is not an existent research which specifically focuses on consumer preferences in cross-border shopping and links it to business strategies in order to make government policy recommendations for development of Turkey's e-export which could be considered as a gap in the current literature that will be addressed by this research.

Chapter 4 Research Methodology

In this section, research methodology that has been been adopted while conducting the research will be explained in detail with it's all relevant aspects. Within this context, the section aims to introduce and justify the research philosophy, data collection and analysis methods as well as ethical considerations of the research. Research Philosophy section covers ontological, epistomological, axiological and philosophical underpininings of the study. In Research Approach section, the general plan which will be followed while answering the research questions will be given and in Research Design section, the details and structure of the research methodology, data collection and analysis methods will be explained, this section will also include justification of the scope of the questions and targeted respondents in primary data collection as well as data validity and reliability. Ethical Considerations section will address moral and ethical standards that will be adopted during the reseach process and lastly, Summary section will include a general overview of all aspects of the research methodology.

4.1. Research Philosophy

"Research philosophy refers to a system of beliefs and assumptions about the development of knowledge" (Saunders, Lewis & Thornhill, 2016:124) and every paradigm is based upon its own assumptions (Scotland, 2012:9) which could be "ontological, epistemological and axiological" (Saunders et. al., 2016:127). In terms of ontological design, this research is on the subjectivist side, because cross-border online shopping dynamics are affected from nominal factors including consumer perceptions and characteristics, government policies and implementations, company capabilities and culture which are socially constructed concepts that could concern relativism under many aspects. Regarding epistomology and axiology, this research is on interpretivist side, because it focuses on interpreting and understanding the relationships between consumer perceptions, company strategies and trade governance in which multiple methods (qualitative and quantitative), induction and interpretation will be used to address the research objectives. Additionally, in terms of axiology, data collection techniques and interpretations in the research are effected from personal perspectives and values which could be attributed to the researcher's work experience in the research subject area.

Overall, in terms of research philosophy "Interpretivisim" in which "action and behaviour generated from within the human kind" (O'Gorman & MacIntosh, 2015: 65) and "the purpose is to create new, richer understandings and interpretations of the social contexts" by taking into account different social factors (Saunders et. al., 2016: 140), will be adopted while conducting the research, as the research subject includes relativism and nominal factors which could be addressed better by subjectivist approach.

4.2. Data Availability and Research Approach

Due to challanges in identification and classification of digitally-enabled transactions (López González & M. Jouanjean, 2017), consistent and comparable official cross-border e-commerce data among

countries is not available at the moment (UNCTAD - In Search of Cross-Border E-Commerce Trade Data, 2016). “Collecting information about the value of cross-border e-commerce transactions” is a difficult task as it is hard to identify country of origin in international e-commerce transactions which could be attributed to consumers’ lack of knowledge about the origin of the foreign shop that they are making purchase or lack of business accounting systems that “differenciates and identifies online-offline transactions or location of customers and suppliers”, additionally payments and deliveries also do not provide accurate information about the value of cross-border transactions as payments can be processed in a third country and “parcel shipments may not contain information about the value of shipment” or “not all parcel shipments may be related to e-commerce” (OECD Measuring the Digital Transformation, 2019:130). In some countries data of cross-border e-commerce is obtained through “ICT usage surveys”, however different methodologies followed by countries hinders comparability of the collected data (OECD Measuring the Digital Transformation, 2019:230).

Therefore, research in this area is mostly based upon mixed methods and primary data collection, generally conducted via consumer surveys, case-studies and expert interviews, rather than quantitative analysis by using secondary data in the form of time series, as evaluated in Literature Review section. Based on the evaluation of the current literature and by taking into account current data constraints in the field of cross-border e-commerce, this research will be “explaratory” in nature which will allow to “develop a better understanding” (Hair, Money, Samouel & Page, 2016: 155) of the concept of cross-border e-commerce and e-export. In terms of theory development, “*inductive approach”* in which “data is collected to explore a phonemon, identify themes and patterns to create a conceptual framework and to generate or build a theory” (Saunders et. al., 2016:145) will be adopted to explore consumer perceptions, business strategies and the relevant government policies within the context of cross-border e-commerce. Additionally, “Mixed methods” (both qualitative and quantitative research design) which will be explained more in detail below in Research Design section, will be used to answer the research question stated in Introduction chapter.

4.3. Research Design & Justification of the Questions in Online Surveys

This study with “cross-sectional research design” (Bryman & Bell, 2015: 61) combines both qualitative and quantitative methods “which may be viewed as two ends of a continuum” (Saunders et. al., 2016:165) while answering the research question. From this perspective, results of a web-based consumer survey will be used for quantitative analysis, and data obtained through an online questionnaire which will be distributed to experts and stakeholders in different areas of e-export in Turkey, will be used for both qualitative and quantitative analysis which will be explained in chapters 4.4. and 4.5. Qualitative and quantitative analysis results will be interpreted and matched with each other and also will be supported by relevant qualitative and quantitative secondary data to address the research objectives and to answer the research question.

Every question in the mentioned online surveys conducted in this research have been designed to be used while answering the research objectives 3 & 4 and each of them have been asked

based on specific reasons. In this respect, all of the questions that were asked in the consumer survey and in the questionnaire are included in tables in Appendix D & E with their justifications. *Additionally, answers given to open-ended sections in the questionnaire are given in Apppendix F.*

4.4. Data collection methods

A web-based ***cross-border online shopping consumer survey*** which was prepared by using online survey software "Qualtrics", was distributed to consumers from different nationalities and backgrounds by e-mail or by social media platforms, to have an insight into global preferences and attitudes towards cross-border e-commerce. In terms of sampling method, *"convenience sampling*" which is commonly used in consumer behavior research (Bryman & Bell, 2015: 200) was adopted and target respondents were reached through the researcher's social network. The survey was distributed to a random sample of students/young professionals and a question about range of age was included in the survey to ensure this criteria, because current literature about cross-border e-commerce show that, online adoption and cross-border shopping is prevalent among young-aged people who are born after 1980 and described as "digital natives" (Prensky, 2001; Exalto-Sijbrands, Ongena, Ravesteyn, & de Waal's, 2018, Valarezo, Pérez-Amaral, Garín-Muñoz, Herguera García and López, 2018; Wagner, Schramm-Klein and Nimmermann, 2017; European Commission, 2017). Therefore it would be reasonable to target young age group in the survey to identify their expectations and considerations about cross-border e-commerce and to create a basis for identification of business strategies that will address expectations of the target customer segment.

Cross-border e-commerce is a new area in the world and in Turkey, which requires a multi-stakeholder approach including public/private sector organisations and the government for further development of the business model. Therefore***, an online questionnaire about e-export*** which was prepared by using online survey software "Qualtrics", was distributed by e-mail or online business networking platform (Linkedin) to various stakeholders in Turkey's e-export eco-system: cross-border e-commerce companies/platforms/consultancy companies as well as experts from governmental organizations and academia as "expert opinions" to identify and discuss practices, key dimensions and challenges of B2C e-export for Turkish businesses.

In terms of sampling method, "*judgement sampling (purposive sample)"* "which is a form of convenience sampling in which the researcher's judgement is used to select the sample elements" (Hair, Money, Samouel & Page, 2007: 181,182) was used. Some of the sample respondents were selected from the researcher's own network which reflects subjectivist and interpretivist sides of the research, additionally information from a Turkish e-export consultancy company's website was used to identify different stakeholders in Turkey's e-export eco-system to send the questionnaire. As illustrated on Figure 16, e-export questionnaire was sent to 40 executive/CEO level experts in Turkey's e-export eco-system. *The majority of (35 out of 40) the recipients were selected from private sector rather than public sector to have a deeper and practical insight into key dimensions and challanges of e-export business model in Turkey, from a business oriented mindset.*

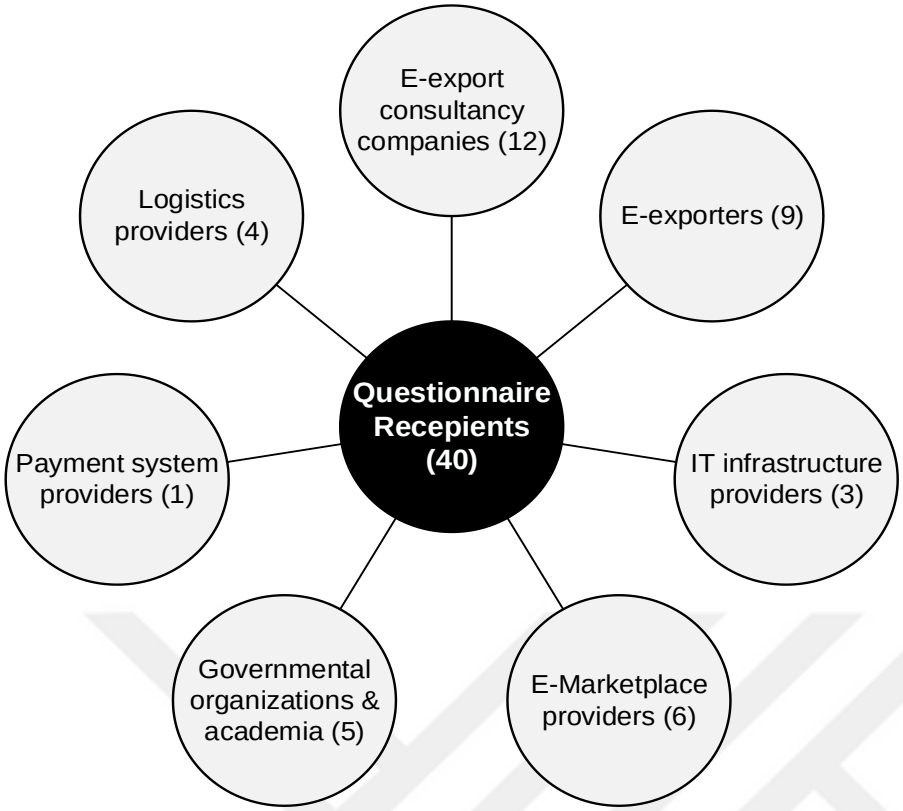

Figure 16 The Composition of E-export Questionnaire Recepients

To provide convenience, to increase response rates and to have a more clear insight into views of businesses and experts in Turkey's e-export eco-system, the questionnaire was prepared and distributed in multiple languages: English and Turkish, by using Qualtrics which allows for creating the surveys in multiple languages. Before distibution, both the consumer survey and the questionnaire were tested by sample respondents: the consumer survey was distributed to 8 sample respondents from four different nationalities whereas the questionnaire was distributed to 5 sample respondents from two different nationalies, 4 of the sample respondents to the questionnaire were chosen from Turkey, as the majority of the respondents will be Turkish speakers and would use multiple language (English and Turkish) feature of Qualtrics while answering the questionnaire. According to feedback having received from the sample respondents and evaluation of the responses gathered through the testing process, basic level wording, translation and visual changes have been made both to the survey and the questonnaire to facilitate a smoother experience to actual respondents while answering the questions. ***As also mentioned in Section 4.3, all of the questions that were asked in the consumer survey and in the questionnaire are included in Appendix D & E with their justifications.***

4.5. Data analysis approach

Quantitative data that will be collected by cross-border online shopping consumer survey will be analyzed by using descriptive statistics "including frequency counts and weighted averages" whereas e-export questionnaire will be analyzed by using qualitiative data that will be generated through open-ended sections and also by using quantitative data that will be obtained through ranking and likert scale

questions as a combination of quantitative and qualitative analysis. In addition, official statistics and industry reports about e-export will also be used as secondary data to complement and support qualitative and quantitative data generated through the consumer survey and e-export questionnaire.

The results of the consumer survey analysis will be used to address the research objective of: **Objective 3:** "To examine consumer preferences in cross-border online shopping", whereas the results of the questionnaire analysis will be used to address the research objective of: **Objective 4:** "To examine key aspects of e-export for (Turkish) businesses". Lastly, **Objective 5:** "To identify and discuss business strategies and success factors in B2C e-export" and **Objective 6:**" To generate a high-level government policy framework for development of B2C e-export business model in Turkey" will be addressed by evaluation and interpretation of the consumer survey and the questionnaire results as well as related and available information in the form of qualitative and quantitative secondary data. *The mentioned secondary data will mainly include local and international official statistics and also Turkish Industry and Business Association's "Developments in E-commerce, Crossing Borders and New Norms" report (TÜSİAD & Deloitte Digital, 2019) which contains collective and up to date information about e-export dynamics in Turkey.*

4.6. Data Validity, Reliability and Justification of the Collected Primary Data

In this research, in addtion to academic journals, books, conference papers as well as frameworks and guildelines of international organizations, which were mainly used in Chapter 3 - Literature Review, *both primary data and secondary have been used in Analysis and Discussion Chapters, all of which are illustrated in Table 10 & 11 with their justifications in terms of validity and reliability.*

Table 10 Primary Data Used in the Research

Primary Data Used in the Research	Data Validity and Reliability
Results of Cross-border Online Shopping Consumer Survey	Respondent profile in the consumer survey matches with cross-border online shopper chacteristics described in the academic literature, as emphasized in Sections 3.4. and 4.4. as well as in Results and Discussion Chapters. From this point of view, data generated through the survey could be regarded as valid and reliable as it represents the views of the target customer segments in e-export business model.
Results of E-export Questionnaire	E-export questionnaire have been distributed anonymously to 40 executive level experts in cross-border e-commerce, 35 of whom are currently working in private sector in different business areas related to e-export as shown in Section 4.4. on Figure 16. In this respect, data generated through the questionnaire could be regarded as valid as it reflects views of businesses actively operating in Turkey's e-export eco-system and it could be considered as objective and reliable as the data have been collected anonymously from various actors.

Table 11 Secondary Data Used in the Research

Secondary Data Used in the Research	Data Validity and Reliability
Turkish Industry and Business Association's "Developments in E-commerce, Crossing Borders and New Norms" report (TÜSİAD & Deloitte Digital, 2019)	Turkish Industry and Business Association (TÜSİAD) has "4500 member companies which represent 85% of Turkey's foreign trade and 80% of corporate tax revenue" (TÜSİAD, 2019). From this perspective, information in the mentioned report, which reflects the views of the Association, could be regarded as "representing the views of the majority of the business world in Turkey" which increases the validity and reliability of the qualitative data in the report that have been mainly used in Analysis Section of the dissertation.
Data from Turkish Statistical Institute	Turkish Statistical Institute is Republic of Turkey's official statistics institution that dates back to 14th century (TÜİK, 2019). In this respect, international trade data of Turkey from Turkish Statistical Institution, which have been used in this research, is considered to be valid and reliable.
Data from The Worldbank	The World Bank's Logistics Performance Index (LPI) which "allows for comparison of 160 countries in terms of logistics capabilities" (World Bank, 2019) have been used in Analysis Chapter. World Bank is world's one of the most well-known international organizations which works to promote sustainable global development with it's 189 member countries (World Bank, 2019). From this perspective, it could be regarded as a credible and reliable data source, that allows for global benchmarking.
Data from International Trade Center (ITC) Trrademap	Trademap is the international trade database of International Trade Centre (ITC) which is "the joint agency of the World Trade Organization (WTO) and the United Nations (UN)" (ITC, 2019). In this respect, global trade data imported from the database, that have been used in this research, could be considered as valid and reliable, as ITC, UN and WTO are official and deep-rooted international organizations which provide comparable data suitable for global benchmarking.

As complemantary to justification of validity and reliability of the collected primary data used in this research, ***all of the questions asked in online surveys and used in the dissertation are included in Appendix D & E with their justifications*****,** as also mentioned in Sections 4.3. and 4.4.

4.7. Ethical Considerations

In terms of ethical considerations, firstly, participants will be informed about the scope and aim of the research process "to be able to make an informed decision about taking part" (Bryman & Bell, 2015: 139) and they will be expected to participate in the research voluntarily. This will be ensured by giving place to "*Participation Information Leaflet and Online consent for Online Questionnaire*" (which is included in Appendix C) embedded into introduction of the online survey and the online questionannaire. Personal data that will be obtained through the survey and the questionnaire will be collected and stored securely only in the researcher's computer which will be protected by password and all the collected data and information will be disposed after completion of the research. Data will be collected anonymously, in addition, names/ titles of the human participants and companies or organisations that will take part in the research will be not be disclosed in the dissertation or in any other environment and their information will be held confidentially. On the basis of the above mentioned considerations, this study has been reviewed and granted ethical approval by the University of Warwick's Biomedical and Scientific Research Ethics Committee, Reference: ***REGO-2018-WMG-0094*** and approved on ***07/05/2019.*** Ethical approval confirmation document of this research is included in Annex B.

4.8. Summary - Research Methodology

Research Methodology chapter has provided an overview of key methodological assumptions and methods that will be adopted while conducting the research. In terms of research assumptions and philosophy, the research is on subjectivist and interpretivist side. In terms of research design, mixed approach, in which both qualitative and quantitative analysis will be used to address research question and objectives, has been adopted. Primary data in the research will be collected via cross-border online shopping consumer survey and e-export questionnaire by using convenience sampling method, and secondary data from official statistics and Turkish Industry and Business Association's "Developments in E-commerce, Crossing Borders and New Norms" report will also be used as complementary to support the collected primary data. Lastly, compliance with ethical standards will be ensured by the researcher as also confirmed by the University of Warwick's Biomedical and Scientific Research Ethics Committee.

Chapter 5 Results

In this section quantitative and qualitative data collected through cross-border online shopping consumer survey and e-export questionnaire will be analyzed and presented in order to adress the third and the fourth research objectives. The results of the consumer survey will be used to address the research objective of: “To examine consumer preferences in cross-border online shopping” and the results of e-export questionnaire will be used to address the research objective of: “To examine key aspects of e-export for (Turkish) businesses”.

5.1. Results of the Consumer Survey

Results of the consumer survey will be given in two sections: firstly, descriptive statistics about respondents’ characteristics will be given and illustrated in graphs to provide an overview of the respondent profile, secondly, respondent preferences in cross-border shopping will be presented by using charts, graphs and their verbal explanations.

5.1.1. Backround and Characteristics of Respondents

Cross-border online shopping consumer survey was responded by 105 people from 30 different countries as illusturated on Figure 17.

Figure 17 Country of origin of the respondents

As shown on Figure 18, most of the respondents are from China (20%), Greece (11%), India (9%) and United Kingdom (8%) respectively.

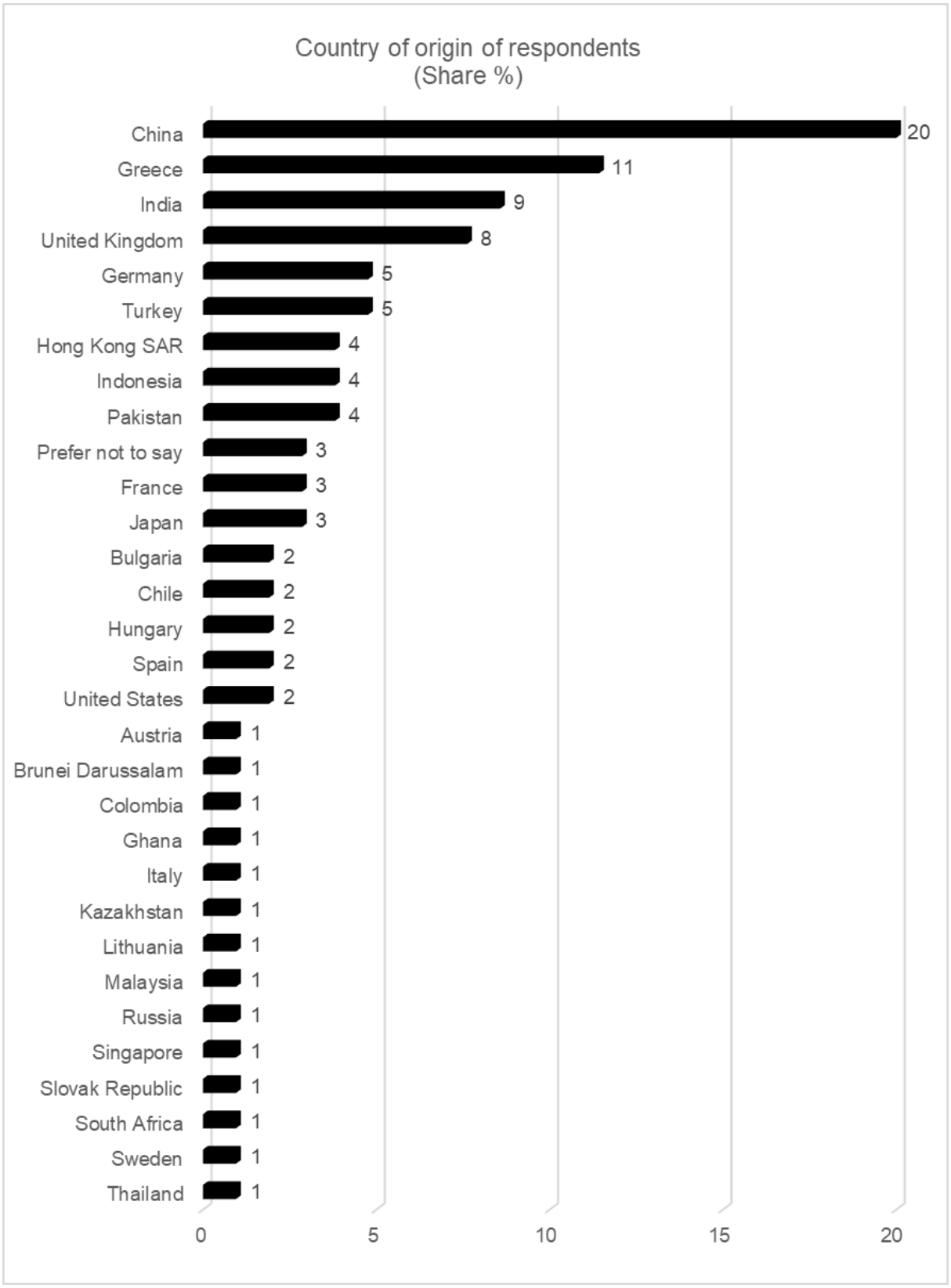

Figure 18 Country of origin of the respondents - Share %

As illustrated on Figures 19, 20, 21 & 22 below, 53% of the respondents are between the age 18-24 and 43% are between the age 25-34. 82% of the respondents are students, 63% of them are female whereas 36% of them are male. In addition, 46% of the respondents are university graduate and 42% of them have a master's degree.

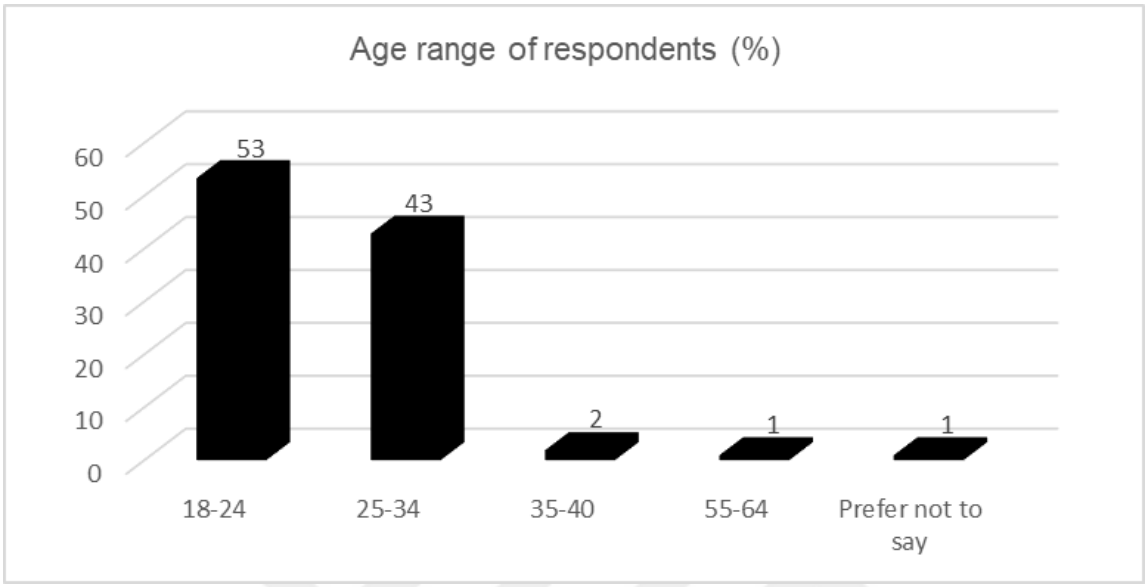

Figure 19 Age range of respondents (%)

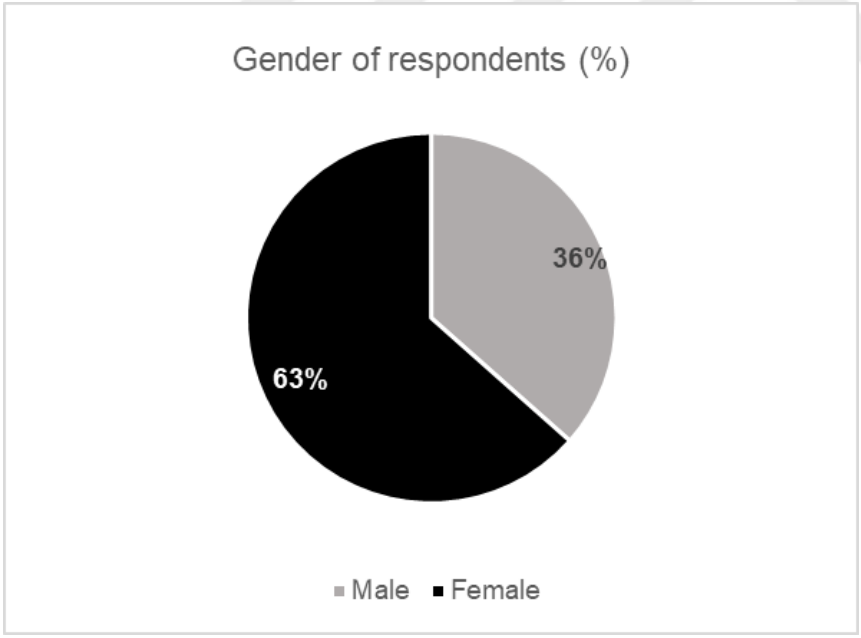

Figure 20 Gender distribution of respondents

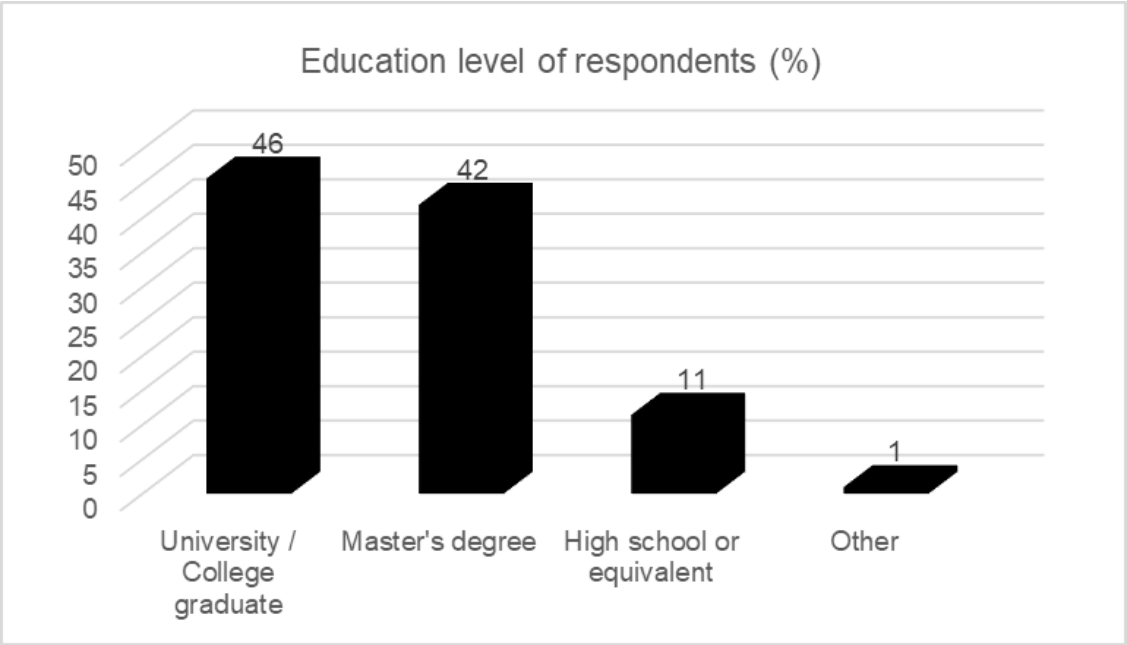

Figure 21 Education level of respondents

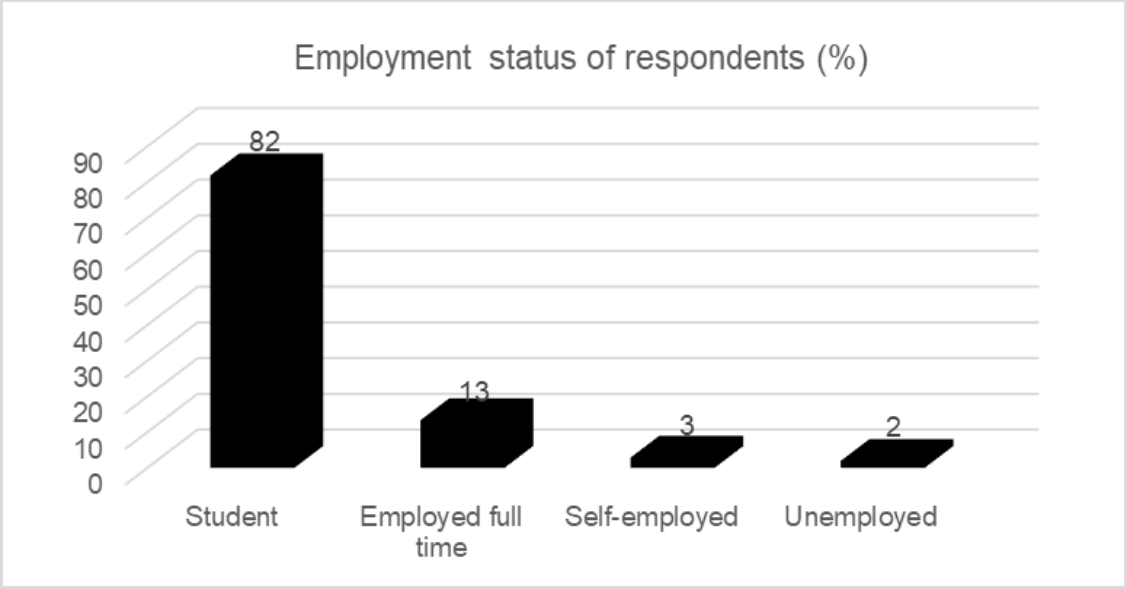

Figure 22 Employment status of respondents

As shown on Figures 23, 24 & 25 below, 98% of the respondents are online shoppers, 43% of them do online shopping very often (every month), 39% of them do online shopping often (every 2-3 months). In addition, 88% of the respondents have done cross-border online shopping before.

Figure 23 Online shopping behaviour of respondents

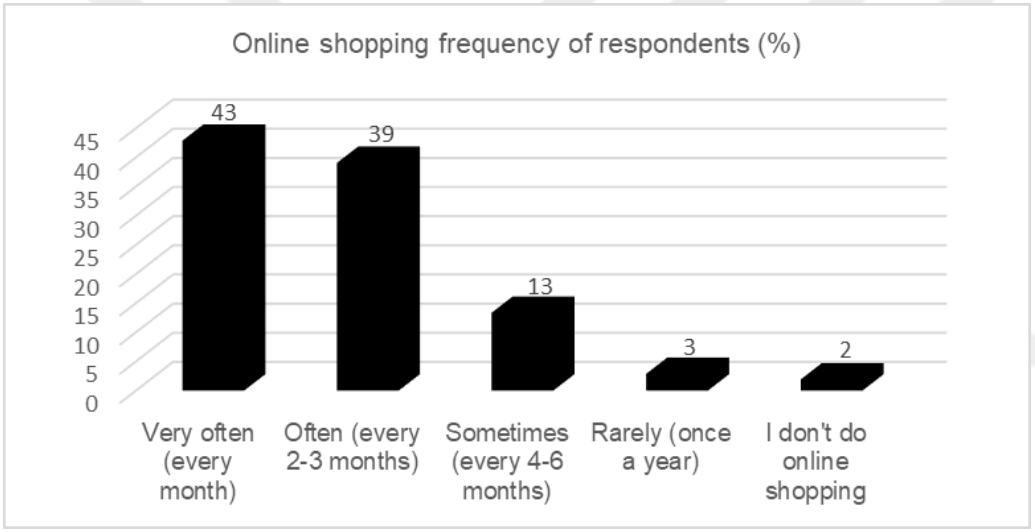

Figure 24 Online shopping frequency of the respondents

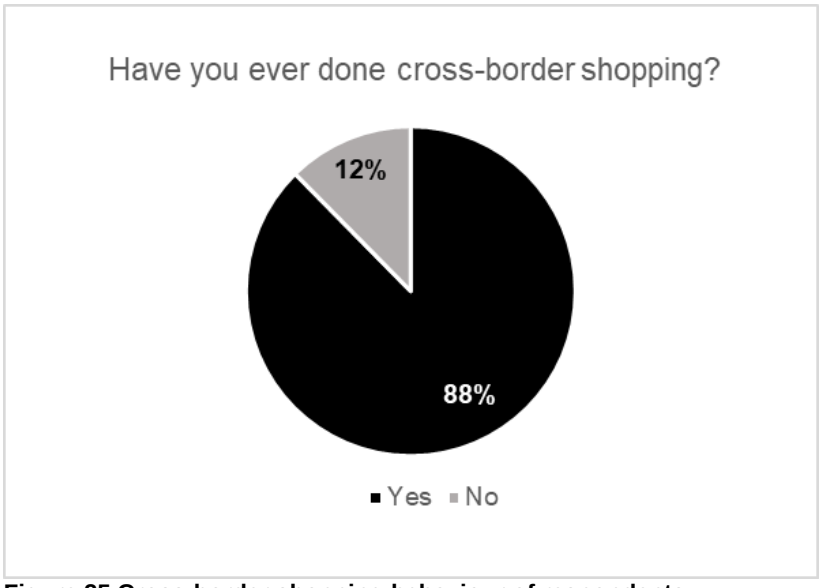

Figure 25 Cross-border shopping behaviour of respondents

5.1.2. Respondent Preferences in Cross-Border Online Shopping

In this section, survey results about cross-border online shopping decision will be given and illustrated by using charts and graphs. Majority of the survey questions in this section are “ranking” or “likert scale” questions, therefore in order to determine most preferable and important cross-border online shopping factors for respondents, firstly, frequency analysis has been conducted for each factor which will be illustrated in graphs in the form of percentages. Additionally, frequencies of the factors have also been weighted according to either their ranking order or their likert scale degree (i.e. in a ranking question with 5 options, the most preferred option has the weight of 5 whereas the least preferred one has the weight of 1) by using the formula below to illustrate the most important factors for respondents in the form of a weighted ranking order.

$$\frac{\mathrm{x1w1} + \mathrm{x2w2} + \mathrm{x3w3} \ldots \mathrm{xnwn}}{\text{Total number of responses}}$$

As shown on Figure 26, global marketplaces are the most prefered cross-border shopping method of survey respondents by 3.4 weighted points, 61% of the respondents selected global marketplaces as their most prefered platform (1st preference) to shop cross-border online as illustrated in Figure 27.

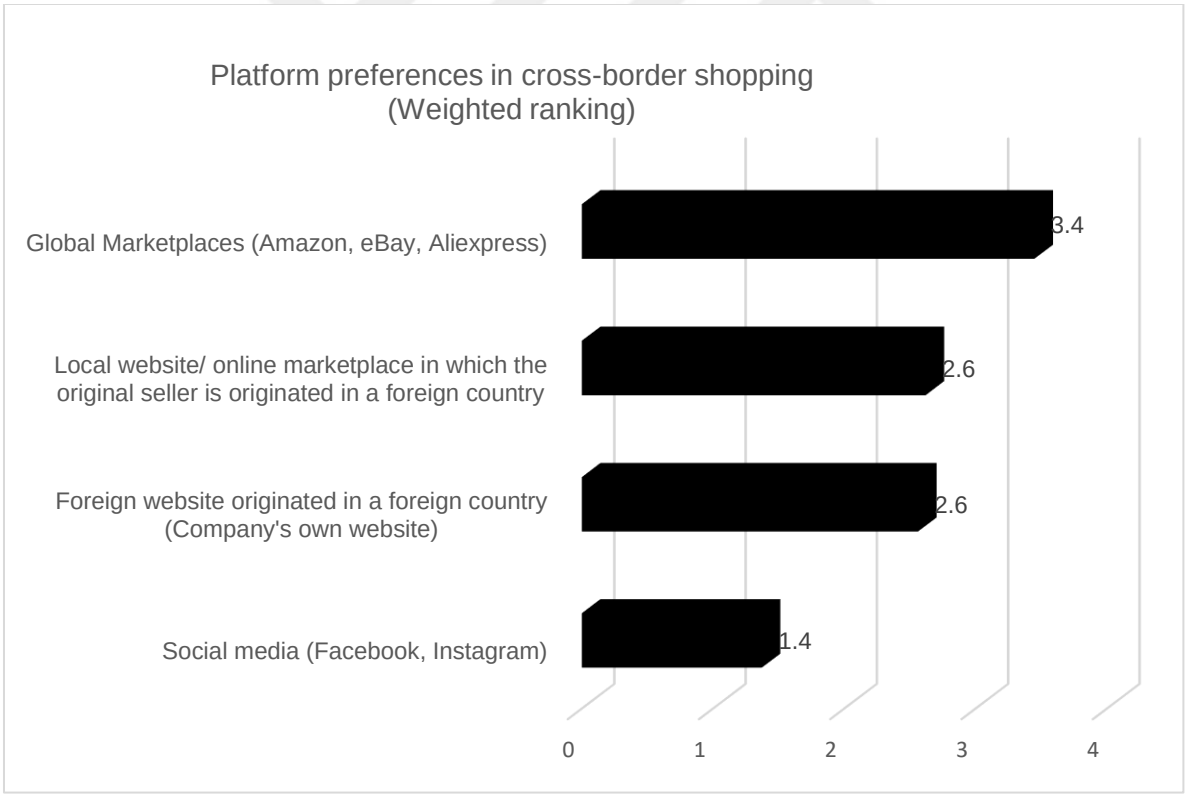

Figure 26 Platform preferences of respondents in cross-border online shopping (Weighted ranks)

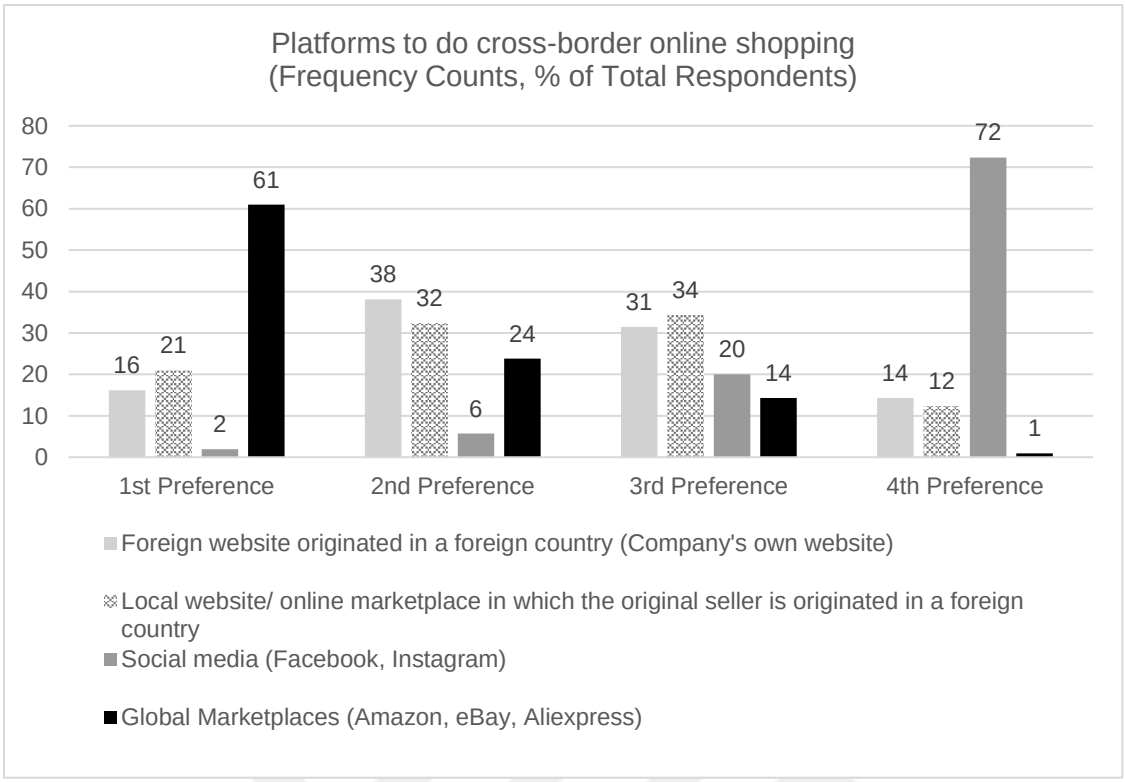

Figure 27 Platform Preference in Cross-border Online Shopping (%)

As illustrated on Figure 28, 69% of the respondents have mentioned that if they are shopping a product of an established brand they have already known or heard about, they would choose to make purchase from the brand's own website rather than a global or local marketplace.

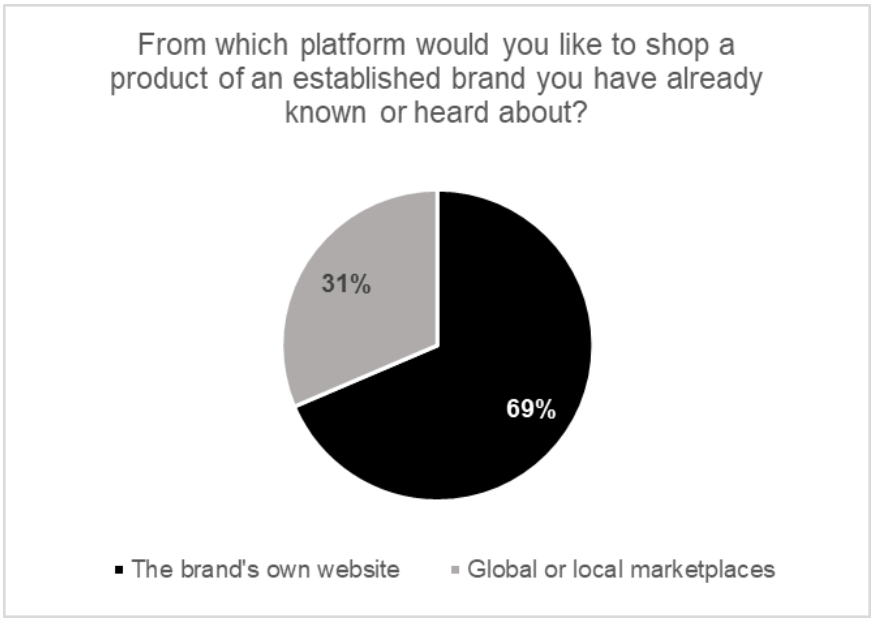

Figure 28 Platform preferences in cross-border online shopping

As shown on Figures 29 & 30, Credit/debit card is the most preferred payment method for the respondents followed by e-Wallets or local payment systems. 56% of the respondents have selected credit card and 24% of them have selected e-Wallets as their most preferred payment methods.

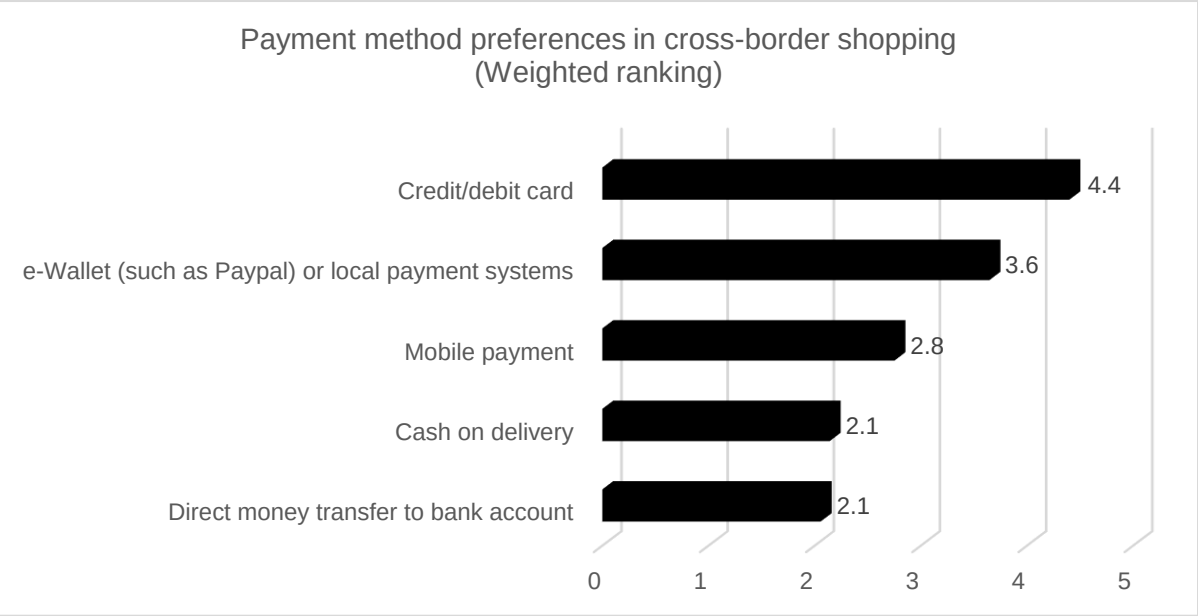

Figure 29 Payment method preferences in cross-border online shopping (Weighted ranking)

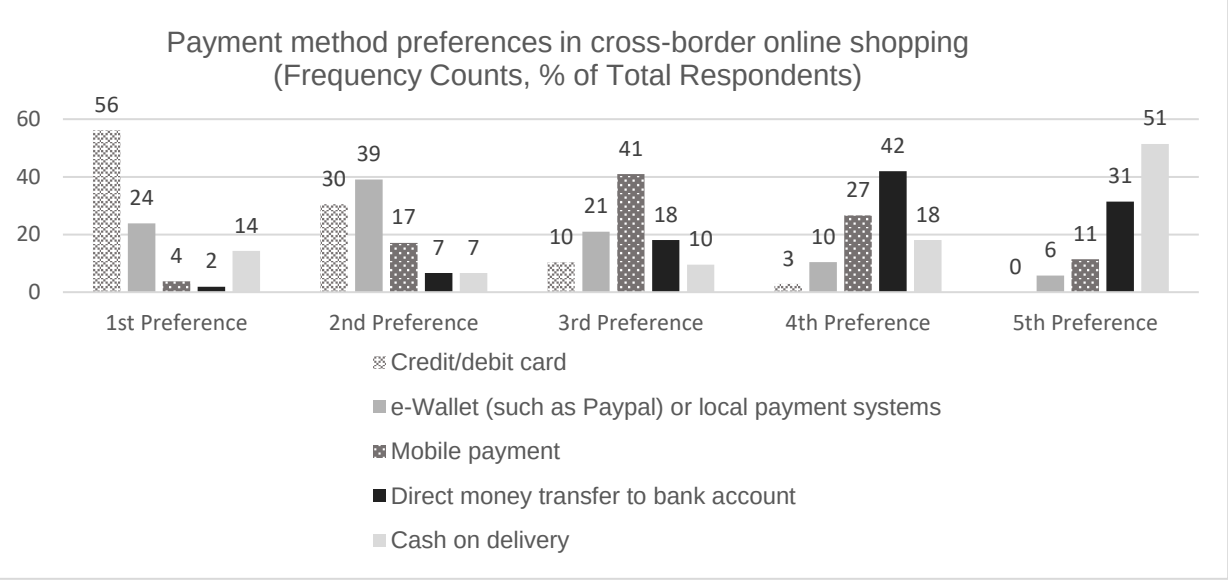

Figure 30 Payment method preferences in cross-border online shopping (%)

Regarding the determinant factors for cross-border shopping decision, “accurate and detailed descriptions of the products on the website” has been selected as the most important factor followed by “access to information about delivery and order status” and “speed and punctuality of order deliveries” respectively, as shown on Figure 31 .

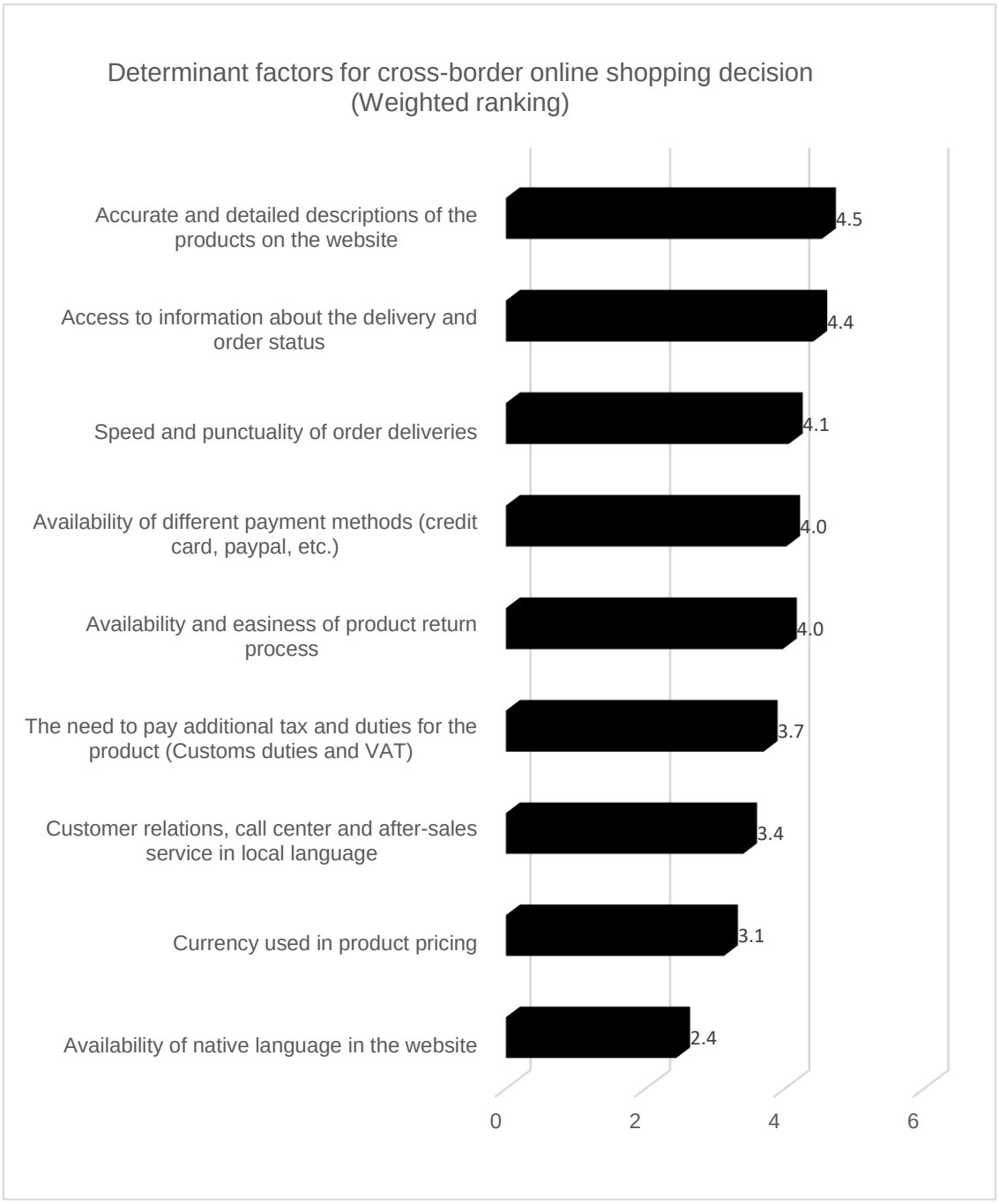

Figure 31 Determinant factors for cross-border online shopping decision (Weighted ranking)

As illustrated on Figure 32 in percentages, 93% of the respondents have mentioned that “accurate and detailed descriptions of the products on the website” are either “extremely important” or “very important” from them in cross-border online shopping decision. For “access to information abour delivery status” 90% have mentioned that this factor is either “extremely important” or “very important” for cross-border shopping.

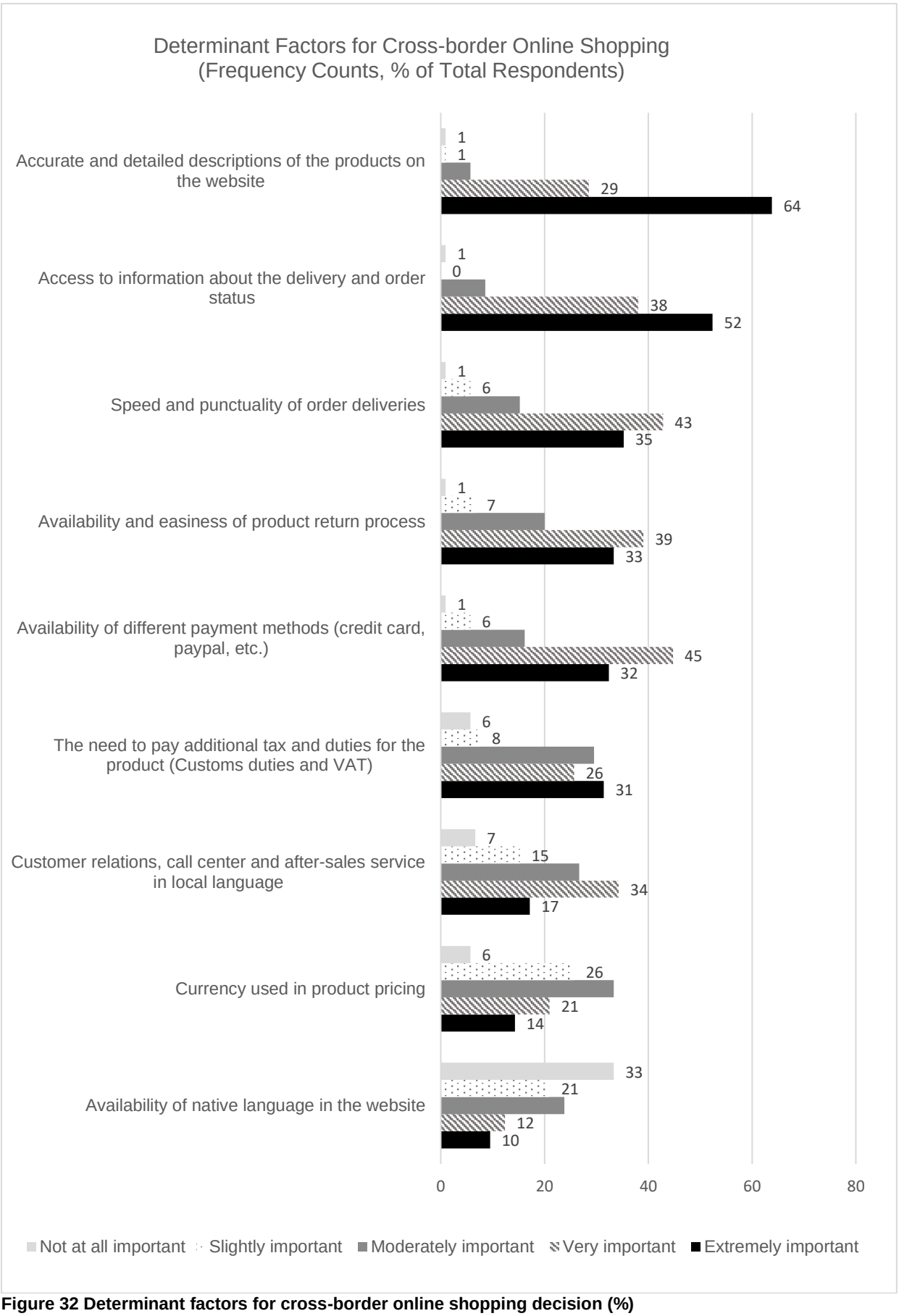

Figure 32 Determinant factors for cross-border online shopping decision (%)

As shown in Figure 33 , 63% of the respondents have mentioned that they would prefer English as language in cross-border online shopping, whereas 37% have mentioned that they would prefer their native language.

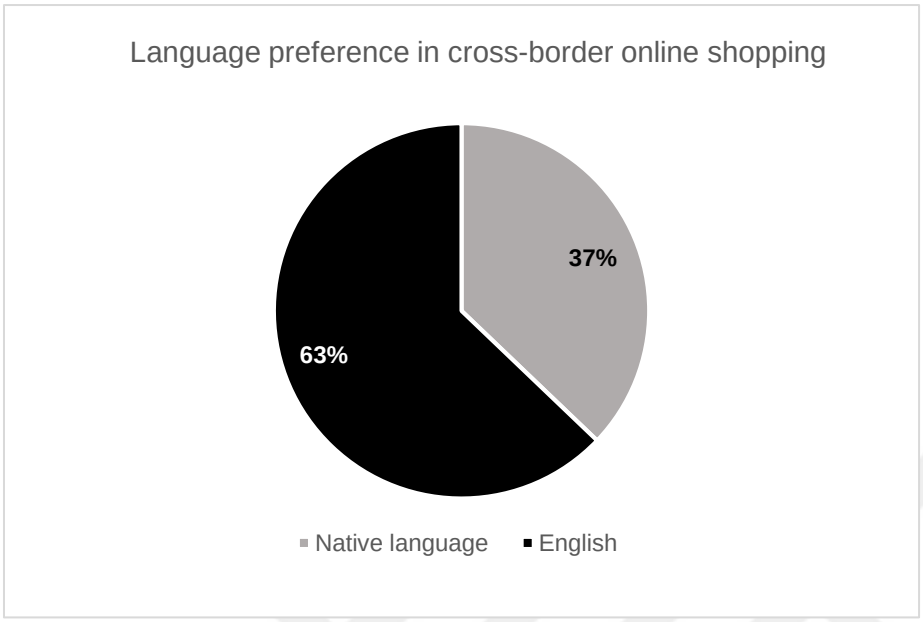

Figure 33 Language preference in cross-border online shopping

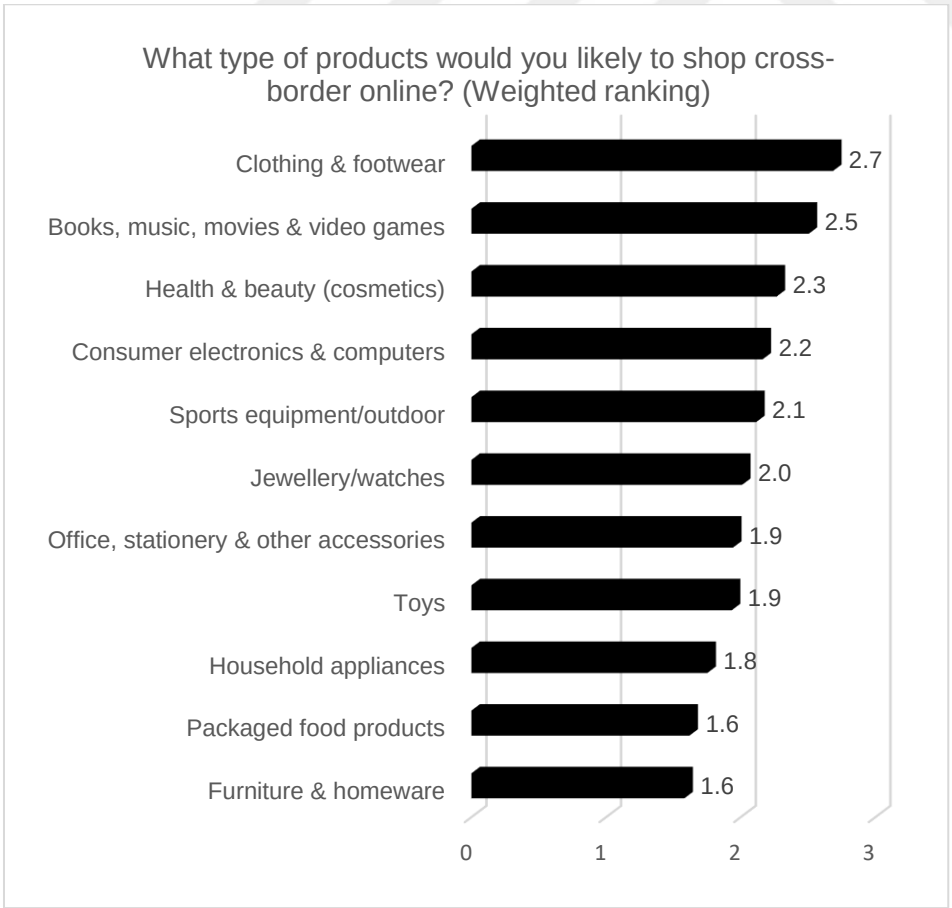

Figure 34 Product preferences in cross-border online shopping (Weighted ranking)

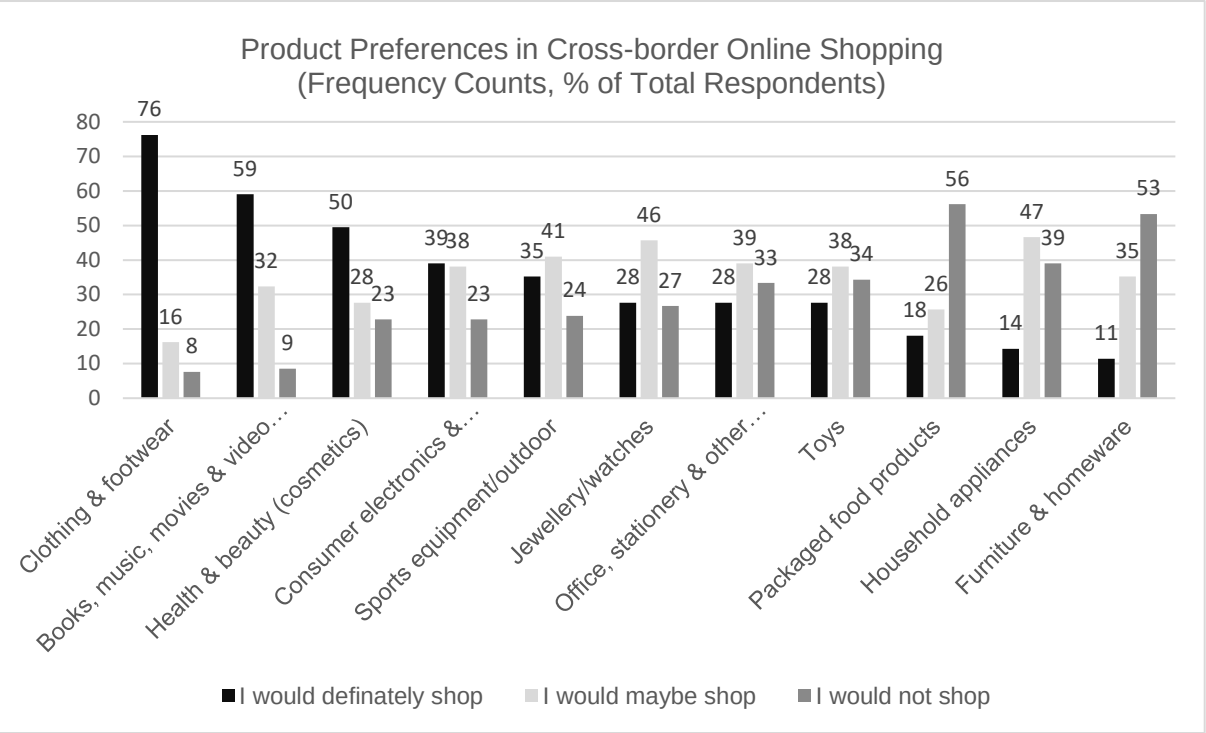

Figure 35 Product Preferences in Cross-border Online Shopping (%)

As shown on Figures 34 & 35, “clothing and footwear” is the most preferred product category in cross-border online shopping, followed by “books, music, movies & video games” and “health and beauty (cosmetics)” products. 76% of the respondents have mentioned that “they would definately” shop “clothing and footwear” products by cross-border online shopping followed by “books, music, movies & video games” with 59% and “Health & beauty products” with 50%.

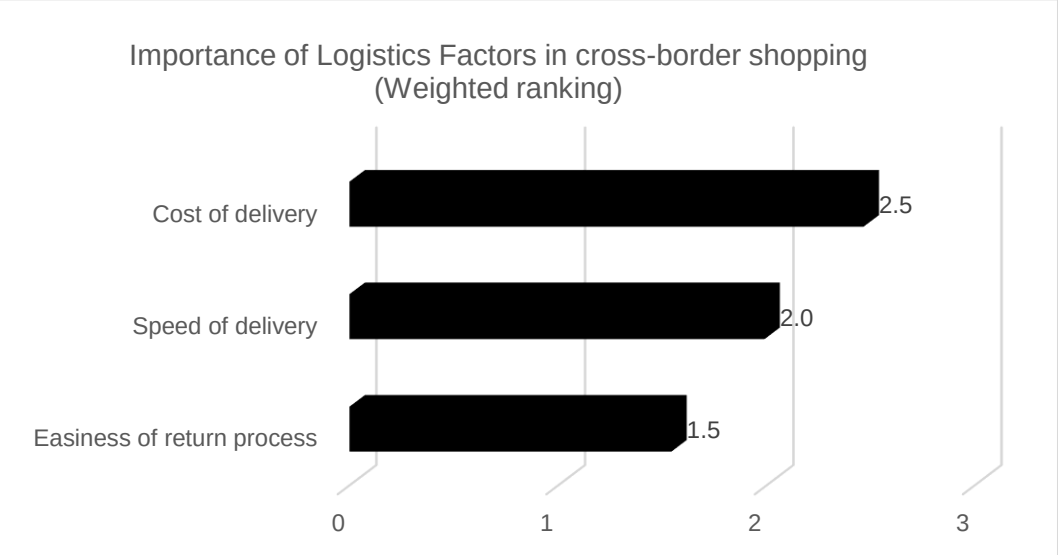

Figure 36 Importance of logistics factors in cross-border online shopping (Weighted ranking)

As shown on Figures 36, 37 & 38, regarding logistics factors in cross-border online shopping, “cost of delivery” is the most important factor for the respondents by a share of 59%, regarding the delivery time expectation majority of the respondents (32%) have mentioned that they would expect their order to be delivered in 3-5 days.

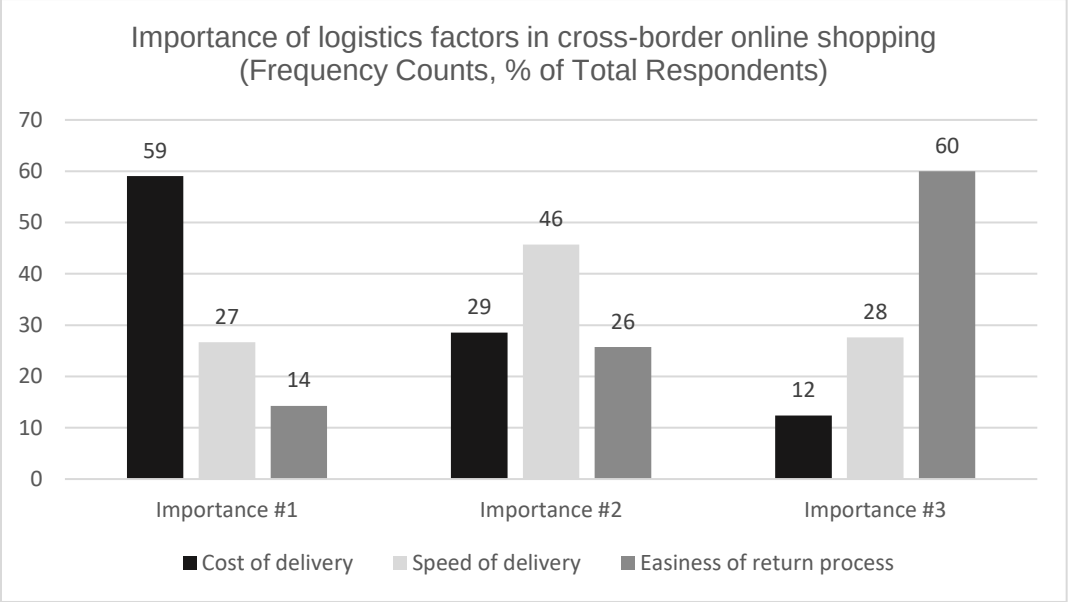

Figure 37 Importance of logistics factors in cross-border online shopping (%)

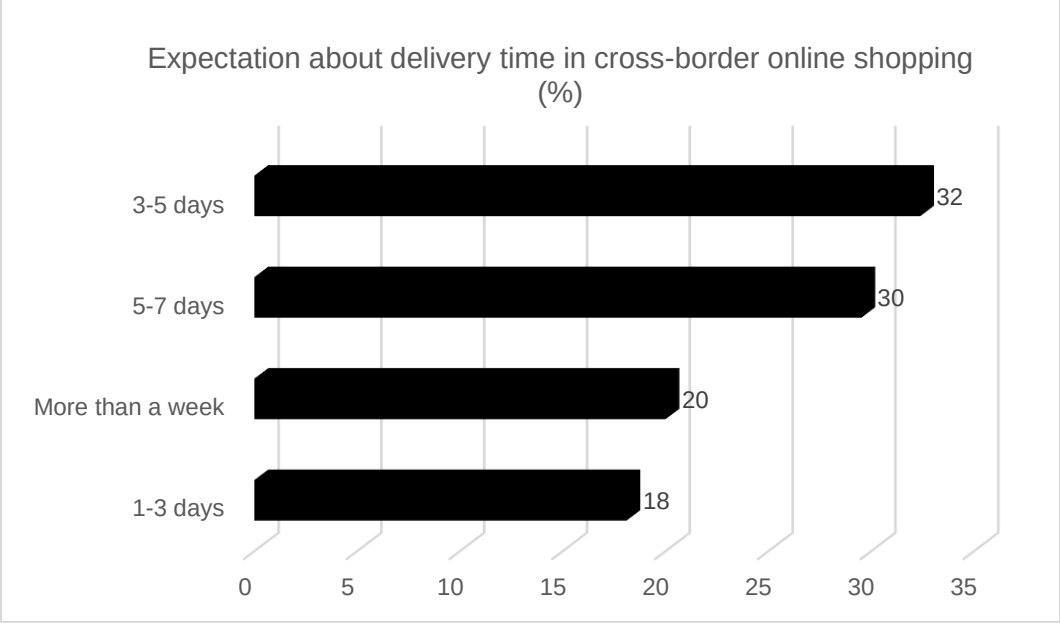

Figure 38 Expectation about delivery time in cross-border online shopping

5.2. Results of the Questionnaire

E-export questionnaire which was sent to 40 executive/CEO level experts in Turkey’s e-export eco-system was replied by 19 people which corresponds to a reponse rate of 47.5% . The questionnaire is consisted of ranking or likert scale questions and an open ended section for each question, however

after evaluation of comments made by participants in open-ended sections, it has been decided that some of the questions would be better interpreted by using qualitative data in open ended sections rather than quantiative data in ranking or likert scale sections, as they have multiple aspects and points of view that could not be generalised by quantitative data. For this reason, quantitative data generated through the questionnaire will be used only in “challanges in e-export business model” and “necessary government policies for development of e-export” sections as it provides an insight into the mentioned factors from business perspective that could be used while making policy recommendations for development of e-export in Turkey.

Considering the responses to multiple choice questions and insightful comments made by the participants in open-ended sections, 5 topic areas have been determined to adress the fourth research objective: “*To examine key aspects of e-export for (Turkish) businesses”.The mentioned topic areas are listed in Figure 39 and will be explained in the following sections.*

Figure 39 Topic Areas Determined by the E-export Questionnaire

5.2.1. Target Market Selection in E-Export

According to qualitative data generated from e-export questionnaire, target market selection in e-export differs according to various factors including product features, geographical location, sales potential and demand in the target market, technology infrastrucure of the company, tax conditionings and customs operations, logistics and delivery factors as well as culture and language of the potential target market, which are listed in Figure 40.

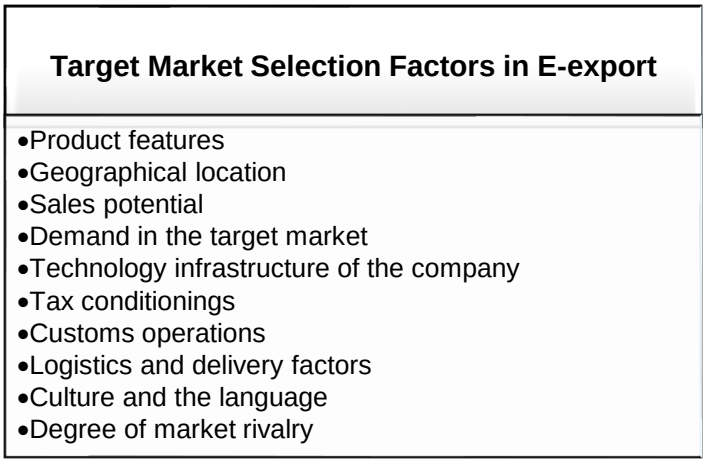

Figure 40 Target market selection factors in e-export

Considering the importance of target market specifics and localisation strategy in e-export business model, companies have to select the "right product" to be sold in "right markets" with the "right price". Within this perspective, taking into account high costs of logistics in e-export, it is important to select the right, profitable products which could have demand in the target market. If there seems to be an opportunity in the equation of target market's e-commerce penetration and level of market rivalry in the market, there might be a high growth potential for e-exporters.

5.2.2. Market Entrance Channels/Strategies in E-Export

According to qualitative data about market entrance channels/strategies in e-export questionnaire, market entrance strategy of a company differs based on different factors including, "company size and capabilities" as well as "country specifics of the target market".

Regarding sales channels, for companies with a bigger scale and an established brand, it would be reasonable to sell through the company's own website with their own brand. On the other hand, for smaller-sized companies and SME's it may be better to start cross-border expansion through selling on social media or on global or local marketplaces in the target countries as market entrance and learning costs are lower in these entrance models. Especially for SME's, long procedures of localisation and high digital marketing costs make online marketplaces a preferable option for cross-border e-commerce expansion as they facilitate an easier and faster start. However, although smaller companies can start selling through marketplaces at the outset, it would be more profitable to establish the company's own website and to reach to target customers over the brand's own digital platform by using digital marketing techniques, due to commissions taken by the marketplaces which may erode the profit margins in the long term. Using the company's own digital platform for sales would also serve for creating brand awareness in the target market. Apart from this, the seller accounts can sometimes be suddenly closed in marketplaces which could be regarded as a negative aspect of this sales channel.

In relation to "country market specifics", "localisation" strategy is a factor to be considered by businesses in B2C e-export, in this respect, market strategies should be tailored to cultural differences, local language and payment preferences in the target country. Additionally, it is important to know about the

customer segments in the selected target markets to be able to manage targeted digital marketing campaigns.

From a global perspective, making short, medium and long-term plannings and gradually expanding the market base would be a reasonable decision for businesses. In this process, determining strategic countries to receive fullfillment services could be a strategy to be considered by e-exporters. In addition to these, it has been mentioned by the respondents that, following a market entrance strategy by establishing partnership with a local website in the target country would mostly be carried out as B2B or B2B2C business model rather than B2C e-export, so it might not fit in the context of this research.

5.2.3. Logistics & Supply Chain Strategies in E-Export

According to qualitative data about market entrance channels/strategies in e-export business model, logistics and supply chain decisions differ according to target market characteristics, product features, company capabilities and costs as illusturated on Figure 41 .

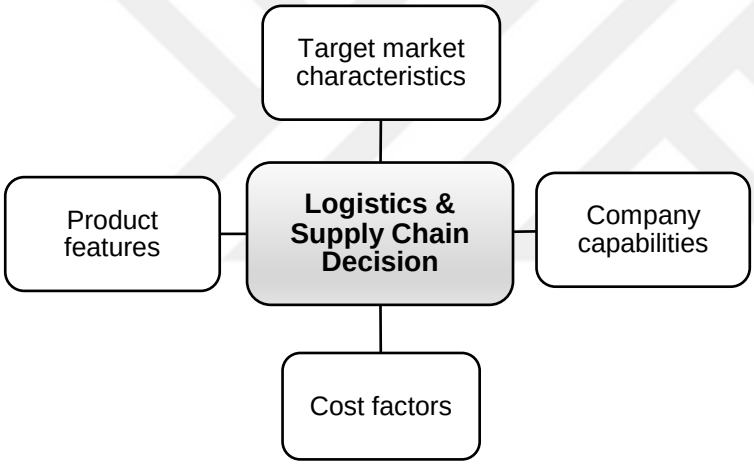

Figure 41 Effective factors logistics & supply chain strategy in e-export

Logistics capabilities may differ among companies mainly based on company size which would effect logistics strategy while doing e-export. For a mid-large scale company with e-export experience, selling through its own website with in-house logistics management would be a more preferable option rather than outsourcing the fullfillment procedures, on the other hand for a small-sized and inexperienced company in e-commerce, outsourcing of logistics operations may be a better alternative solution. Another view is that, until reaching a certain sales volume it may be reasonable for an e-exporter to handle logistics procedures in-house, hovewer after reaching higher sales volumes fullfillment services could be used in logistics operations.

Apart from company capabilities, daily volume of exports is another factor to be considered in terms of logistics operations. At the outset, it may be more advantageuos for the company to send the products

directly from home country to the consumer in the target market, however as daily export volume increases and exceeds approximately 500 packages per day, the option of warehousing and stocking in different locations and countries may come to the fore.

Acccording to one of the respondents, “Speed” is the most important critical success factor in B2C e-export, therefore, choosing the method which would facilitate fastest delivery would be considered as the optimum strategy for exporters. As “generation CX” choose products based on “transportation prices, express delivery options, and a strong end-mile offering”, selecting the right logistics provider that can fullfill the mentioned needs is important in terms of reaching the markets fast and easily.

5.2.4. Challenges in E-Export Business Model

According to qualitative data about challenges in e-export business model, in cross-border e-commerce, positive customer comments are crucial in terms of sales continuity so it is very important to keep the customers happy and to create a positive company image to be successful in the business model. In this respect, in order to manage conversion of the potential customers, local payment systems used by the target customers should be provided by the seller. Additionally, customers give importance to fast delivery and do not prefer deliveries exceeding 3 days, therefore providing fast and high quality deliveries is important to meet customer expectations. However, although payment and logistics services have been pointed out as very important considerations, “logistics costs” and “payment system integration issues” are mentioned as the biggest challenges in e-export business model for Turkish businesses. In term of payments, it is emphasized that, it may be challenging to provide local currency payments and local payment systems to customers.

Regarding financial aspects, cost management, commissions as well as tax and duties can be challenging issues for businesses. Additionally, managing cost effective digital marketing campaigns is also pointed out as a challenge which could be attributed to large share of digital marketing expenses in e-commerce business. Management of returns is also mentioned as a common challenge for e-exporters. Return process is an important part of B2C e-commerce due to nature of the business where consumers do not have the opportunity see, try or touch the product physically. In e-export, as the goods may be crossing national borders (assuming that they are not returned to a warehouse in the target country), customs procedures or additional duties (VAT) that need to be paid by the exporter, especially during the return process, may stand out as a drawback or challenge for businesses which may result in operational delays and extra costs.

Getting access to the customers via marketplaces, social media or the company’s own website are challenging and costly processes which require high level of experience. In addition, sales platforms of the company which could be the website and the mobile app. should be designed and modified for international sales which could be challenging for small and inexperienced businesses at the outset. Besides, due to time zone differences, companies may struggle to provide 7/24 call center and customer service facilities. Additionally, language and translation problems and lack of knowledge about

procedures of selling in online marketplaces could be challenging issues in cross-border e-commerce, especially for SME's.

Localisation is an important aspect of e-export, every communication with the customers should be carried out in their local language. At this point, the issue of having qualified personnel who can coordinate customer relations in the local language in a well-managed way comes to the fore. However, localisation procedures which could include providing different language options, alternative payment systems and customer service in local language could be considered as a challenge for companies in terms of high costs and the need for personnel with necessary qualification.

As shown on Figures 42 & 43, in which the factors have been weighted according to their likert scale degree to illustrate the most important factors for respondents in a weighted ranking order, "*logistics and payment factors*" have been mentioned as the most important challanges that businesses face in e-export. In line with the qualitative data generated from the questionnaire, 84% of the participants have mentioned that "managing timely and high-quality deliveries with optimum costs" is an "extremely important" factor/challange for e-exporters followed by "payment system integration" and "management of returns" with 63%.

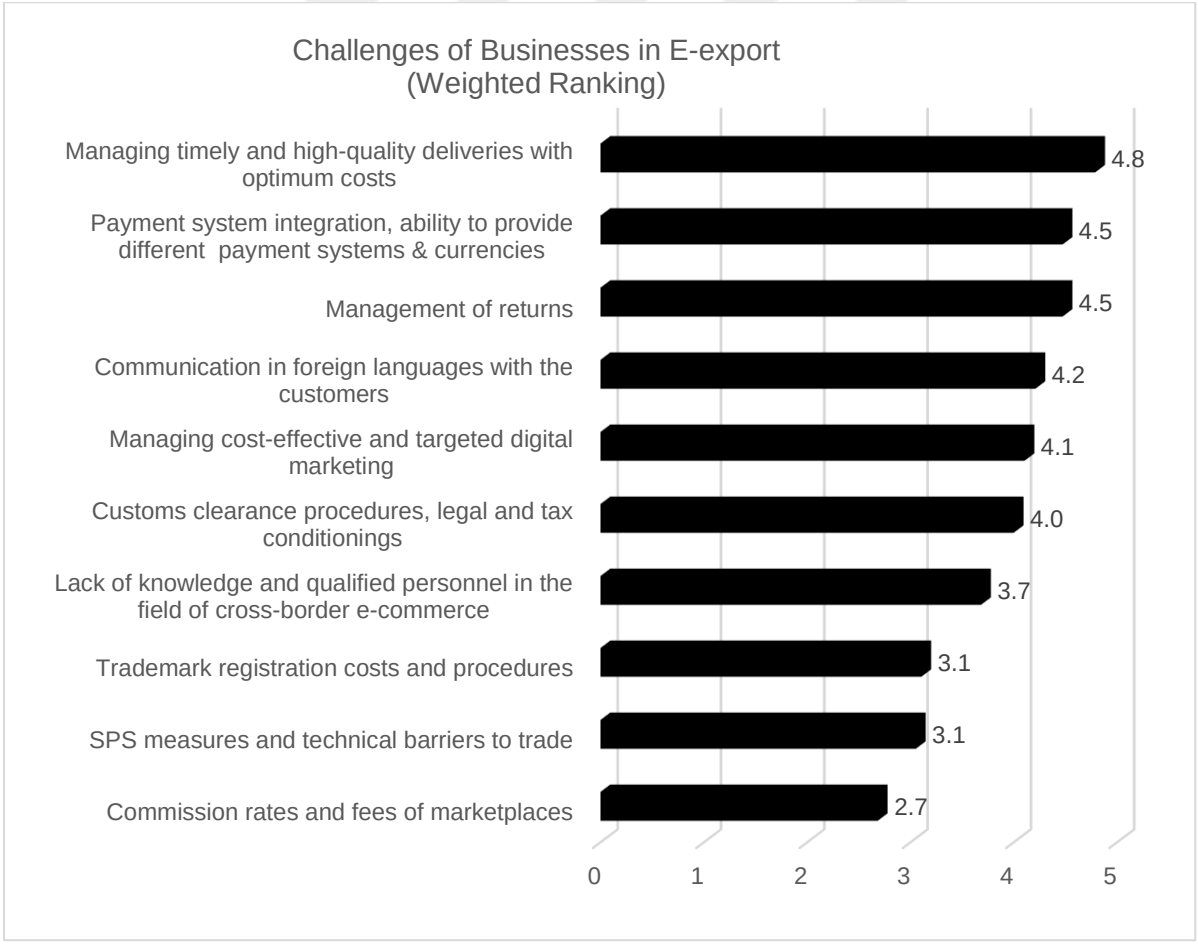

Figure 42 Challanges of Businesses in E-export (Weigted ranking)

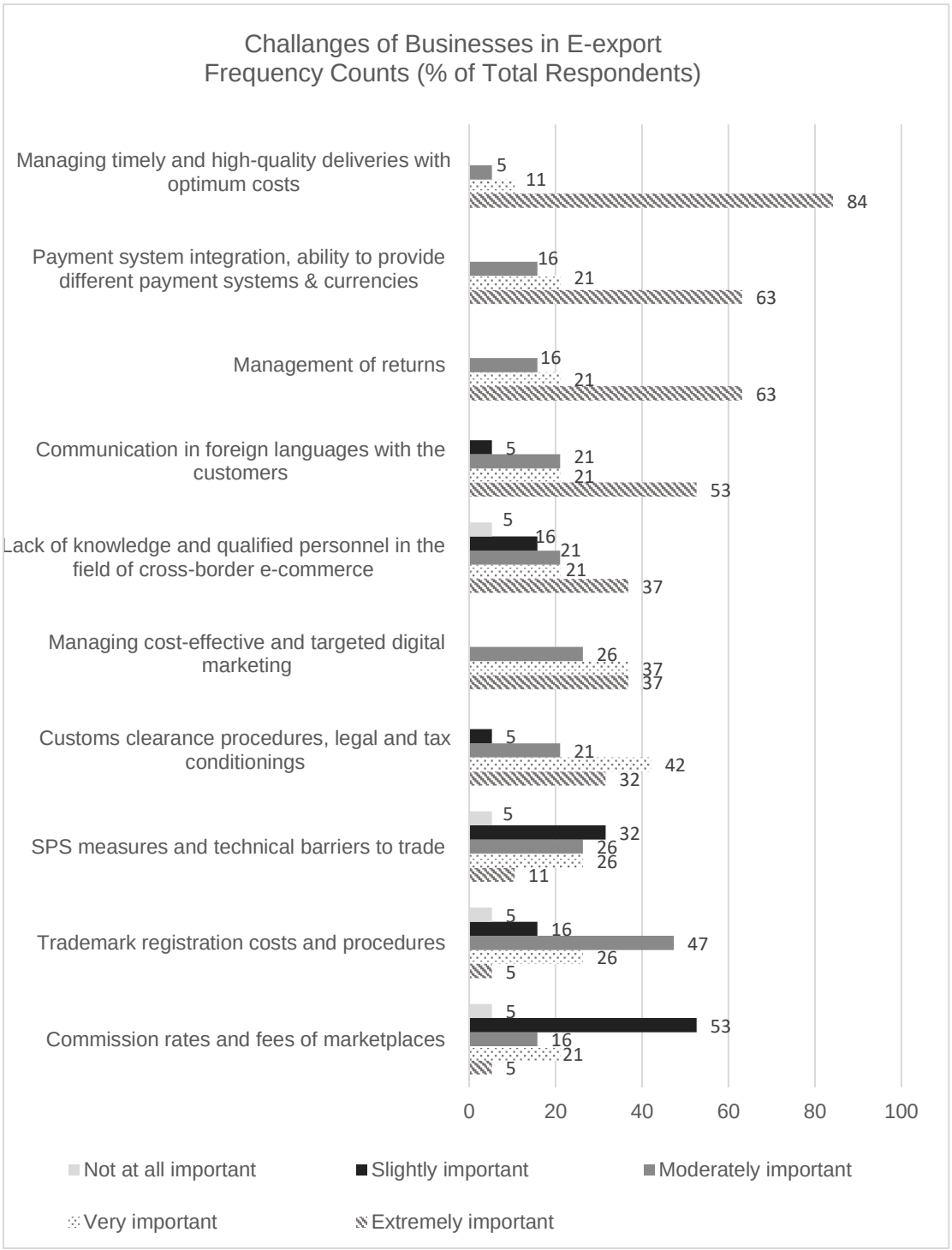

Figure 43 Challanges of Businesses in E-export (%)

5.2.5. Necessary government policies for development of e-export in Turkey

According to comments about the necessary government policies for development of e-export, e-commerce has been rapidly growing in Turkey and government policies should be designed to create a smoother playground for Turkish exporters as if they are trading in the local market, without facing the obstacles stemming from the complex nature cross-border operations. From this perspective, B2C e-export which could be named also as “micro-export” should be regarded the same as conventional

export by the authorities and e-exporters should be treated the same as conventional B2B exporters to be in the coverage of the existent trade policy of the government.

As shown on Figure 44, according to quantitative data collected through the questionnaire, “logistics and supply chain” is the most important policy area that should be focused on by the government to increase competitive advantage of e-exporters, followed by “customs procedures and tax conditionings” and “providing advice and building awareness”.

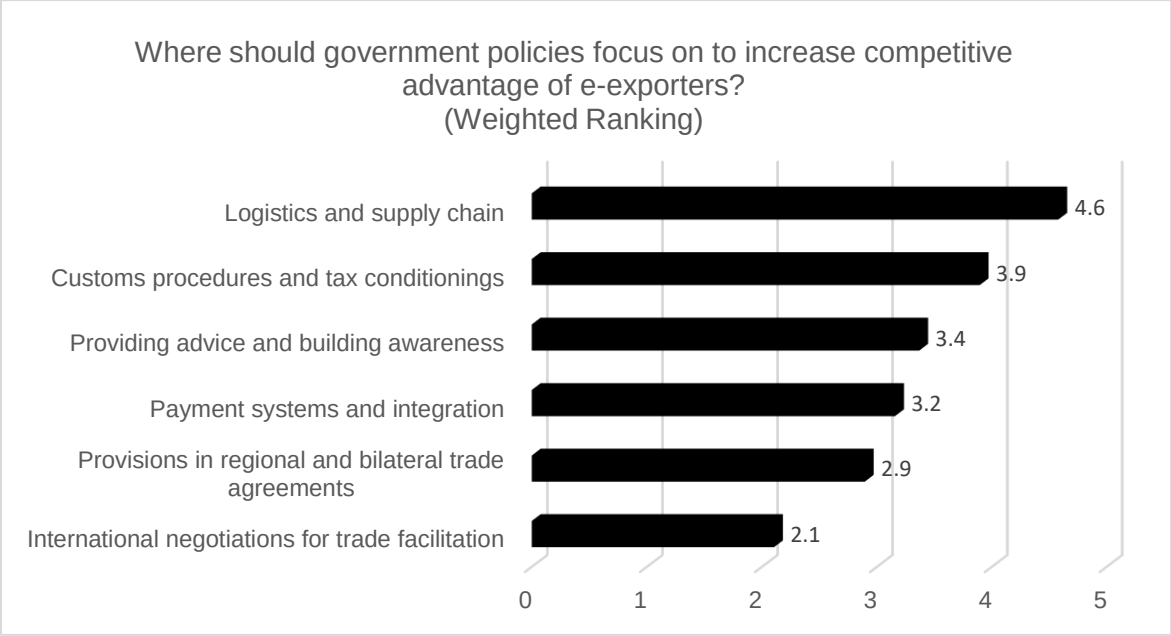

Figure 44 Importance Level of the Necessary Government Policies from Business Perspective

In addition to quantitative data mentioned above, qualitative data generated through the comments in open-ended questions suggests that, logistics and problems about payment system integration are the most important areas that the government policies should focus on. Within this perspective, it is mentioned that the problem of high costs of logistics and product return process could be addressed by the government by giving importance to establishment of logistics and distribution centres for e-export. Additionally it is also emphasized that simplified customs procedures are necessary when dealing with product returns in e-export. Regarding customs procedures, a suggestion was made about considering negotiation with the European Union about simplification of customs procedures in cross-border e-commerce.

Considering payment isssues it is emphasized that “availability of international payment systems in Turkey” including “Paypal” – which is currently not operating in Turkey - would be beneficial for e-exporters in terms of meeting the preferences of consumers in target markets. Additionally it is pointed out that, giving importance to local sectoral development of e-commerce enablers including logistics, payment systems and marketplaces would be beneficial in terms of further development of e-export eco-system in Turkey.

5.3. Summary - Results

In this chapter qualitative and quantitative data generated from cross-border online shopping consumer survey and e-export questionnaire have been presented in charts and figures with their explanations. Quantitative data that was collected by ranking and likert scale questions has been presented by using frequency analysis as well as calculation of weighted frequencies and percentages to illustrate and visualize most important factors for consumers and businesses more clearly in single charts, by making use of aggragated data. Qualitative and quantitave data presented in this section have helped to answer the third and the fourth research objectives. In addition, information in this section will create the main basis for answering the 5th and the 6th research objectives which are the last and the most important building blocks to answer the research question.

Chapter 6 Analysis

Analysis Chapter will be used to reach, Objective 5: "*To identify and discuss business strategies and success factors in B2C e-export*." and Objective 6: "*To generate a high-level government policy framework for development of B2C e-export business model in Turkey*". The mentioned objectives are the final and the most important building blocks to answer and operationalize the research question of:*"What factors need to be considered by businesses in cross-border B2C e-commerce (e-export) to manage customer acquisition and how can the government address development of e-export in Turkey in line with the determined factors?"*.

6.1. Customer Acquisition in B2C Cross-border E-commerce: Key Success Factors

In this section, results of cross-border online shopping consumer survey and e-export questionnaire will be interpreted and also be matched with each other where appropriate, in order to define the key business strategies and success factors in B2C e-export business model. In addition, in some sections determined strategies and their success factors will be evaluated from Turkey's perspective by using a combination and interpretation of whole data resources to be able to create a sound basis for the high-level government policy framework in Section 6.2.

On 29/05/2019, Turkish Industry and Business Association's "Developments in E-commerce, Crossing Borders and New Norms" report (TÜSİAD & Deloitte Digital, 2019) which has been prepared in collaboration with the global consultacy company Deloitte has been published. Turkish Industry and Business Association has "4500 member companies which represent 85% of Turkey's foreign trade and 80% of corporate tax revenue" (TÜSİAD, 2019) and the report concerns up to date and comprehensive information about e-export dynamics in Turkey, problems that companies face in e-export and necessary policy approaches that could be adopted by the government. Considering it's rich content, business-oriented perspective as well as through and up-to-date evaluation it contains about e-export eco-system in Turkey, information in the mentioned report will also be used in this section to support and complement qualitative data generated from e-export questionnaire.

Besides of the mentioned resources, quantitative data from official databases including, Turkish Statistical Institute, World Bank and International Trade Centre (ITC) Trademap will be used to support and interpret the findings in this chapter.

6.1.1. Selecting the Right Product to be Sold in Right Target Markets

According to qualititative data generated from e-export questionnaire, the first success factor in e-export is to "select the right products to be sold in right target markets".

At this point, a comprehensive market research should be conducted by e-exporters. While doing the market research firstly, it should be investigated whether the products which are planned to be exported

matches with the import regulations of the target market or not, the products should not be subject to import or export restrictions and they should be able to be exported without any hindrance or legal obstacle by using “Electronic Commerce Customs Declaration” which is the document used in cross-border B2C e-commerce (micro-export) to make customs procedures faster without being subject to application of conventional export regime that requires additional export documentation (Isayev & Nart, 2019), (TÜSİAD & Deloitte Digital, 2019).

Another legal factor to be considered in B2C e-exports is de-minimis margins in target markets, which allows for importing of goods below a certain treshold by simplified customs procedures and without paying customs duties or VAT. In the consumer survey, 57% of the respondents have mentioned that “The need to pay additional tax and duties for the product (Customs duties and VAT)” is an extremely important or a very important factor in cross-border online shopping decision, from this point of view, it could be figured out that if the value of the exported product is below the de-minimis treshold of the target market, it would be an advantegeous situation for the e-exporter in terms of conversion rates, as “total landed costs” would be lower and the customer would not have to burden additional duties and customs procedures when making the purchase.

Secondly, sales potential and demand structure in the target market have to be investigated. Internet infrastructure and connectivity, the level of e-commerce adoption, market rivalry, income level, population and demographic profile of the target market could be the main factors to be considered at the outset. Additionally, culture and religion of the target market are also important factors to be taken into account as shopping preferences of consumers may vary according to the mentioned factors. While selecting the right products for right markets, “design thinking” approach could also be adopted by evaluating the needs and preferences of the target customer segments in potential markets, in the case where there is demand and need for a product but not enough supply in the internal market, e-exporters can enter the markets by taking advantage of B2C e-export which allows for easy and direct access to potential customers.

Regarding product preferences in cross-border e-commerce, results of cross-border online shopping consumer survey suggest that, “Clothing and footwear”, “Books, music, movies & video games” and “Health & beauty products (cosmetic)” are the most preferred product groups by the respondents respectively. In every product category there could be a chance to expand into international markets by product differentiation and by targeting the right customer segments; however taking into account the results of the consumer survey it could be figured out that especially “clothing and footwear” products would have considerable demand in cross-border online shopping as 76% of the respondents have mentioned that “they would definately shop” “Clothing and footwear” products via cross-border online shopping which is a relatively high ratio compared to responses for other categories.

As “clothing and footwear” is the most preferred category by the respondents in cross-border online shopping, this could be considered as an opportunity for Turkey’s e-export as textiles in one of the leading sectors in Turkey. As of 2018, share of chapter “61- Articles of apparel and clothing accessories,

knitted or crocheted" and chapter "62- Articles of apparel and clothing accessories, not knitted or crocheted" which constitutes HS codes for apparel industry, has 9% share in Turkey's total exports as shown in Table 12 (Turkish Statistical Institute, 2019).

Table 12 Turkey's Top 10 Export Chapters in 2018 (Turkish Statistical Institute, 2019)

Rank	HS Code	HS Chapter	Thousand US $ (2018)	Share (%)
1	87	Vehicles other than railway or tramway rolling-stock, parts thereof	26 758 465	16
2	84	Boilers, machineries and mechanical appliances, parts thereof	15 827 613	9
3	72	Iron and steel	11 546 424	7
4	**61**	**Knitted and crocheted goods and articles thereof**	**9 041 938**	**5**
5	85	Electrical machinery and equipment, parts thereof	8 722 817	5
6	71	Precious stones, precious metals, pearls and articles thereof	7 172 330	4
7	73	Articles of iron and steel	6 533 779	4
8	**62**	**Non knitted and crocheted goods and articles thereof**	**6 262 377**	**4**
9	39	Plastic and articles thereof	6 042 637	4
10	27	Mineral fuels, minerals oils and product of their distillation	4 411 992	3
Subtotal (First 10 chapters)			102 320 373	61
Total Exports (2018)			167 920 821	100

Additionally, Turkey ranks 7th in the world in chapter 61 and 62 exports with a total share of 3% in global apparel exports (Trademap, 2019) as shown in Table 13.

Table 13 Top 10 Apparel Exporters (Trademap, 2019)

Rank	Top 10 Apparel Exporters in 2018 (Chapters 61 & 62)	Share in World Total Exports (%)
1	China	30
2	Bangladesh	8
3	Viet Nam	6
4	Germany	5
5	Italy	5
6	India	3
7	**Turkey**	**3**
8	Spain	3
9	Hong Kong, China	3
10	Cambodia	3

Turkey's leading position in world apparel industry and current export data show that Turkey could have a high e-export potential in the mentioned sector considering its already existent export-oriented production and high demand of consumers for apparel products in cross-border online shopping.

6.1.2. Having the Necessary IT Infrastructure and Organizational Capability for Cross-border Expansion

In cross-border online shopping consumer survey, "accurate and detailed descriptions on the company website" has been mentioned as the most important factor for cross-border online shopping decision followed by "access to information about delivery status", "speed and punctuality of order deliveries" and "availability of different payment methods" respectively. In order to match these criteria, which are mentioned as the determinant factors in cross-border online shopping by the respondents, companies

should have made a reasonable amount of investment in their online selling platforms and IT infrastructure as well as their human resources development in order to increase their organizational capability for handling of cross-border sales operations. The importance of IT infrastucture and highly qualified personnel in e-export business model have also been emphasized by respondents in e-export questionnaire.

From this point of view, technology infrastructure and organizational capabilities of the company is an another success factor as cross-border operations would require, a professional digital sales platform with accurate and detailed product descriptions, high-quality product pictures and content, mobile compability, 24/7 localised customer service and call center facility, payment system integration, digital marketing operations, real-time inventory management as well as sophisticated logistics, last-mile delivery and return processes. In order to be successful in cross-border e-commerce businesses should have the mentioned high-level IT infrastructure that could include existence of an online shopping website and a mobile app. which has different language, currency and payment options, a customer relationship management (CRM) system, secure sockets layer (SSL) certificate, inventory tracking system and other necessary applications for delivery tracking and payment system integration as well as qualified personnel and experience to be ready for cross-border expansion.

As mentioned in Turkish Industry and Business Association's Report (2019) and Isayev & Nart's (2019) recently published book on e-export in Turkey, taking into account sophisticated nature of e-commerce and cross-border operations, it could be figured out that cross-border expansion could be more easy for the current e-commerce players who are either selling from their own platforms or from marketplaces in Turkey's local market, compared to businesses without any e-commerce experience, as local Turkish e-commerce businesses already have the IT infrastructure, personnel and experience to conduct e-commerce operations at a certain level.

6.1.3. Choosing the Right Sales Channels

According to cross-border online shopping survey results "global marketplaces" are the most preferable cross-border online shopping platform for consumers followed by "local websites / marketplaces", "company's own website" and "social media" respectively. 61% of the respondents have mentioned that "global marketplaces" would be their "first preference" for cross-border online shopping. Taking into account global consumer preferences, their already built-in large customer base and fullfilment services offered by most of them, expanding into international markets through global marketplaces seems to be a convenient option for companies. Especially for businesses who do not have the necesarry e-commerce infrastructure and previous experience in online sales, marketplaces offer the opportunity to test new markets on a lower investment cost and lower risk.

On the other hand, although marketplaces offer a good opportunity in first expansion to unknown markets, they may erode profit margins due to taken commissions and fees. Additionally, selling on marketplaces may have a negative effect in the long term in terms of brand recognition as consumers

would associate the product directly with the marketplace instead of its original brand. Moreover, if company sales is fully dependent on its existence on the marketplace, the business would be very susceptible to any negative consequence in the platform such as an account closure or termination which was mentioned in e-export questionnaire, as one of the major problems that can be faced in marketplaces.

In cross-border online shopping survey, 69% of the respondents have mentioned that if they are shopping a product of an established brand they have already known or heard about, they would prefer the brand's own website rather than a global or local marketplace. From this point of view, it may be advisable for companies to enter the new markets with online marketplaces at the outset if they lack financial resources and organizational capability, however managing brand recognition in the target market and using multiple sales channels (marketplaces and the company website) or selling only through the company's own website would be the most desirable option in the long term if there is considerable sales potential in the target market and if the company resources and capabilities allow to pursue this strategy.

In addition, although shopping through social media has been selected as the least preferred cross-border online shopping platform by the respondents of cross-border online shopping consumer survey, in e-export questionnaire, selling through social media has been pointed out as a low cost and easy option for small businesses or micro enterprises in first entrance to international markets by e-export. Besides, in e-export questionnaire, "local partnership" model in which the e-exporter sells through the local company or website in the target market has been mentioned as B2B or B2B2C business model rather than B2C, which means that local partnership may not fit in the context of this research, however it could still be used as a channel to enter new markets with cross-border e-commerce.

Overall, in B2C e-export there are multiple options for companies in terms of sales channels, at this point, choosing the right sales channel(s) that matches with company capabilities and features could be regarded as a success factor in cross-border expansion.

6.1.4. Building Brand Awareness

Digital marketing stands out to have a very important role in cross-border e-commerce as it is the main channel to take the attention of the potential customers and to create brand awareness, which could help companies to increase conversion rates and revenue. In international sales, digital marketing and search engine optimisation operations may require additional expertise as they should be tailored to culture and language of the target market. Managing targeted digital marketing operations has been pointed out as a challange for businesses, in e-export questionnaire 74% of the respondents have mentioned that "managing targeted and cost-effective marketing campaigns" is either "extremely important" or "very important" in terms of business challlanges in e-export, which could be due to the need for localised content delivery as well as the considerable share of digital marketing operations in

company expenses either when selling on the company's own website, on a marketplace or on social media.

Besides digital marketing, which is a company-based and micro-level channel for brand building, macro-level operations for creating positive image about Turkish products in international markets could also have a role in business success in e-export. In Turkish Industry and Business Association's Report (2019), it is emphasized that many small and medium sized manufacturing companies in Turkey are making export-oriented production for global firms and e-export could offer them the opportunity to reach global consumers with their own brands instead of focusing only on contract manufacturing, textile sector is being pointed out as one of the leading sectors regarding this area which is in line with the data given in Section 6.1.1. about consumer preferences in cross-border online shopping and Turkey's leading position in global apparel exports. At this point, building positive image and awareness about Turkish products and companies in international markets at macro-level, could be a factor to support micro-level, firm-based digital marketing and brand building operations of Turkish businesses in cross-border expansion.

As also mentioned in the previous section, in cross-border online shopping survey, 69% of the respondents have mentioned that if they are shopping a product of an established brand they have already known or heard about, they would prefer the brand's own website rather than a global or local marketplace. *From this perspective, building brand awareness could be regarded as a success factor in e-export, especially if the company has the aim and capability of selling through is own digital platform, which would allow for higher profit margins and brand recognition in the long term.*

6.1.5. Proving Low-cost, Fast, Trackable Delivery and Hassle-free Returns

Cross-border online shopping survey results suggest that logistics factors are very important for consumers in cross-border online shopping: in the consumer survey majority of the respondents mentioned that logistics factors are deterministic for them in cross-border online shopping: 95% of the respondents mentioned that "access to information about the delivery and order status" , 82% of them responded that "speed and punctuality of order deliveries" and 76% of them mentioned that "availability and easiness of product return process" are either "extremely important" or "very important" for them.

On the other hand, despite the importance of logistics for customer acquisition in B2C e-export, in e-export questionnaire, high logistics costs and bureaucratic procedures in product returns which concerns delays in VAT repayments have been pointed out as main challenges in e-export for Turkish exporters. 95% of the respondents in e-export questionnaire have mentioned that "Managing timely and high-quality deliveries with optimum costs" is either an "extremely important" or "very important" factor in terms of challanges that businesses face in e-export. Additionally, 84% have responded that "Management of returns" and 74% have mentioned that "Customs clearance procedures, legal and tax conditionings" are either "extremely important" or "very important" challanges for e-exporters.

In line with the results of e-export questionnaire, high logistics costs and the need for simplification in VAT procedures has been emphasized also in Turkish Industry and Business Association's (2019) e-commerce report. Additionally, in World Bank's International Logistics Perfornance Index (LPI), which "ranks countries on six dimensions of trade - including customs performance, infrastructure quality, and timeliness of shipments" **Turkey ranks 47th** in 2018 with LPI score of 3.15 as shown in Table 14 (World Bank, 2019) which confirms the view that international logistics and customs procedures have to be further improved in Turkey to facilitate easier access of e-exporters to international markets.

Table 14 World Bank's International Logistics Performance Index & Turkey (WorldBank, 2019)

Turkey's Position in World Bank's International Logistics Perfornance Index (LPI) - 2018							
LPI Rank	*LPI Score*	*Customs*	*Infrastructure*	*International shipments*	*Logistics competence*	*Tracking & tracing*	*Timeliness*
47	3.15	2.71	3.21	3.06	3.05	3.23	3.63

In addition to the mentioned factors on the business side, in cross-border online shopping consumer survey, "cost of delivery" has been mentioned as the most important logistics factor by 59% of the respondents followed by "speed of delivery" (27%) and " easiness of return process" (14%) respectively, which could reflect that consumers could prefer having "free or low-cost delivery" over "faster but high-cost delivery", however this situation could also be attributed to the respondent profile in the consumer survey, 82% of whom are students that could have high level of price sensitivity as they most probably do not currenty work and earn their living. From this perspective, "speed and punctuality of the order deliveries" could also be considered a very important factor as emphasized both in e-export questionniare and cross-border online shopping consumer survey. Regarding delivery time expectation, 32% the respondents mentioned that they would expect their order to be delivered in "3-5" days, 30% of them responded their cross-border delivery time expectation is "5-7 days" whereas 20% responded for "more that one week" and 18% responded as "1-3 days." As seen from the responses delivery time expectation may vary according to consumer perceptions or previous experiences, at this point it could be figured out that most important factors in cross-border online shopping deliveries could be providing low-cost and fast delivery, on-time delivery tracking and product return availability in terms of customer acquisition.

Regarding company strategies in cross-border logistics operations, there are different strategy options. In cross-border e-commerce, logistics and fullfilment services can be conducted in-house, they can be outsourced totally or partially to a third-party logistics provider or to a local or overseas fullfilment services provider (Cullinane, 2016). When it comes to product returns, the products can be returned to the home country or they can be stored in a warehouse in the target market by adopting either in-house warehousing strategy or outsourcing from a return management services provider. At this point "target market characteristics, company capabilities, product features and cost factors" have to be evaluated by the company which are mentioned as decisive factors for logistics and supply chain decision in e-export questionnaire.

Overall, taking into account consumer preferences in terms of logistics, the main success factor would be to provide low cost, fast and punctual delivery together with on-time delivery tracking and seamless, hassle-free return services which would be managed by adoption of the most suitable logistics and supply chain strategy for the company and the target market.

6.1.6. Adoption of Localisation Strategy in Target Markets

Localisation strategy in cross-border e-commerce could have four main dimensions: “localisation of the company website” , “localisation of customer service”, “localisation of logistics and warehousing operations” and “international search engine optimisation (SEO)”. which are illustrated on Figure 45.

In e-export questionnaire, localisation strategy has been mentioned as an important part of success in cross-border e-commerce and it has been pointed out as a challenge for Turkish e-exporters in terms of high costs which could be attributed to the need for personnel recruitment with necessary qualification or outsourcing costs for localisation in customer service or website development. The importance of localisation is also being mentioned as an important aspect of e-export by many experts on cross-border e-commerce (Isayev & Nart, 2019), (Singh, 2012), (Carroll, 2018), (Villasenor & Wallace, 2017).

Website localisation	Localisation of customer service	Localisation of logistics & warehousing	International search engine optimisation
• Localisation in language and other country specifics such as currency and payment systems • Targeting and informing the customer with the relevant localised content	• Hiring in-house personnel with necessary qualification or outsourcing customer service to local service providers	• Locating the in-house distribution center in the target country or outsourcing logistics and return services by taking overseas fullfillment services	• Concerns optimising the company website in most widely used search engines of target countries to be more accessible to target customers by getting a higher ranking in local search results, which can be managed by making use of local language, local content and local top-domain name in the company website.

Figure 45 Localisation Dimensions in Cross-border E-commerce (Singh, 2012), (Cullinane, 2016)

In cross-border online shopping consumer survey, 63% of the respondents have mentioned that they would prefer English rather than their native language in cross-border online shopping. 51.4% of the respondents stated that “customer relations, call center and after-sales service in local language” is either extremely important or very important for them. Mentioned results suggest that in cross-border e-commerce, having the website and customer relations, call center and after-sales services in English is a “must factor” at the outset. In the consumer survey, the importance of local language stands out to be

a “moderately important" deterministic factor in cross-border online shopping, this could be attributed to good English skills of the respondents, 96% of whom are between 18-34 years old with high education level (88% university or master’s degree graduate). Within this perspective, especially in some countries where English is not widely spoken or well-known, localisation strategy in terms of language could be a must factor for business success in e-export.

Overall, adoption of localisation could be regarded as an important business strategy depending on business capabilities, resources and characteristics and sales potential of the target market. Having an e-commerce website and customer service at least in English and if possible in target market’s local language could be regarded as one of the success factors in e-export. Providing local payment systems and currencies would be an another important factor to increase conversion rates. Localisation in search engine marketing would serve for increased brand awareness in the target market as search engines are widely used by consumers in product research. Additionally, localisation in logistics operations could be considered by companies by taking into account delivery costs and sales potential factors, especially in terms of providing fast delivery and seamless return services.

6.1.7. Payment System Integration

Consumer survey results suggest that “credit/debit cards” are the most preferred payment method in cross-border online shopping followed by “e-wallet or local payment systems” and “mobile payments”. 86% of the respondent mentioned that “credit card” and 63% have responded that “e-wallet or local payment systems” would be their “first or second” payment method preference in cross-border online shopping. Additionally 81% of the respondents have mentioned that “availability of different payment methods” is an either “extremely important” or “very important” factor for them in cross-border online shopping. *From this point of view, integration with different payment system providers and to provide different payment options could be regarded as an important success factor in e-export in terms of customer acquisition.*

However, although existance of different payment systems is a very important determinant for consumers, in e-export questionnaire providing local currency payments and local payment systems to customers has been emphasized as one of the main challenges for Turkish e-exporters. 84% of the respondents in e-export questionnaire have mentioned that “Payment system integration, ability to provide different payment systems and currencies” is either an “extremely important” or “very important” challange for e-exporters.

Challanges that companies face in payment system integration could be attributed to inexistence of some payment systems (i.e. Paypal) in Turkey as well as commissions that occur as a result of integration with different payment providers and international money transfers. In line with the results of e-export questionnaire, Turkish Industry and Business Association’s Report (2019) also points out to high level of commissions occur in payment transfers and the importance of payment system integration

in cross-border e-commerce, which reflects the need to put emphasis on payment system issues for further development of export business model in Turkey.

6.1.8. Key Success Factors in E-export - Summary

In this section, 7 success factors to manage customer acquisition in e-export, which are listed in Table 15, have been determined by interpretation and evaluation of primary data collected through cross-border online shopping consumer survey and e-export questionnaire as well as related and available qualitative and qualitative secondary data. The determined success factors have also been evaluated from Turkey's perspective where appropriate to be able to create a sound basis for the high-level goverment policy framework that will be generated for development of e-export business model in Turkey, in Section 6.2.

Table 15 Success Factors for B2C E-export Business Model

❖ Selecting the Right Product to be Sold in Right Target Markets
❖ Having the Necessary IT Infrastructure and Organizational Capability for Cross-border Expansion
❖ Choosing the Right Sales Channels
❖ Building Brand awareness
❖ Proving Low-cost, Fast, Trackable Delivery and Hassle-free Returns
❖ Adoption of Localisation Strategy in Target Markets
❖ Payment System Integration

6.2. High-level Policy Framework for Development of E-export in Turkey

Due to its different nature which includes "export in small volumes", "direct contact with the final, individual consumer", "last-mile delivery and return processes", "presence in digital platforms instead of a physical store", "the need for localisation in terms of language, payment sytems, search engine optimisation and customer service", makes B2C e-export differ significantly from conventional exports under many aspects, therefore it would not be reasonable to apply conventional trade policy directly to cross-border B2C e-commerce. In order to develop Turkey's e-export, cross-border B2C e-commerce needs to be addressed by policies tailored to success factors of the business model. The need for specialized government policies to develop e-export in Turkey has also been emphasized in e-export questionnaire by the major actors in Turkey's e-export eco-system.

From this perspective, in this section a high level policy framework for development of e-export in Turkey will be generated based on the identified success factors for B2C e-export in Section 6.1. which are listed in Table 15, in order to address the sixth research objective of: "To generate a high-level government policy framework for development of e-export business model in Turkey".

As a part of the customs union with the European Union since 1995 (European Commission, 2019) and a member of World Trade Organization since March 1995 and a member of General Agreement on

Tariffs on Trade (GATT) since 17 October 1951 (WTO, 2019), Turkey is a free market economy integrated with the international community in terms of trade policy, therefore every policy suggestion that will be mentioned in this section is open to further evaluation by the authorities to ensure full compliance with Turkey's international commitments stemming from bilateral and multilateral agreements. In addition, policy framework has been prepared as a generic model which could give a broad direction to trade policy that could be implemented to develop e-export in Turkey, from this perspective it offers flexibility to be further developed, expanded or modified in collaboration with stakeholders in Turkey's e-export eco-system.

Table 16 High-level Policy Framework for Development of E-export in Turkey

Policy Recommendation Areas & Related Actions	Related Success Factor(s)
1. Logistics and Customs Policy	❖ *Proving Low-cost, Fast Trackable Delivery and Hassle-free Returns*
Action 1: Encouraging the establishment of "e-export logistics villlages" in the form of "fullfilment centres" as "international logistics hubs" to handle sorting, packaging, labeling, warehousing, delivery and return operations.	
Action 2: Encouraging "clustering approach" among e-exporter companies to get the advantage of economies of scale in cross-border logistics operations.	
Action 3: Simplification and quickening of customs procedures in product returns and VAT repayments.	
Action 4: Encouraging Turkey's National Postal Service to develop further integration and collaboration with local postal operators in different countries.	
2. Market Research and Entrance Support	❖ *Selecting the Right Product to be Sold in Right Target Markets* ❖ *Choosing the Right Sales Channels*
Action 1: Negotiating price reductions with online marketplaces in terms of fees and commissions to provide competitive advantage for e-exporters and establishing an information database and search tool for international marketplaces based on countries they operate in (Gov.uk, 2016).	
Action 2: Supporting e-exporters by providing detailed market reports about potential e-export markets.	

Policy Recommendation Areas & Related Actions	Related Success Factor(s)
2. Market Research and Entrance Support	❖ *Selecting the Right Product to be Sold in Right Target Markets* ❖ *Choosing the Right Sales Channels*
Action 3: Collecting, synthesizing and publishing official cross-border e-commerce (e-exports and e-imports) data of Turkey to identify Turkey's current import and export markets and product categories in cross-border B2C e-commerce which would allow for market research and policy-making based on actual data.	
Action 4: By considering competitive advantages of Turkey and demand structure in markets with high potential, determining e-export opportunities and target markets for Turkish e-exporters and creating country-based e-export action plans in order to help e-exporters to enter identified potential markets more easily.	
3. E-export Programmes	**"All success factors"** ❖ *Selecting the Right Product to be Sold in Right Target Markets* ❖ *Having the Necessary IT Infrastructure and Organizational Capability for Cross-border Expansion* ❖ *Choosing the Right Sales Channels* ❖ *Building brand awareness* ❖ *Proving Low-cost, Fast Trackable Delivery and Hassle-free Returns* ❖ *Adoption of Localisation Strategy in Target Markets* ❖ *Payment System Integration*
Action: Determining sectors with high potential in e-export business model and *encouraging already existent local e-commerce companies with IT infrastructure and experience of e-commerce* to start doing e-export, by providing e-export programmes.	

Policy Recommendation Areas & Related Actions	Related Success Factor(s)
4. Brand Building Activities	❖ *Building brand awareness*
Action: Establishing brand building programmes to increase reputation of Turkish brands and products in international markets and to support micro-level digital marketing operations.	
5. Payment System Integration Policy	❖ *Payment system integration*
Action: Putting emphasis on payment system availability and integration in e-exports, investigating root causes of the problems that e-exporters face in e-export payments and helping e-exporters to overcome payment system integration issues.	
6. Employment Policies for Localisation Activities in E-export	❖ *Adoption of Localisation Strategy in Target Markets*
Action: Establishing skill-building programmes aimed at local human resources development in e-export business model, to be employed in localisation activities that concern customer service, website and content localisation in particular.	
7. Bilateral and multilateral negotiations for trade facilitation	❖ *Proving Low-cost, Fast, Trackable Delivery and Hassle-free Returns* ❖ *Payment system integration*
Action: Considering inclusion of cross-border e-commerce facilitation and collaboration provisions, especially in the fields of logistics, customs and payment systems, in bilateral and multilateral trade agreements where Turkey is a party to the agreement.	

Policy Recommendation Areas & Related Actions	Related Success Factor(s)
8. Building Awareness about E-export	**"All success factors"** ❖ *Selecting the Right Product to be Sold in Right Target Markets* ❖ *Having the Necessary IT Infrastructure and Organizational Capability for Cross-border Expansion* ❖ *Choosing the Right Sales Channels* ❖ *Building brand awareness* ❖ *Proving Low-cost, Fast Trackable Delivery and Hassle-free Returns* ❖ *Adoption of Localisation Strategy in Target Markets* ❖ *Payment System Integration*
Action: Building awareness about e-export by organizing conferences and providing training programmes about key aspects of B2C e-export including market entrance strategies, logistics processes, digital marketing, localisation activities and payment system integration to encourage and facilitate expansion of small and medium-sized enterprises into international markets.	

6.3. Summary - Analysis

In this section business strategies and success factors for B2C e-export have been explored and identified by using qualitative and quantitative data collected through cross-border online shopping consumer survey and e-export questionnaire as well as national and international official statistics and Turkish Industry and Business Association's (2019) recently prepared e-commerce report, in order to reach Objective 5: "To identify and discuss business strategies and success factors in B2C e-export".

As a result of interpretation, integration and evaluation of the existing data and information about e-export, 7 success factors have been determined, mentioned success factors have also been evaluated from Turkey's perspective where applicable to address the 6th research objective. Considering the fact that e-export differs significantly from conventional trade under many aspects and needs to be addressed by specialized policies, a high-level policy framework for development of e-export in Turkey have been generated in Section 6.2., on the basis of success factors determined in Section 6.1., in order to reach Objective 6: "To generate a high-level government policy framework for development of B2C e-export business model in Turkey".

Chapter 7 Discussion

As presented in Introduction section and has been reminded throughout the research where needed, the research question aimed to be answered by this study is: "*What factors need to be considered by businesses in cross-border B2C e-commerce (e-export) to manage customer acquisition and how can the government address development of e-export in Turkey in line with the determined factors"?* In order to answer the research question six research objectives which are listed in Table 17 have been set, all of which have been building blocks that have helped to operationalize the research question throughout the study.

Table 17 Research Objectives

Objective 1: To define the context of cross-border e-commerce and e-export as a business model.
Objective 2: To examine key dimensions of cross-border e-commerce.
Objective 3: To examine consumer preferences in cross-border online shopping.
Objective 4: To examine key aspects of e-export for (Turkish) businesses.
Objective 5: To identify and discuss business strategies and success factors in B2C e-export.
Objective 6: To generate a high-level government policy framework for development of B2C e-export business model in Turkey.

Objectives 1 and 2 which concerns definining the context of e-export and examining key dimensions of the business model have been addressed in Chapters 2 & 3 - Literature Review, by using a combination academic and non-academic sources, non-academic resources had to be used in this section where necessary to provide most up-to-date information about the business model and also due to inexistence of variety of academic papers on the topic which could be attributed to newness of the concept. Outcomes of Literature Review Section have been used while generating questions for "cross-border online shopping consumer survey" and "e-export questionnaire" which were used to examine consumer preferences in consumer shoppping and key aspects of e-export for (Turkish) businesses in order to address the third and the fourth research objectives respectively. Consequently, in Analysis Chapter, results of cross-border online shopping consumer survey and e-export questionnaire have been interpreted and matched with each other and also supported by information and data from statistical databases and Turkish Business and Industry Associations's (2019) report that contains up-to-date information on e-export eco-system and dynamics in Turkey, to reach objectives 5 and 6. *As a resulf of the study, 7 success factors for B2C e-export business model were identified and 8 high-level government policy areas have been recommended for development of B2C e-export in Turkey.*

One of the significant findings of this study is exploration of global consumer preferences in cross-border online shopping. As mentioned in previous sections, the literature on cross-border online shopping behaviour points out that "young age", "level of education" and "familarity with online shopping" are positively correlated factors with cross-border online shopping (Prensky, 2001; Exalto-Sijbrands, Ongena, Ravesteyn, & de Waal's, 2018, Valarezo, Pérez-Amaral, Garín-Muñoz, Herguera García and López, 2018; Wagner, Schramm-Klein and Nimmermann, 2017; European Commission, 2017). 98% of

the respondents that took part in cross-border online shopping consumer survey conducted in this research are between the ages of 18-40 which are called as “digital natives” (Prensky, 2001), 88% of them have completed undergraduate or master’s degree, 98% of them do online shopping, 82% of them do online shopping very often or often and 88% of them have done cross-border online shopping before, which reflects that *consumer profile in the survey matches with the potential cross-border online shopper profile described in the literature*. Regarding consumer preferences, research findings of this study which points out to importance of “accurate and detailed product descriptions” as well as “logistics factors” for consumers are in line with the existing research on consumer preferences in cross-border online shopping (Lee & Chan, 2018), (Strzelecki, 2019), (Mou, Ren, Qin & Kurcz, 2019), (Yao-Hua & Walter, 2000).

Second significant finding of the research is exploration of business strategies and success factors in B2C e-export business model. In terms of key business strategies in B2C e-export, to the best of my knowledge there is not an academic study focusing specifically on determining success factors for the business model; however determined success factors for B2C e-export in this study are related to existing literature on cross-border e-commerce either directly or indirectly as illustrated in Table 18 .

Table 18 Related Literature with the Determined Success Factors

Determined Success Factors	Related Literature
Selecting the Right Product to be Sold in Right Target Markets	Exalto-Sijbrands, Ongena, Ravesteyn, & de Waal (2018) provides a decision model for cross-border e-commerce that covers both target market characteristics and internal business capabilities. Gregory, Karavdic, & Zou (2007) provides a framework about export marketing that covers both internal and external determinants. Cosgun and Dogerlioglu (2012) points out to importance of organizational capabilities in e-commerce. Strzelecki (2019) and Han& Kim (2019) emphasize the importance of “informing the customer” in B2C cross-border e-commerce. Bailey & Bakos (1997) and Wang, Jia, Schoenherr &Gong (2018) emphasize the importance of online marketplaces as an intermediary in commercial transactions and Mou, Ren, Qin & Kurcz (2019) take the attention to effects of commissions taken by online market places on company revenues.
Payment System Integration	
Having the Necessary IT Infrastructure and Organizational Capability for Cross-border Expansion	
Building brand awareness	
Choosing the Right Sales Channels	

Determined Success Factors	Related Literature
Proving Low-cost, Fast, Trackable Delivery and Hassle-free Returns	Mou, Ren, Qin & Kurcz (2019), Strzelecki (2019), Qin (2009), Leung, Choy, Siu, Ho, Lam, & Lee (2018), Ducret (2014), Exalto-Sijbrands et. al. (2018), Kawa & Zdrenka (2018), Wang, Jia, Schoenherr & Gong (2018) and Rong and Zhong (2018) emphasize the importance of logistics factors in cross-border e-commerce.
Adoption of Localisation Strategy in Target Markets	Hwang, Jung & Salvendy (2006) points out to differences in online shopping behaviour of different nationalities. López González & Jouanjean (2017) mention that "country specifics" are very important in terms of cross-border expansion decision. Yenisey, Ozok & Salvendy (2002) emphasizes the importance of cultural differences in e-commerce. Mou, Ren, Qin & Kurcz (2019) takes the attention to importance of localisation in terms of trust building in cross-border online shopping. Exalto-Sijbrands et. al. (2018) point out to importance of "culture" and "country specifics" in market research.

In addition to exploration of consumer preferences in cross-border shopping and determination of success factors for B2C e-export business model, another significant finding of the study is the high-level policy framework which was generated for development of e-export in Turkey based on the identified success factors for B2C e-export. As mentioned in Literature Review Chapter - Section 3.1., e-commerce transactions can be carried out mainly between Businesses, Consumers or Governments and different business models including Business to Business (B2B), Business to Consumer (B2C), Consumer to Consumer (C2C) and Business to Government (B2G) could be applied in e-commerce (López González & Jouanjean, 2017) as well as in cross-border e-commerce. At this point, cross-border B2B e-commerce could be addressed by government policies very similar to conventional international trade due to it's nature that includes big volumes of traded products in which conventional customs, logistics, payment and sales procedures are applied. Regarding B2G, government policies that could concern "e-procurement" or "e-auction" activities would come to the fore. However, in B2C and C2C models, especially in cross-border B2C e-commerce, as the nature of B2C transactions differ significantly from B2B or B2G transactions, government policies should be designed tailored to differentiated needs of the business model considering that it involves direct interaction with the final individual customer, management of delivery and return of small packages, extensive usage of digital

marketing techniques, different customs procedures and tax conditionings, the need for localisation under many aspects and high level of investment in IT infrastructure and human resources.

Within this perspective, although it was not planned at the outset, the mentioned policy framework for development of e-export in Turkey has turned out to be an application of "*design thinking in trade policy*" in which needs of end-users are being put at the centre of the policy design (Allio, 2014). Today, design thinking approach, which was first applied in the field of business to generate innovative business models based on actual needs of consumers, has begun to be increasingly used by the governments to overcome complexities in policy-making through uncovering, understanding and addressing actual needs of citizens (Smith &Gross, 2015; Clarke & Craft, 2019; McGann, Blomkamp & Lewis, 2018; Mintrom & Luetjens, 2016). As mentioned in Analysis Chapter, the government policy framework has been generated on the basis of the identified success factors for B2C e-export, which were actually determined by taking into account considerations, needs and interests of both sides of the business model: "consumers and businesses". From this perspective, each policy recommendation addresses to actual expectations of consumers from cross-border online shopping as well as actual needs of e-exporters to be successful in the business model. To the best of my knowledge, an academic study on generating a government policy framework for development of e-export in Turkey based on design-thinking approach in trade policy-making is not existent at the moment which could be considered as the main difference of this study from other research studies that have been conducted in the field of cross-border e-commerce.

As emphasized in Chapter 2- Computational Literature Review and Chapter 3 - Literature Review, cross-border e-commerce and e-export are very new concepts in academia and majority of the existing studies on cross-border e-commerce or e-export are on "China", "European Union (EU)" or some EU countries in terms of country or region. In the literature, studies on EU or EU member countries (Valarezo, Pérez-Amaral, Garín-Muñoz, Herguera García and López, 2018), (Kim, Dekker & Heij, 2017), (Strzelecki, 2019), (Ducret, 2014) mostly focuses on "intra-EU" trade as European Commission's recent policies have been aimed towards enhancement of the digital single market (European Commission, 2018; European Commission, 2019; EUR-Lex, 2019). Regarding China, the country has already been very developed in e-export business model and stands out to be the global leader in export side of cross-border e-commerce (Statista Digital Market Outlook, 2019) which has been reflected by various studies (Wang, Jia, Schoenherr & Gong, 2018; Hongfei, 2017; Da, Rihui, Ken & Baowen, 2018; Ma, Chai & Zhang, 2018; Su, Wang, Qian, Zeng, Baležentis & Streimikiene, 2019; Yu, Yi & Soo Hee, 2017) that have already been conducted about China and cross-border e-commerce in the current literature. However, to the best of my knowledge, a study on B2C e-export from "Turkey's" perspective is not existent at the moment. In this respect, one of the contributions of this research to the literature is to determine and interpret success factors in B2C e-export and the potential of the business model from a different country's, "Turkey's" point of view. *Although the success factors have been evaluated from Turkey's perspective as a country, they could be also used by policy-makers in other countries in order to understand the dynamics behind the business model from a business-oriented mindset.*

Another contribution of the research is the high-level government policy framework generated on the basis of the identified success factors for B2C e-export. Turkey has had a sustaining trade deficit since years as shown on Figure 46, which stands out to be one of the major economic problems of the country. On the other hand, Turkey's strategical geographical location which is at the connection point of East and West, already existent industrial production capacity for final-end consumer goods, especially apparel products which is the most preferred category in cross-border online shopping, and price competitiveness stemming from lower value of Turkish Lira against vehicle currencies, makes e-export a very suitable business model for Turkish local e-commerce retailers, exporters and manufacturers. *The provided government policy framework could be used to develop e-export in Turkey which would help to increase exports and improve trade balance. In addition, development of e-export would also faciliate fast, easy and low-cost access of SME's and micro enterprises to international markets, as they could reach to international customers directly through digital sales channels, without the need for any agents, intermediaries or physical store presence. Furthermore, mentioned policies to develop e-export could be applied also in other countries who have similar economic problems with Turkey, which could in the end serve for increased growth, welfare and sustainable development at a global scale.*

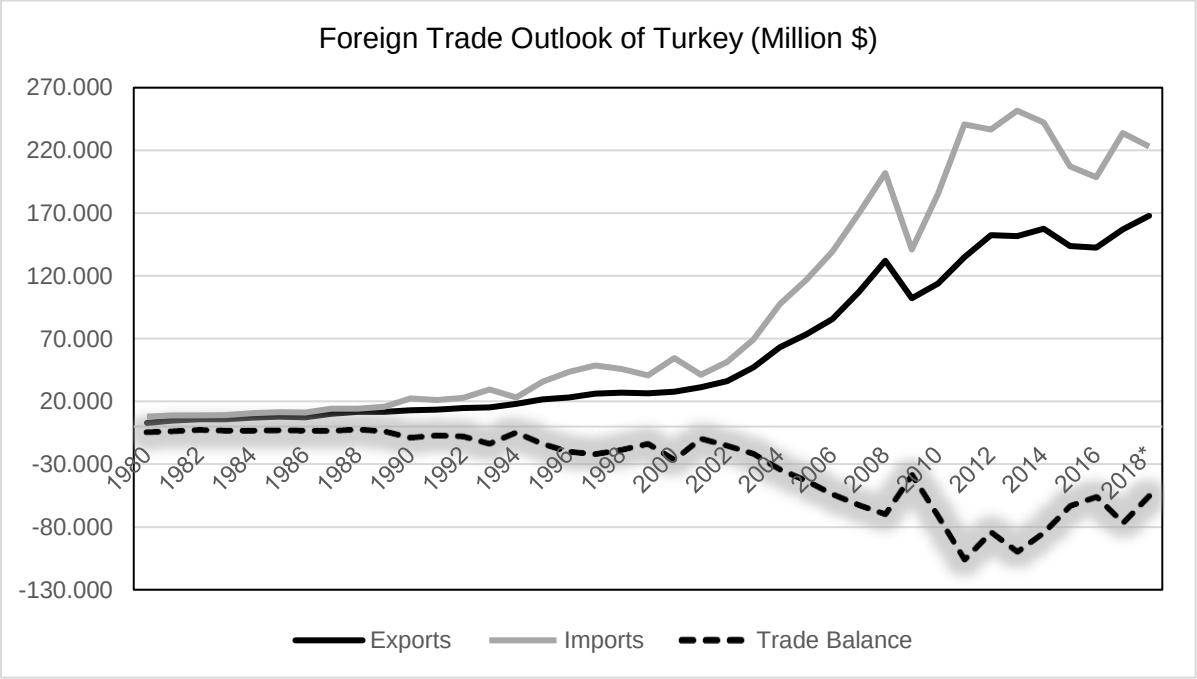

Figure 46 Foreign Trade Outlook of Turkey (Turkish Statistical Institute, 2019), **Provisional Data*

Apart from its findings and contributions to the literature, this research also has two main limitations. Firstly, although the respondent profile of cross-border online shopping survey matches with the characteristics of the potential cross-border online shopper described in the existent literature, the sample size of "105" could be considered as a "small sample size" and it would not allow for a meaningful comparison between answers of respondents from different nationalities. Secondly, although e-export business model has been evaluated from Turkey's perspective by using e-export questionnaire with open ended-sections which have allowed for collecting anonymous qualitative data from the major actors in Turkey's e-export eco-system, conducting interviews with e-export companies in Turkey would

have helped to gain a deeper insight into experiences, challanges and expectations of Turkish businesses. However, although inexistance of in-depth interviews could be considered as a weakness of this research, consideration of Turkish Business and Industry Association's (2019) recent report which contains up-to-date and collective information about e-export dynamics in Turkey as well as usage of official statistics from national and international databases in order to support the study findings, rather than focusing on views of a limited number of selected companies for interviews, could have been regarded as contributions to objectivity and neutrality of the research and the high-level government policy framework generated as a result of the study.

Chapter 8 Conclusion

Business to consumer (B2C) cross-border e-commerce could be defined as application of e-commerce in international trade that concerns flow of goods with small quantities across borders by simplified customs procedures. “B2C e-export” which refers to “sell-side” cross-border e-commerce is the main focus point of this research as Turkey has a sustaining economic problem of foreign trade deficit that could be addressed by increasing e-exports. From this perspective, research question of this study has been set as:

> ***Research Question:*** *“What factors need to be considered by businesses in cross-border B2C e-commerce (e-export) to manage customer acquisition and how can the government address development of e-export in Turkey in line with the determined factors?”.*

In order to answer the research question <u>six research objectives have been set</u> which all have been building blocks of the dissertation. In order to address the determined research objectives the following steps have been taken:

- To address the research **Objective 1:** “To define the context of cross-border e-commerce and e-export as a business model” and the research **Objective 2:** “To examine key dimensions of cross-border e-commerce”, Computational Literature Review has been conducted and the context and key dimensions of cross-border e-commerce have been examined by reviewing the current academic literature and existing resources about the topic.

- To address the research **Objective 3:** “To examine consumer preferences in cross-border online shopping” and the research **Objective 4:** “To examine key aspects of e-export for (Turkish) businesses”, primary data have been collected. In this respect, cross-border online shopping consumer survey has been conducted to examine consumer preferences in cross-border online shopping and e-export questionnaire has been distributed to 40 executive level experts in Turkey’s e-export eco-system to collect information about key aspects of e-export for (Turkish) businesses.

- Finally, to address the research **Objective 5:** “To identify and discuss business strategies and success factors in B2C e-export” and the research **Objective 6:** “To generate a high-level government policy framework for development of B2C e-export business model in Turkey”, results of the consumer survey and the questionnaire were interpreted and matched with each other, supported by qualitative and quantitative secondary data and also evaluated from Turkey’s perpective where appropriate, to be able to identify success factors for B2C e-export, which in the end have created the basis for the high-level government policy framework that has been generated for development of e-export in Turkey.

As a result of the study, 7 success factors for B2C e-export business model have been identified and 8 policy areas have been recommended which are listed in Table 19. The success factors have been determined in a way to understand the *real-world dynamics behind the business model* as well as the *needs of businesses to be successful in e-export*, whereas related policy areas have been *designed to match and address the needs and challanges explained under each success factor* which reflects *adoption of "**design thinking" approach in trade policy design.***

Table 19 Determined Success Factors and Related Policy Areas

Determined Success Factors for B2C E-export	Related Policy Area(s)
❖ Selecting the Right Product to be Sold in Right Target Markets	➢ Market Research and Entrance Support ➢ E-export Programmes ➢ Building Awareness about E-export
❖ Having the Necessary IT Infrastructure and Organizational Capability for Cross-border Expansion	➢ E-export Programmes ➢ Building Awareness about E-export
❖ Choosing the Right Sales Channels	➢ Market Research and Entrance Support ➢ E-export Programmes ➢ Building Awareness about E-export
❖ Building brand awareness	➢ E-export Programmes ➢ Brand Building Activities ➢ Building Awareness about E-export
❖ Proving Low-cost, Fast, Trackable Delivery and Hassle-free Returns	➢ Logistics and Customs Policy ➢ E-export Programmes ➢ Building Awareness about E-export ➢ Bilateral and Multilateral Negotiations for Trade Facilitation
❖ Adoption of Localisation Strategy in Target Markets	➢ Employment Policies for Localisation Activities in E-export ➢ E-export Programmes ➢ Building Awareness about E-export
❖ Payment System Integration	➢ Payment System Integration Policy ➢ E-export Programmes ➢ Building Awareness about E-export ➢ Bilateral and Multilateral Negotiations for Trade Facilitation

The mentioned success factors and policy areas would not only help to increase e-export potential of Turkey but it *could be also used by policy-makers in other countries* to have an *insight into dynamics* behind cross-border e-commerce and e-export from *business mindset* and *understand how government*

policies can be designed tailored to needs of e-exporters. Increasing e-export potential of countries by implementing the right government policies would help to *improve trade balance and reduce economic imbalances.* In addition, development of B2C e-export would also contribute to global sustainable development as it would facilitate *easier access of SME's to international markets*.

This research makes new contributions to the academic literature on cross-border e-commerce under multiple aspects and it has practical implications for trade governance and public policy:

- Firstly, to the best of my knowledge it is the *first academic study on e-export which evaluates the business model from Turkey's perspective*.

- Secondly, it *provides success factors for B2C e-export* by considering consumer preferences in cross-border online shopping as well as business views and perspectives about e-export, which could be used by policy makers and other interested parties to *understand the business model from a business and market-oriented perspective.*

- In addition, based on the identified success factors for e-export business model, the study provides a *government policy framework for developing e-export*, which is an example for *application of design thinking approach in trade policy design*.

- Lastly, the government policy framework for developing e-export in Turkey, which has been generated as a result of the study, *could be also used by policy makers in countries other than Turkey*, which would in the end contribute to reduce economic imbalances in developing countries and to *promote global sustainable development,* as e-export gives *small-sized businesses and micro-enterprises* the opportunity to expand into international markets more easily and on a lower cost compared to conventional international trade.

- On the other hand, sample size of 105 in cross-border online shopping survey, which could be considered as a "small sample size" and inexistence of in-depth interviews with Turkish e-exporters could be regarded as *limitations and weaknesses* of this study.

In conclusion, the concepts of cross-border e-commerce and e-export have begun to be emerging as new phonemons in recent years as a result of digitalisation which has tempted the alteration process of conventional trade methods. E-export offers all sizes of businesses the opportunity to reach international markets more easier than ever before. With the support of targeted government policies which are designed by taking into account real dynamics and needs of the business model, e-export could be developed further and could contribute to solve economic problems, especially in developing countries, which would help to increase global welfare in a sustainable way.

Chapter 9 The Future Work

As mentioned throughout the research where needed, the concepts of cross-border e-commerce and e-export are new topics in academia, therefore they have a lot of unfocused aspects that could be further investigated. Firstly, in this research, primary data collection was conducted through a consumer survey to explore global consumer preferences about cross-border online shopping, however sample size was considerably small and respondent profile was fragmentated which did not allow for sufficient comparison among preferences of different nationalities in cross-border online shopping. From this perspective, further research on global consumers can be conducted with larger sample sizes in order to compare preferences of different nationalities in cross-border online shopping which would allow for indentification of detailed localisation strategies in e-export.

Secondly, there is a lack of standardized and comparable official statistics in the field of cross-border e-commerce which would be necessary to determine the current situation of e-import and e-export flows in countries and in the world that would facilitate market research and policy-making based on actual data. In this respect, data collection and measurement issues in cross-border e-commerce could be a topic for future research. In addition, global, local or regional governance of cross-border e-commerce could be an another research topic, as future development of cross-border e-commerce could expected to be largely effected from policy approches towards trade facilitation or protectionism in international trade. Finally, due to the nature of cross-border B2C e-commerce transactions, final consumer gets in direct contact with the overseas business and goods in small quantities flow across-borders with simplified customs procedures, which may bring product safety, consumer protection and illegal trading aspects of cross-border e-commerce to the fore as possible future research areas.

References

Alibaba Group (2019) Our Busınesses - AliExpress [Online] Available from: https://www.alibabagroup.com/en/about/businesses (Accessed: 16 March 2019)

Allio, L. (2014) Design Thinking for Public Service Excellence. UNDP Global Centre for Public Service Excellence. [Online]. Available from: https://www.undp.org/content/undp/en/home/librarypage/capacity-building/global-centre-for-public-service-excellence/DesignThinking.html (Accessed: 12 July 2019)

Bailey, J. P. & Bakos, Y. (1997) An exploratory study of the emerging role of electronic intermediaries. International Journal of Electronic Commerce, 1 (3): 7-20

Bryman, A & Bell, E (2015). Business Research Methods. (4th ed.). United Kingdom: Oxford University Press.

Carroll, S. (2018) Grow Fast, Grow Global: 6 steps to unstoppable international growth in the digital age. Grow Global Publishing. Kindle Edition.

Charles, L. B. & Jaimin, L. (2007) Internet Purchases, Cross-Border Shopping, and Sales Taxes. National Tax Journal, 60 (4): 711-725.

China State Council (2017) Single-window system' will boost trade [Online] Available from: http://english.gov.cn/premier/news/2017/05/31/content_281475672176622.htm (Accessed: 17 March 2019)

Clarke, A. & Craft, J. (2019) 'The twin faces of public sector design', Governance, vol. 32, no. 1, pp. 5–21, Available at: http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=133687127&site=eds-live (Accessed: 12 July 2019)

Cosgun, V. & Dogerlioglu, O. (2012) Critical Success Factors Affecting e-commerce Activities of Small and Medium Enterprises. Information Technology Journal, 11: 1664-1676.

Cullinane, S. (2016) B2C E-commerce and Fullfilment, in Wang, Y., Pettit, S., (ed.) E- logistics. Great Britain, United States: Kogan Page: pp. 185-207

Cullinane, S. (2016) B2C E-commerce and Fullfilment, in Wang, Y., Pettit, S., (ed.) E- logistics. Great Britain, United States: Kogan Page: pp. 185-207

Da, H., Rihui, O., Ken, H. & Baowen, S. (2018) Effect of Cross-Border E-Business Policy on the Export Trade of an Emerging Market: A Dynamic Study of Institutional Support to Cross-Border E-Business at Chinese Pilot Cities. Emerging Markets Finance & Trade, 54 (14): 3153-3167.

DHL (2018) Global E-Commerce Tip: Don't Minimize De Minimis [Online] Available from: https://goglobal.dhl-usa.com/blog/e-commerce/global-e-commerce-tip-dont-minimize-de-minimis/ (Accessed: 11 March 2019)

Duca, L., Rule, C., Loebl, Z. (2012). Facilitating Expansion of Cross-Border E-Commerce Developing Global Online Dispute Resolution System (Lessons Derived From Existing ODR Systems Work Of The United Nations Commission On İnternational Trade Law). Penn State Journal of Law and International Affairs 1(1), [iv]-85.

Ducret, R. (2014) Parcel deliveries and urban logistics: Changes and challenges in the courier express and parcel sector in Europe — The French case. Research in Transportation Business & Management, 11 15-22.

Elsevier (2005). Measuring a journal's impact. [Online] Available from: https://www.elsevier.com/authors/journal-authors/measuring-a-journals-impact (Accessed: 7 March 2019)

EUR-Lex (2019) Geo-Blocking: a new Regulation enters into force [Online] Available from: https://eur-lex.europa.eu/content/news/geo-blocking-regulation-enters-into-force.html (Accessed: 15 March 2019)

European Commission (2017) Consumers' attitudes towards cross-border trade and consumer related issues 2016 [Online] Available from: https://publications.europa.eu/en/publication-detail/-/publication/af6a3712-9e77-11e7-b92d-01aa75ed71a1/language-en (Accessed: 20 January 2019)

European Commission (2018) e-Commerce in the EU: How you can make the most out of it as a consumer [Online] Available from: https://ec.europa.eu/digital-single-market/en/news/e-commerce-eu-how-you-can-make-most-out-it-consumer (Accessed: 15 March 2019)

European Commission (2019) Buying goods online coming from a non-European Union country [Online] Available from: https://ec.europa.eu/taxation_customs/individuals/buying-goods-services-online-personal-use/buying-goods/buying-goods-online-coming-from-a-noneu-union-country_en (Accessed: 01 May 2019)

European Commission (2019) Countries and regions – Turkey [Online] Available from: http://ec.europa.eu/trade/policy/countries-and-regions/countries/turkey/index_en.htm Accessed: (4 July 2019)

European Commission (2019) Geo-blocking [Online] Available from: https://ec.europa.eu/digital-single-market/en/policies/geoblocking (Accessed: 15 March 2019)

European Commission (2019) New Rules on E-commerce [Online] Available from: https://ec.europa.eu/digital-single-market/en/new-eu-rules-e-commerce (Accessed: 15 March 2019)

Exalto-Sijbrands, M., Ongena, G., Ravesteyn, P. & de Waal, B. (2018) "The Role of the Supply Chain as Decision-Factor for Online Cross- Border Trade-Expansion", Academic Conferences International Limited, Kidmore End, 05, pp. 87.

Gessner, G. H. & Snodgrass, C. R. (2015) Designing e-commerce cross-border distribution networks for small and medium-size enterprises incorporating Canadian and U.S. trade incentive programs. Research in Transportation Business & Management, 16 84-94.

Global Express Association (2018) Overview of de minimis value regimes open to express shipments world wide 28 March 2018 update [Online] Available from: https://global-express.org/assets/files/Customs%20Committee/de-minimis/GEA%20overview%20on%20de%20minimis_28%20March%202018.pdf (Accessed: 12 February 2019)

Glover, S., Liddle, S. & Prawit, D. (2002) E-Business Principles and Strategies for Accountants (2nd ed.). United States of America: Prentice Hall.

Gov.uk (2019) Sell online with DIT's E-Exporting Programme [Online] Available from: https://www.gov.uk/guidance/e-exporting#why-sell-online (Accessed: 17 April 2019)

Gregory, G., Karavdic, M. & Zou, S. (2007) The Effects of E-Commerce Drivers on Export Marketing Strategy. Journal of International Marketing, 15 (2): 30-57.

Hair Jr., J., Money, A., Samouel, P., Page, M (2007). Research Methods for Business. (4th ed.). England: John Wiley & Sons.

Hair Jr., J., Money, A., Samouel, P., Page, M. (2016). The Essentials of Business Research Methods. New York: Routledge, Available from: https://0-doi-org.pugwash.lib.warwick.ac.uk/10.4324/9781315716862 (Accessed: 4 March 2019).

Han, J. H. & Kim, H.-M. (2019) The role of information technology use for increasing consumer informedness in cross-border electronic commerce: An empirical study. Electronic Commerce Research and Applications, 34 100826.

Hirsch, J. E., (2005). An index to quantify an individual's scientific research output. [Online] Available from: https://arxiv.org/abs/physics/0508025v5 (Accessed: 6 March 2019)

Hongfei, Y. (2017) United Nations Industrial Development Organization [Online] Available from: https://www.unido.org/api/opentext/documents/download/9921295/unido-file-9921295 (Accessed: 17 March 2019)

Hu, B. and Luo, Q. (2018) Cross-border E-commerce Mode Based on Internet +. IOP Conference Series: Materials Science and Engineering, 394 (5): 052014.

Hwang, W., Jung, H. S. & Salvendy, G. (2006) Internationalisation of e-commerce: A comparison of online shopping preferences among Korean, Turkish and US populations. Behaviour and Information Technology, 25 (1): 3-18.

International Trade Centre (2019) About ITC [Online] Available from: http://www.intracen.org/itc/about/ (Accessed: 10 August 2019)

Isayev, O. & Nart, Ö. (2019). A'dan Z'ye E-ihracat [E-export From A to Z] . İstanbul: World E-Commerce Forum Publishing.

Kawa, A. and Zdrenka, W. (2016) 'Conception of Integrator in Cross-Border E-Commerce', LogForum, 12(1), pp. 63–73. doi: 10.17270/J.LOG.2016.1.6.

Kim, T. Y., Dekker, R. & Heij, C. (2017) Cross-Border Electronic Commerce: Distance Effects and Express Delivery in European Union Markets. International Journal of Electronic Commerce, 21 (2): 184-218.

Laudon, K. C. & Traver, C. G. (2018) E-commerce 2017 - business technology society. 13th ed, England: Pearson Education.

Lee, W.-L. & Chan, D. Y. C. (2018) Cross-Border B2C E-Commerce Based on Theory of Reasoned Action. Proceedings of the 8th International Conference on Information Communication and Management. Edinburgh, United Kingdom: ACM

Leung, K. H., Choy, K. L., Siu, P. K. Y., Ho, G. T. S., Lam, H. Y. & Lee, C. K. M. (2018) A B2C e-commerce intelligent system for re-engineering the e-order fulfilment process. Expert Systems with Applications, 91 386-401.

Lightner, N. J., Yenisey, M. M., Ozok, A. A. & Salvendy, G. (2002) Shopping behaviour and preferences in e-commerce of Turkish and American university students: Implications from cross-cultural design. Behaviour and Information Technology, 21 (6): 373-385.

López González, J. and M. Jouanjean (2017), "Digital Trade: Developing a Framework for Analysis", OECD Trade Policy Papers, No. 205, OECD Publishing, Paris. http://dx.doi.org/10.1787/524c8c83-en

Ma, S., Chai, Y. & Zhang, H. (2018) Rise of Cross-border E-commerce Exports in China. China & World Economy, 26 (3): 63-87.

Manners-Bell, J. (2014). Global Logistics Strategies, UK, USA: Kogan Page.

McGann, M., Blomkamp, E. and Lewis, J. M. (2018) 'The Rise of Public Sector Innovation Labs: Experiments in Design Thinking for Policy', Policy Sciences, 51(3), pp. 249–267. Available at: http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=eoh&AN=1725667&site=eds-live (Accessed: 12 July 2019)

Mintrom, M. & Luetjens, J. (2016) "Design Thinking in Policymaking Processes: Opportunities and Challenges", Australian Journal of Public Administration, vol. 75, no. 3, pp. 391–402 Available at: https://content.ebscohost.com/ContentServer.asp?EbscoContent=dGJyMMTo50Sep7A4yOvqOLCmr1GeprZSrqi4TbeWxWXS&ContentCustomer=dGJyMPGntk60p65Juerwgd%2FiuY%2Fx1%2B6B&T=P&P=AN&S=R&D=bth&K=117898778 (Accessed: 12 July 2019)

Mortenson, M. J. & Vidgen, R. (2016) A computational literature review of the technology acceptance model. International Journal of Information Management, 36 (6, Part B): 1248-1259.

Mou, J., Ren, G., Qin, C. & Kurcz, K. (2019) Understanding the topics of export cross-border e-commerce consumers feedback: an LDA approach. Electronic Commerce Research: 1-29. Available from: https://doi.org/10.1007/s10660-019-09338-7 (Accessed: 10.03.2019)

OECD (2014), Measuring the Digital Economy: A New Perspective, OECD Publishing. http://dx.doi.org/10.1787/9789264221796-en (Accessed: 11 February 2019)

OECD (2015) Measuring the Digital Transformation: A Roadmap for the Future [Online] Available from: https://www.oecd-ilibrary.org/science-and-technology/measuring-the-digital-transformation_9789264311992-en (Accessed: 12 March 2019)

OECD (2018) Glossary of Tax Terms [Online] Available from: http://www.oecd.org/ctp/glossaryoftaxterms.htm (Accessed: 10 February 2019)

OECD (2018), Economic Outlook for Southeast Asia, China and India 2018 - Update: Promoting Opportunities in E-commerce, OECD Publishing, Paris, https://doi.org/10.1787/9789264302990-en.

OECD (2019), Measuring the Digital Transformation: A Roadmap for the Future, OECD Publishing, Paris [Online] Available from: https://doi.org/10.1787/9789264311992-en. (Accessed: 09 April 2019)

OECD (2018) Glossary of Statistical Terms / e-Commerce [Online] Available from: https://stats.oecd.org/glossary/detail.asp?ID=4721 (Accessed: 07 January 2019)

O'Gorman, K., MacIntosh, R. (2015) Research Methods for Business and Management : a guide to writing your dissertation, Goodfellow Publishers Ltd.: ProQuest Ebook Central, Available from: https://ebookcentral.proquest.com/lib/warw/detail.action?docID=4531612 (Accessed: 3 March 2019).

Prensky, M. (2001) Digital Natives, Digital Immigrants Part 1. On the Horizon, 9(5), pp. 1-6.

Qin, Z., (2009). Introduction to E-commerce. Beijing, Berlin: Tsinghua University Press, Springer.

Rong, J. & Zhong, D. (2018) Influence factors of customer satisfaction in cross-border e-commerce. Journal of Discrete Mathematical Sciences and Cryptography, 21 (6): 1281-1286.

Saunders, M., Lewis, P. & Thornhill, A. (2016). Research Methods for Business Students. (7 ed.). England: Pearson.

Scotland, J. (2012) 'Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology to the Methodology and Methods of the Scientific, Interpretive, and Critical Research Paradigms', English Language Teaching, 5(9), pp. 9–16. Available at: http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx%3fdirect%3dtrue%26db%3deric%26AN%3dEJ1080001%26site%3deds-live&group=trial (Accessed: 3 March 2019).

Singh, N. (2012). Localization Strategies for Global E-business. United Kingdom: Cambridge University Press

Smith, K. M. and Gross, L. (2015) 'Applying Design Thinking to Citizen Service', Public Manager, 44(2), pp. 33–34. Available at: http://0-search.ebscohost.com.pugwash.lib.warwick.ac.uk/login.aspx?direct=true&db=bth&AN=103072214&site=eds-live (Accessed: 12 July 2019).

Statista (2018) Total number of cross-border AliExpress buyers 2012-2018 [Online] Available from: https://www.statista.com/statistics/959507/china-total-number-of-overseas-aliexpress-buyers/ (Accessed: 16 March 2019)

Statista (2019) Digital Market Outlook [Online] Available from: https://www.statista.com/outlook/243/100/ecommerce/worldwide (Accessed: 16 March 2019)

Statista (2019) Global cross-border e-commerce market share 2015-2020 [online] Available from: https://www.statista.com/statistics/867991/cross-border-e-commerce-share-world/ (Accessed: 12 January 2019)

Strzębicki, D. (2017) Development Factors for Cross-Border B2C E-Commerce in the World and in Poland. Uwarunkowanıa Rozwoju Transgranıcznego Handlu Elektronıcznego B2c Na Świecıe I W Polsce., 16 (4): 161-168.

Strzelecki, A. (2019) Key features of E-Tailer shops in adaptation to cross-border E-Commerce in the EU Sustainability, (6), p. 1589

Survey Monkey (2019) Help Center - Ranking Question [online] Available from: https://help.surveymonkey.com/articles/en_US/kb/How-do-I-create-a-Ranking-type-question/ (Accessed: 13 July 2019)

Trademap (2019) Yearly Time Series [Online] Available from: https://www.trademap.org/ (Accessed: 1 July 2019)

Turkish Statistical Institute (2019) International Trade Statistics [Online] Available from: http://tuik.gov.tr/PreTablo.do?alt_id=1046 (Accessed: 1 July 2019)

Turkish Statistical Institute (2019) Historical Development of Statistics [Online] Available from: http://tuik.gov.tr/UstMenu.do?metod=tarihce (Accessed: 10 August 2019)

TÜSİAD - Turkish Industry and Business Association & Deloitte Digital (2019) "E-Ticaretin Gelişimi, Sınırların Aşılması Ve Yeni Normlar 2019" – [Development of E-commerce, Getting Beyond the Borders and The New Norms 2019] [Online] Available from: https://tusiad.org/tr/basin-bultenleri/item/10311-e-ticaretin-gelisimi-sinirlarin-asilmasi-ve-yeni-normlar-raporu-tanitildi (Accessed: 1 July 2019)

TÜSİAD - Turkish Industry and Business Association (2019) About TÜSİAD [Online] Available from: https://tusiad.org/en/tusiad/about (Accessed: 10 July 2019)

U.S. Customs and Border Protection (2016) De Minimis Value Increases to $800 [Online] Available from: https://www.cbp.gov/newsroom/national-media-release/de-minimis-value-increases-800 (Accessed: 11 March 2019)

UNCTAD (2016) In Search of Cross-Border E-Commerce Trade Data [Online] Available from: https://unctad.org/en/PublicationsLibrary/tn_unctad_ict4d06_en.pdf (Accessed: 4 March 2019)

UNCTAD (2018) Is the WTO Trade Facilitation Agreement an enabler of e-Commerce? [Online] Available from: https://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=1958 (Accessed: 14 February 2019)

Universal Postal Union – UPU (2015) Boosting E-Commerce: A How-To Guide For Postal Operators [Online] Available from: http://www.upu.int/uploads/tx_sbdownloader/boostingECommerceAHowToGuideForPostalOperatorsEn.pdf (Accessed: 14 February 2019)

Valarezo, Á., Pérez-Amaral, T., Garín-Muñoz, T., Herguera García, I. & López, R. (2018) Drivers and barriers to cross-border e-commerce: Evidence from Spanish individual behavior. Telecommunications Policy, 42 (6): 464-473.

Villasenor, S & Wallace, T (2017). Cross-border E-commerce: The International Expansion Playbook. Great Britain: CreateSpace Independent Publishing Platform.

Wagner, G., Schramm-Klein, H. & Nimmermann, F. (2017) Consumers' Benefit and Risk Perceptions of Cross-Border E-Commerce. AMA Winter Educators' Conference Proceedings, 28 I-24-I-25.

Wang, Y., Jia, F., Schoenherr, T. & Gong, Y. (2018) Supply Chain-Based Business Model Innovation: The Case of a Cross-Border E-Commerce Company. Sustainability (2071-1050), 10 (12): 4362.

World Bank (2019) International LPI [Online] Available from: https://lpi.worldbank.org/about (Accessed: 10 August 2019)

World Bank (2019) Who We Are [Online] Available from: https://www.worldbank.org/en/who-we-are (Accessed: 10 August 2019)

World Customs Organization (WCO) (2008) Revised Kyoto Convention [Online] Available from: http://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/conventions/pf_revised_kyoto_conv/kyoto_new.aspx Accessed: 11 February 2019)

World Customs Organization (WCO) (2015) Facilitating e-commerce [Online] Available from: http://www.wcoomd.org/~/media/wco/public/global/pdf/topics/facilitation/activities-and-programmes/ecommerce/wco-news/facilitating-ecommerce-wco-news-78-october-2106.pdf?db=web (Accessed: 11 February 2019)

World Customs Organization (WCO) (2018) Cross-Border E-Commerce Framework Of Standards. [Online] Available from: http://www.wcoomd.org/-/media/wco/public/global/pdf/topics/facilitation/activities-and-programmes/ecommerce/wco-framework-of-standards-on-crossborder-ecommerce_en.pdf?la=en (Accessed: 18 January 2019)

World Customs Organization (WCO) (2019) Cross-Border e-Commerce [Online] Available from: http://www.wcoomd.org/en/topics/facilitation/activities-and-programmes/ecommerce.aspx (Accessed: 12 February 2019)

World Trade Organization (WTO) (2018) Electronic commerce. [Online] Available from: https://www.wto.org/english/thewto_e/minist_e/mc11_e/briefing_notes_e/bfecom_e.htm (Accessed: 18 January 2019)

World Trade Organization (WTO) (2019) Trade Facilitation Agreement Facility [Online] Available from: https://www.tfafacility.org/article-resources (Accessed: 13 February 2019)

World Trade Organization (WTO) (2019) Trade Facilitation [Online] Available from: https://www.wto.org/english/tratop_e/tradfa_e/tradfa_e.htm (Accessed: 13 February 2019)

WTO (2019) Turkey and the WTO [Online] Available from: https://www.wto.org/english/thewto_e/countries_e/turkey_e.htm Accessed: (4 July 2019)

Yao-Hua, T. & Walter, T. (2000) Toward a Generic Model of Trust for Electronic Commerce. International Journal of Electronic Commerce, 5 (2): 61.

Bibliography

Singh, N., Fassott, G., Chao, M. C. H. & Hoffmann, J. A. (2006) Understanding international web site usage: A cross-national study of German, Brazilian, and Taiwanese online consumers. International Marketing Review, 23 (1): 83-97.

Stanford University d.school (2019) Get Started with Design Thinking [Online] Available from: https://dschool.stanford.edu/resources/getting-started-with-design-thinking Accessed: (15 July 2019)

Su, W., Wang, Y., Qian, L., Zeng, S., Baležentis, T. & Streimikiene, D. (2019) Creating a Sustainable Policy Framework for Cross-Border E-Commerce in China. Sustainability (2071-1050), 11 (4): 943.

Yu, W., Yi, W. & Soo Hee, L. (2017) The Effect of Cross-Border E-Commerce on China's International Trade: An Empirical Study Based on Transaction Cost Analysis. Sustainability (2071-1050), 9 (11): 2028.

Appendices

Appendix A Computational Literature Review Results

Lists of top authors for the two different search queries ranked according to h-index and the number of total citations are illustrated in the tables:

Table: Journal Results for the Keywords: "e-commerce" OR "digital trade" OR "online shopping" AND "cross-border" OR "cbec" OR "export" OR "import"

Source Title	Rank (H-index & # Cites)	Cites	H-index
Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)	1	31	3
Computers and Security	2	29	3
International Journal of Electronic Commerce	3	290	2
International Journal of Physical Distribution and Logistics Management	4	107	2
World Economy	5	57	2
World Development	6	52	2
Research in Transportation Business and Management	7	40	2
Service Industries Journal	8	29	2
Telematics and Informatics	9	21	2
Telecommunications Policy	10	13	2

(Mortenson & Vidgen, 2016)

Table: Journal Results for the Keywords: "overseas e-commerce" OR "international e-commerce" OR "international online shopping" OR "e-export" OR "e-import"

SourceTitle	Rank (# of Cites)	Cites	H-index
Limnology and Oceanography	1	607	2
Behaviour and Information Technology	2	76	2
Small Business Economics	3	60	2
Renewable and Sustainable Energy Reviews	4	43	2
Research in Transportation Business and Management	5	40	2
International Business Review	6	38	2
Telematics and Informatics	7	21	2
Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)	8	12	2
International Journal of Mobile Communications	9	10	2
Information Systems Journal	10	6	2

(Mortenson & Vidgen, 2016)

Table: Author Results for the keywords: "e-commerce" OR "digital trade" OR "online shopping" AND "cross-border" OR "cbec" OR "export" OR "import"

Author	Rank (# Cites & H-index)	Number of Articles	Total Cites	H-index
MoodleyS	1	3	116	2
UnitedStates International Trade Commission	2	2	32	2
PapastergiouS	3	2	16	2
PolemiD	4	2	16	2
LiY	5	8	14	2
LeeJ	6	3	9	2
FraserS	7	2	7	2
WreschW	8	2	7	2
WangY	9	7	5	2
GuoY	10	3	4	2

(Mortenson & Vidgen, 2016)

Table: Author Results for the keywords: "overseas e-commerce" OR "international e-commerce" OR "international online shopping" OR "e-export" OR "e-import"

Author	Rank (# Cites & H-index)	Number of Articles	Total Cites	H-index
IyerLS	1	2	61	2
HuangH	2	2	43	2
WangM	3	3	39	2
HongG	4	2	38	2
SalvendyG	5	4	31	2
HwangW	6	2	28	2
JungH-S	7	2	28	2
GuoY	8	3	25	2
HuoY	9	2	21	2
WangY	10	8	18	2

(Mortenson & Vidgen, 2016)

The list of top articles for the two search queries, which are ranked according to number of citations are shown in the tables.

Table: Top 10 Articles for the keywords: "e-commerce" OR "digital trade" OR "online shopping" AND "cross-border" OR "cbec" OR "export" OR "import"

Title	Authors	Number of Cites
Toward a generic model of trust for electronic commerce	Tan Y.-H., Thoen W.	282
The effect of the Internet on international trade	Freund C.L., Weinhold D.	175
Distribution and logistics development in China: The revolution has begun	Jiang B., Prater E.	102
Developments in the global law enforcement of cyber-crime	Broadhurst R.	64
R&D, product innovation, and exporting: Evidence from UK new technology based firms	Ganotakis P., Love J.H.	54

The export of e-services in the age of technology transformation: Challenges and implications for international service providers	Javalgi R.G., Martin C.L., Todd P.R.	52
E-Commerce, WTO and developing countries	Panagariya A.	52
The effect of website and e-commerce adoption on the relationship between SMEs and their export intermediaries	Houghton K.A., Winklhofer H.	47
New trends in U.S. industrial concentration	Pryor F.L.	41
E-business and export behavior: Evidence from Indian firms	Lal K.	39

(Mortenson & Vidgen, 2016)

Table: Top 10 Articles for the keywords: "overseas e-commerce" OR "international e-commerce" OR "international online shopping" OR "e-export" OR "e-import"

Title	Authors	Number of Cites
The fate of marine autotrophic production	Duarte C.M., CebriÃ¡n J.	451
Seasonal and interannual variability in sources of nitrogen supporting export in the oligotrophic subtropical North Pacific Ocean	Dore J.E., Brum J.R., Tupas L.M., Karl D.M.	156
The effect of channel relationships and guanxi on the performance of inter-province export ventures in the People's Republic of China	Ambler T., Styles C., Xiucun W.	138
Understanding international web site usage: A cross-national study of German, Brazilian, and Taiwanese online consumers	Singh N., Fassott G., Chao M.C.H., Hoffmann J.A.	94
Foreign-based competition and corporate diversification strategy	Bowen H.P., Wiersema M.F.	88
Factors facilitating and impeding the development of export market-oriented behavior: A study of Hong Kong manufacturing exporters	Cadogan J.W., Cui C.C., Morgan R.E., Story V.M.	71
Analysis of navigability of Web applications for improving blind usability	Takagi H., Saito S., Fukuda K., Asakawa C.	61
Internationalisation of e-commerce: A comparison of online shopping preferences among Korean, Turkish and US populations	Hwang W., Jung H.-S., Salvendy G.	51
The evolving role of organisational and personal networks in international market venturing	Eberhard M., Craig J.	39
Credit where credit is due: Open economy industrial policy and export diversification in Latin America and the Caribbean	Schrank A., Kurtz M.J.	35

(Mortenson & Vidgen, 2016)

Appendix B Ethical Approval Confirmation

wmg-ftmasters@warwick.ac.uk
Tue 07/05/2019 02:53
Cekli, Ozge; Bonnett, Mark

WARWICK
THE UNIVERSITY OF WARWICK

Ethical Approval Confirmation

Dear Ms Cekli,

Warwick ID Number: 1895977

Thank you for submitting your Supervisor's Delegated Approval form to the Full-time Master's Office for the project: Customer Acquisition in B2C Cross-border e-Commerce: From the Perspective of Developing Turkey's e-Export .

Your reference number is REGO-2018-WMG-0094.

You now have the appropriate approval in place to begin your study.

Please ensure you insert a copy of this email into the appendices of your project.

Best Wishes

Christine D'Cruz
WMG Full-Time Master's Office
wmg-ftmasters@warwick.ac.uk
go.warwick.ac.uk/wmgftmsc
+44(0)24 7657 4206

Appendix C Participant Consent Form for Online Questionnaire

Participation Information Leaflet and Online consent for Online Questionnaire

PROJECT TITLE: Customer Acquisition in B2C Cross-border e-Commerce: From the Perspective of Developing Turkey's e-Export
NAME OF RESEARCHER: Özge ÇEKLI

This sheet seeks to provide information, and advice, with respect to an individual's participation in support of the specified research project:
1. The project is entitled *Customer Acquisition in Cross-border B2C e-Commerce: From the Perspective of Developing Turkey's e-Export*, and will consider *different aspects of cross-border -commerce, more specifically e-export in terms of consumer preferences and company strategies*; This research is being conducted by *Özge ÇEKLİ* in support of their studies for an MSc in e-Business Management at the University of Warwick, and this research is self-funded by the student;

2. The research is being supervised by *Mr. Mark BONNETT*, m.bonnett.1@warwick.ac.uk, who is an internal supervisor appointed by the University;

3. Participation in this research is totally voluntary, and assurances are given to the effect that no negative consequences will arise from refusal to participate in the research project;

4. Your consent for your data to be used in this questionnaire will be gained by your ticking the consent question at the end of this page, so by ticking this box you agree that your submitted data can be used in the resulting dissertation;

5. Your data will be collected anonymously, therefore due to the anonymity of the data at source, once completed it is not possible for participants to withdraw their data from the study;

The questionnaire is consisted of ….. questions and it takes approximately…. minutes to complete;

6. Each individual is advised to fully consider, with others if necessary and prior to participation, any disadvantages, side effects, risks and/or discomforts that may arise from participation in this research;

7. Unless specifically agreed otherwise, all information will be held as confidential and will not be distributed to others;

8. The resulting dissertation, with anonymous data, will be reviewed by a University teaching staff member and/or a University appointed external assessor, by the University moderators, and by external examiners;

9. Whilst an MSc Dissertation does not pass into the public domain, it is possible that the dissertation (with its data) may be used as a source for future research, including research work for publication;

10. Whilst summarised/ analysed data may be used in future research and/ or publications, your individual data responses will be retained only until the student completes their course and then destroyed.

This research has been favourably reviewed by the University's Biomedical and Scientific Research Ethics Committee, Approval Reference: **REGO-2018-WMG-0094**, dated: **07/05/2019**. Dissatisfaction with the conduct of this research may be referred to the person below, who is a senior University of Warwick official entirely independent of this study:

Head of Research Governance, Research & Impact Services, University House, University of Warwick, Coventry, CV4 8UW; Tel: 024 76 522746; Email: researchgovernance@warwick.ac.uk

☐ I give my consent to my data submitted within this questionnaire being used for the purposes stated above

☐ I do not consent, I do not wish to participate

Appendix D Questions in Cross-border Online Shopping Consumer Survey with Justifications

❖ Questions in Cross-border Online Shopping Consumer Survey were asked to address **Objective 3:** "To examine consumer preferences in cross-border online shopping".

Table 20 Consumer Survey Questions - Reasons to Include

Question	Reason to Include
Q1. Do you do online shopping? - Yes - No	To be used in descriptive analysis and to calculate corelation between different variables (e.g. corelation between online shopping and cross-border shopping behaviour).
Q2. How often do you do online shopping? - Always - Often - Sometimes - Rarely - Never	To be used in descriptive analysis and to calculate corelation between different variables.
Q3. Please indicate your age range. - 18-24 years old - 25-34 years old - 34-40 years old - 41-54 years old - 55-64 years old - 65-74 years old - 75 years or older - Prefer not to say	To ensure participation of target age group: "digital natives" in the survey as they are more tend to engage in cross-border e-commerce transactions as emphasized in Literature Review, Research Methodology and Data Collection Methods section.
Q4. Please indicate your employment statusStudent - Employed full time - Employed part time - Self-employed - Unemployed - Other (Please indicate)	To be used in descriptive analysis.
Q5. Please indicate your gender. - Male - Female - Prefer not to say	Question about product type characteristics (Q9) is highly related to gender, therefore without including a gender question the results generated from the survey would not be meaningful and interpretable.
Q6. Please indicate the highest level of education completed. - High School or equivalent - Vocational/Technical School (2 year) - University/College Graduate (4 year)	To be used in descriptive analysis.

- Master's Degree (MA, MS) - Doctoral Degree (PhD) - Other (Please indicate)	
Q7. Please indicate your country of origin. - List of countries - Prefer not to say	In e-commerce, various factors including payment methods, shopping attitudes and preferences of consumers may vary across different countries and cultures. According to Exalto-Sijbrands, Ongena, Ravesteyn & de Waal (2018:92), “Culture” of the potential market (e.g. payment preferences, language, religion, cultural needs) is a decisive factor for businesses in cross-border expansion. From this perspective, there is a need to add country of origin question as questions about consumer preferences do not generate a logical and interpretable meaning without country of origin information of the respondents.
Q8. Have you ever done cross-border shopping (buying a product online from a foreign seller originated in a different country) ? - Yes - No	To be used in descriptive analysis and to calculate corelation between different variables.
Q9. What type of products would you likely to shop cross-border online ? (Please pick, move & rank the items - most preferable item at the top) - Books, music, movies & video games - Toys - Consumer electronics & computers - Sports equipment/outdoor - Health & beauty (cosmetics) - Clothing & footwear - Jewellery/watches - Household appliances - Furniture & homeware - Office stationery and other accessories - Packaged food products	To examine most suitable product segment (s) for cross-border expansion.
Q10. From which platform would you mostly prefer doing cross-border online shopping? - Foreign website originated in a foreign country - Local website/marketplace in which the original seller is originated in a foreign country - Social media	To examine the most suitable market entrance strategy to a foreign market by e-export.

- Global Marketplaces (Amazon, eBay, Aliexpress)	
Q11. If you were doing cross-border online shopping of a product of an established brand you have already known or heard about, from which platform would mostly prefer buying the mentioned product? - Company's own website - Global or local marketplace	To examine the effect of brand recognition/awareness in shopping/sales channel decision.
Q12. What language would you mostly prefer in the platform you shop cross-border online? (Including customer services, call center and the language of the website) - Native language - English	To find out whether there is a need for localisation in terms of language.
Q13. Which would be your most preferred payment method when shopping cross-border? (Please pick, move & rank the items - most preferable item at the top) - Credit card - Debit card - e-Wallet (such as Paypal) - Mobile payment - Electronic currency (such as Bitcoin) - Cash on delivery	To find out most preferred payment options in cross-border e-commerce to be considered by e-exporters.
Q14. Please indicate the importance level of the factors below for your cross-border online shopping decision. - Availability of different payment methods (credit card, paypal etc.) - Accurate and detailed descriptions of the products on the website - Access to information about the delivery and order status - Customer relations, call center and after-sales service in local language - The need to pay additional tax and duties for the product (Customs duties and VAT) - Currency used in product pricing - Availability of native language in the website - Availability and easiness of product return process - Speed and punctuality of order deliveries	To find out the most important factors need to be considered by e-exporters to appeal to customers.
Q15. Please rank the importance of the mentioned logistics factors for cross-border online shopping (please pick and move the item - most important item at the top). - Cost of delivery - Speed of the delivery - Easiness of return process -	To find out the most important logistics factors need to be considered by e-exporters to appeal to customers.

Q16. What would be your expectation about delivery time in cross-border shopping? - 1-3 days - 3-5 days - 5-7 days - More than a week	To find out delivery time expectation of customers in cross-border shopping.

Appendix E Questions in E-export Questionnaire with Justifications

❖ Questions in E-export Questionnaire were asked to address **Objective 4:** "To examine key aspects of e-export for (Turkish) businesses.".

Table 21 E-export Questionnaire - Reasons to Include

Question	Reason to Include
Q1. *What is the most appropriate strategy for (Turkish) SME's to enter new markets (the first entrance) with B2C e-export?* - Selling on Marketplaces (Amazon, Etsy, Local marketplaces etc..) - Selling on social media - Partnership with a local website in the target country - Selling through the company's own website Q1A. Please also mention your additional comments about market entrance strategies in B2C e-export.	To identify market entrance ans selection strategy factors that should be considered by businesses while making decisions about cross-border expansion in e-commerce which will be used while generating government policies about inclusion of SME's in e-export business and futher development of e-export.
Q2. Please specify the importance level of factors for target market selection in B2C e-export. (Extremely important to Not at all important – 5 point scale) - De-minimis margin on B2C e-export - Demand for e-commerce in the market - Geographical distance to target market - Logistics infrastructure in the target market - Competitiveness level/ market rivalry in the target market - E-commerce infrastructure of the target market Q2A. Please also mention your additional comments about target market selection in B2C e-export.	
Q3. Which would be the most preferable delivery / supply chain method in B2C e-export for (Turkish) SME's in first cross-border expansion? (Please pick, move and rank the factors - the most suitable method at the top.) - In-house logistics and supply chain management - Fullfilment services - Dropshipping Q3A. Plese mention your additional comments about logistics ans supply chain strategies in B2C e-export.	To identify dimensions of supply chain/ logistics strategy in cross-border e-commerce to be used while generating policy recommendations about logistics and supply chain aspect of e-export.
Q4. What would be the challenges in e-export for (Turkish) SME's? Please specify the factors according to their importance level. (Extremely important to Not at all important - 5 point scale) - Managing timely and high-quality deliveries with optium costs - Customs clearance procedures, legal and tax conditionings - Management of returns - Managing cost-effective and targeted digital marketing campaigns	To identify the challanges that businesses face in e-export in order to generate solutions to the problems and to make policy/strategy recommendations.

- Payment system integration, ability to provide different payment systems and payment terms with different currencies - Communication in foreign languages with the customers - SPS measures and technical barriers - Lack of knowledge and qualified personnel in the field of cross-border e-commerce - Commission rates and fees of marketplaces - Trademark registration costs and procedures Q4A. Please also mention your additional comments about challenges that companies face in e-export.	
Q5. Which areas should the government policies focus on the most to increase competitive advantage of Turkish e-exporters? (Please pick, move and rank the factors - the most important item at the top) - Logistics and supply chain - Payment systems and integration - Customs procedures and tax conditionings - Providing advice and building awareness - Provisions in Regional Trade Agreements - International negotiations for trade facilitation Q5A. Please also mention your additional comments about the necessary government policies that could support the development of e-export in Turkey.	To be used while making policy recommendations in terms of trade policy and governance.

Appendix F Answers to Open-ended Sections in E-export Questionnaire

* In this section, answers given by the respondents which are in English are directly included without making any amendments, whereas answers given in Turkish are translated into English and presented under the relevant questions.

Please also mention your additional comments about market entrance strategies in B2C e-export.

“I think that sales volume in marketplaces has to be increased in B2C or B2B2C model”.

“The easiest and fastest is selling on marketplaces. However, rules are very strict there, when you wake up in the morning you may see that your account is closed, for this reason first choice should be having the own website”.

“This is a decision based entirely upon the company’s budget. If you have a lot of budget you can go and build a partnership with a local player, if it is less build your own website, make social media marketing and take the payment from your website. Afterwards enter into big marketplaces. Entering to marketplaces without being ready may lead to banning”.

“Delays in localisation and marketing costs make online marketplaces favourable for SME’s”.

“Starting to sell from the least costly channel would help companies to gain experience about cros-border operations. In terms of brand recognition and profitability, it would be a more reasonable strategy to sell from company’s own channels”.

“Local and 3rd party partnership”

“In the long term, the initial objective has to be the own website and brand, however at the outset selling through marketplaces or social media would be more reasonable, promoting the company’s own brand from these platforms would be more beneficial at the beginning”.

“Firstly, companies should well define the target market that they want to sell their product, a strategy should be developed by deciding on which product to sell in which markets and for what value. Although selling through marketplaces seems to be easier at the beginining, when the commissions paid are considered, it would be more advantageous to sell from the company’s own website by giving ads. in the long term”.

“The answer that i gave for the multiple choice question does not have any meaning because the answer would change according to many factors including the product, volume, price, target geography, payment method, return management etc. Additionally, partnership with a local player in the target market would be mostly B2BC or B2B rather than B2C”.

“”I thought that local website is also a marketplace and answered this multiple choice question accordingly”.

“Localisation and fast service”.

“It happened to be generalization in this section, it depends on company size and target market. For us, expanding into international markets through our own brand is a more reasonable strategy but for small companies using marketplaces would be lower cost in terms of starting and learning costs”.

“Target market selection, depending on payment methods in the target market, deciding on sales channel based on payment method”.

Please also mention your additional comments about logistics and supply chain aspect of B2C e-export.

“Should be decided by the company according to the product. I guess dropshipping is one of today’s sweetest lies. You will not be able to sell the product that you don’t produce”.

“Based on product stock, it is very important to start with local fullfilment services for fast-selling goods. Fast delivery is one of the most important criteria. Using Universal Postal Union’s (UPU) infrastructure, which is designed to deliver posts, could also be used as a solution to deliver small orders. However when you have Turkish Airlines which you can use to deliver goods many parts of the world in one day, the most important solution would be to establish a big fullfilment center in New Istanbul Airport”.

“Not only for e-export but also for e-commerce growth, both in-house and outsourced B2C logistics solutions should be enhanced and diversified”.

“I think that the decision should be made according to company growth. For the beginining in-house solutions are recommended”.

“Stock is a cost in e-export. Sending the product to the customer directly from the factories would be beneficial in terms of time and costs. Delivering your own goods with most affordable prices is also very important. If you want to be present on a global scale, you can determine a few strategic countries and receive fullfilment services in them. Short, medium and long-term plans should be made and cross-border expansion should be carried out gradually”.

“The important point here is daily volume of exports. At the outset, it would be more advantageous to send the goods directly but when daily volume exceeds 500 packages, warehousing and stocking in different centres comes to the fore”.

“In a start up and depending on the size of the company, getting to market fast and easy the preferred choice for SME is finding the right logistic provider that can accommodate the need of customer and

markets to go to. Again depending on products the offering needs to give options to the buyer including different transportation modes. It is clear that especially generation CX choose products based on transportation prices, express delivery options, and a strong end mile offering. And also that they are willing to pay extra to get it fast."

"I believe that drop-shipping is not an anternative for logistics. It is totally a different business model. Until reaching a certain volume exporter company should handle all the process itself. When sales volume starts to increase, i think that fullfilment services should be taken".

"This strategy can change depending on the size of the SME".

"The best solution is the one in which you manage to offer the fastest delivery without giving harm to the product".

"This issue has to be decided by considering dynamics of related markets and costs. It should be discussed according to sectors that Turkey dominates (machine-woven carpet, home textile, shoes, furniture). For a fast fashion company like us, in-house logistics and supply chain management, is the most sutable option".

"Giving attention to product returns in logistics and supply chain processes, selecting the suitable method in line with the payment system in the target market".

Please also mention your additional comments about target market selection in B2C e-export.

"Can you take payment, cross the customs, deliver the product and is there demand for your product in the target country? These are enough to consider".

"Although e-commerce infrastructure of a market seems to be a very important factor when making a decision, this may change depending on the way you enter the market. For instance, if you will enter the market by opening a shop in a big marketplace the easiest is to select a country with developed e-commerce infrastructure, however if you will build your own platform, selecting a less developed country in terms of e-commerce infrastructure is important to gain a place for yourself in the market from now".

"The most important factors for target market selection for fastly growing digital trade are e-commerce penetration of the target country and degree of market rivalry in the target market. If there seems to be an opportunity in this equation, rapid growth can be managed".

"Demand, local partner"

"This factor is dependent on many aspects including the product, season, holiday times, geographical location and technological infrastructure. You should know your market and potential customers and make investment based on this information. If i were to start the business from scratch now, i would give

80% weight to the US. With it's tax advantages and sales potential its the leading market without any rival. If you would like to sell veiling fashion, arab countries are the target. Personally, English speaking countries are my second preference. When i searched about this topic i found a lot of regions to market my products".

"Country image of the exporting country".

Please also mention your additional comments about challenges that companies face in e-export.

"There is lack of resources about research on markets and marketplaces".

"To make a ranking order according to importance level: 1. Reaching the customer, this can be through the website or social media, it is hard, costly and requires high level of expertise. 2. Managing conversion of the customer. For this reason providing the local payment option that is used by the customer is a must. 3. Fast and safe delivery. Customers cant stand delivery times more than 2-3 days. 4. Localisation. All the communication with the customers should be conducted in their native language at their level. 5. Customer reviews. If you have 4 or more stars life goes on, if you are not that product becomes a dead stock keeping unit. 6. Management of costs. Returns, commissions and taxes. These have to be followed through. 7. Qualified personnel, good customer relations and other small issues."

"Everyday new technical infrastrucure is being offered for cross-border trade and sellers have begun to be aware of and understanding the importance of this issue. Although challanges differ from country to country, for Turkey the biggest challange is delivery costs, the second biggest challange is VAT management and the third is management of returns. For the rest of the issues, solutions can be found somehow."

"Problems occur especially in payment, logistics and return processes. The biggest problem is logistics costs which are very high".

"The biggest problem seems to be logistics costs. Right after logistics, slowness of localisation activities due to costs and human resources issues. Different language options, providing different payment systems and customer service in target market's local langauge can be considered within the context of localisation activities."

"In e-export there could 5 main problems for a company which sells through its own channels: 1. It is important to select right and profitable products, it is advised to start with products which are easy to sell and with high profit margins taking into account different cost factors in cross-border deliveries. 2. Company website or mobile app. should be prepared for international sales. 3. Management of deliveries and returns. 4. Usage of local currencies and payment systems. 5. Digital marketing. Regarding these factors, there are existent solutions for payment infrastructure, for other issues it is important to work with teams of specialistis".

“Selecting right product”

“Delivery costs are high especially for new starter SME’s. Insufficiency of customer services due to time zone differences, recently chatboxes and virtual reality has begun to be used in 24 hour open shops, some companies in Turkey has begun giving this service. Language and translation problems. Lack of knowledge about procedures in foreign marketplaces and consequently, permanent closure of accounts.”

“Choosing the right service provider will enable SMEs to get to market relatively easy it will give them a brand backup name which increases trust to buy, and it is important to be multi-everything when communicating with your buyers, they want Speed - customer want their products yesterday, they want that you speak their language which means tailored to local market, that they are kept updated and same time creating excitement along the way, images are important and be aware of cultural differences, and pay options in the way the buyers are use to pay.”

“The most important issues are: affordable delivery, lack of knowledge about customs and tax legislation in foreign countries and compliance costs, management of return processes, high costs of digital marketing.”

“Integration with payment providers, localisation, logistics costs, advertisement”.

Please also mention your additional comments about the necessary government policies that could support the development of e-export in Turkey.

“To become relatively more competitive, more effective steps have to be taken about issues in which we hold the aces. For instance: Electronic Trade Customs Declaration system has to be implemented in all transfer modes including airway, road and maritime transportation”.

“Customs issues has to be agreed with the EU. Goods should be reached by the customer only by paying VAT. Regarding logistics support should definately be given”.

“A fullfilment center has to be established in Istanbul and delivery costs should be subsidized and support given for exports should be made easier”.

“Government subsidies”

E-export should be considered within the scope of conventional exports and e-exporters should also be regarded as “exporter” by the government. As a type of e-commerce, e-export has the same growth rate potential. To realize this growth rate potential, a free playground in which e-exporters can smoootly do e-commerce as if they are operating the local market, has to be created”.

“I think that the most challanging aspect of e-export for businesses are logistics and return processes. The government could work through this issue, addititionally in the case where common logistics centres are established abroad open to usage of all companies, return costs would be lowered substansially. Apart from the mentioned points, solutions for the problems can be found in private sector”.

“Subsidies”

“E-commerce have emerged in USA but China have reaped the benefits of the business model because of its production capability. Support has to be given to producers who are doing e-export or willing to do e-export. In the long term, added value of the produced goods could be more visible. Second priority could be creation of local solutions which are currently imported from abroad (delivery, payment systems, marketplaces, etc...)”.

“Simplified customs considering a easy return process is important, the availability of internationl pay systems like paypal, and naturally building awareness which is already being done through the DHL Express and TIM and other ecommerce forums in Turkey. There is in general a strong focus and support in Turkey to increase export and also support eCom growth.”

“Mass education”.

“Informing about e-export models and limitations”.