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WORLDDEF E-COMMERCE

WORLDDEF PUBLICATIONS

Elekse CEO Ayşegül Güvenç:
Building a strong team, creating
innovative solutions, and making a
meaningful financial impact is true success!



Elekse Shapes the Future of Financial Technologies from Türkiye to the World

GLOBAL E-COMMERCE GATHERING:
WORLDDEF ISTANBUL 2025

TARIFFS AND E-COMMERCE

PACKMORE'S PACKAGING PHILOSOPHY

AI TRANSFORMATION IN E-COMMERCE
ACCELERATES!



A UNIQUE SELECTION OF OVER A THOUSAND IN-STOCK PRODUCTS

With over 20 years of experience in packaging and storage solutions, Packmore offers thousands of products directly from stock with fast delivery. We are a reliable partner for the industrial, logistics, and e-commerce sectors.



INNOVATION FOR PROGRESS!

We keep up with the latest trends in packaging and bring the most innovative solutions to the Turkish market. Closely following industry developments, we provide technologies that help move your business forward.



FAST ORDERING, FAST DELIVERY

Packmore guarantees in-stock delivery for all products. This allows you to keep your warehouse space clear and place orders only when needed.



EXCELLENT PRICE-PERFORMANCE RATIO

Benefit from the outstanding price-performance ratio of our products, which combine reliability, performance, and competitiveness. Take advantage of bulk purchase discounts across all our consumable product groups.



ALWAYS HERE FOR YOU!

Whether by phone, live chat, or in-person, you can easily reach us through your preferred channel. We're here to provide quick responses, expert guidance, and seamless ordering support tailored to your needs.



LET'S TAKE MORE RESPONSIBILITY TOGETHER!

We care about the environment and support the use of sustainable packaging. We use eco-friendly packaging materials in our own shipments and bring the latest green innovations to the Turkish market!



WORLDDEF E-COMMERCE

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WORLDDEF E-COMMERCE

Editorial



Sedat Ateş

Secretary General,
WORLDEF E-Commerce Foundation

Dear readers,

Throughout the past year, while the global landscape of digital commerce evolved, Türkiye continued to write its own story. The year 2024 was not only a record in statistics; it was also a symbol of accelerated adaptation, growing digital awareness, and a rising societal transformation. Türkiye's e-commerce volume surpassing 3 trillion Turkish liras, the 5.9 billion transactions, and habits shaped by millions of users of all ages reveal one thing: E-commerce is no longer just a form of commerce; it's a new way of life...

In this issue, we not only focus on the numerical foundations of growth but also highlight the people, platforms, and ideas that make these data possible. We're asking not just, "How much have we grown?" but also, "How did we grow, and what will we become next?" The first step in building a common future lies in transforming data from mere numbers into meaning!

Let's now turn the pages together. Because this issue is not just a report; it's a diary of where digital commerce stands in Türkiye and where it is headed.

What Do Türkiye's E-Commerce Data Tell Us?

Türkiye's e-commerce volume exceeded 3 trillion Turkish liras for the first time in 2024, showing an impressive growth rate of 61.7%. Retail e-commerce alone surpassed 1.6 trillion TL, and the number of transactions reached 5.9 billion. This growth highlights not only changing consumer habits but also the accelerating pace at which producers and entrepreneurs are digitizing. The sector is no longer shaped by campaigns, but by behaviors. Women are directing 58% of the spending, and the 30-34 age group forms the backbone of the digital economy. Emerging sub-sectors like fast commerce, C2C sales, and digital content are signaling new habits.

What Is Behind the Data?

When discussing the growth of e-commerce, we often focus on the bright side of the numbers: transaction counts, volume increases, and percentage-based jumps... However, behind these numbers are hundreds of thousands of people, each with their own story. A mother placing an order via mobile in the middle of the night, a young entrepreneur making their first sale on social media, or a small logistics business trying to keep up with the speed of campaigns... Türkiye's digital economy is growing not only through algorithms but also through emotions, needs, and courage. Therefore, data is not just analysis, but also a sociological document.

Food, Fashion, Technology: Türkiye's Digital Mood

Looking at Türkiye's e-commerce expenditures, we are essentially getting a glimpse into the society's inner world. It's no coincidence that the most ordered products include hamburgers, t-shirts, and smartphones. These preferences reflect a fast-paced lifestyle, the desire for visibility, and the need for connection. On one hand, consumers are turning to easily accessible tastes in the hustle and bustle of the day, while on the other hand, they are looking for products that allow them to express themselves in digital storefronts. Technology is both the infrastructure and the showcase of this entire process. As shopping carts fill up, the mood of a society is being recorded.

Food, Fashion, Technology: Türkiye's Digital Mood

2024 data reveals that the rhythm of shopping in Türkiye can now be predicted based on hours and days. Saturday is the busiest day, with the most active hours occurring after 8:00 PM. The 30-34 age group stands out in terms of spending, while women account for 58% of the total e-commerce volume. Young consumers prefer fast fashion and technology, while those over 50 are focusing more on airlines and travel expenses. The cart is no longer just a shopping tool; it represents a behavior code that reflects our identity, habits, and the relationship we've built over time. The questions of who, when, where, and what they're buying should be asked not only for marketing purposes but also to understand the spirit of the age.

Let your entrepreneurial spirit shine! I highly recommend exploring the topic of **AI AGENT** alongside artificial intelligence.
sedat.ates@worlddef.com

Packmore's Packaging Philosophy: Every package is a brand representative!

With the rapid acceleration of digitalization processes in recent years, the e-commerce sector has not only transformed our shopping habits; it has also pioneered radical changes in a wide range from production to supply chain, from logistics operations to consumer behavior. Today, it is not enough for brands to be visible only in digital media; beyond that, it is also necessary to be successful in strategic factors such as managing order processes completely and smoothly, and optimizing the customer experience at every step. While meeting the modern consumer's search for speed, convenience and security is of vital importance for companies, companies that want to stand out from their competitors in this new competitive environment have to meticulously plan every move. At the center of this transformation process are sustainability, logistics and especially packaging issues.

The Challenges in E-Commerce Logistics and the Strategic Importance of Packaging

The rapid growth of the e-commerce sector has complicated logistics processes; this has led to the need for much more detailed planning of product delivery processes. While small-sized and individual deliveries are increasing rapidly, this change has brought basic elements such as stock management, return processes, delivery times and cost balance to the forefront. However, there is another element that is at the center of this process and is often not given enough importance: packaging.

Packaging not only ensures that products are transported safely and delivered to the customer; it also directly affects a brand's prestige, environmental impact and customer satisfaction. Wrong packaging choices can lead to both financial losses and damage to customer relations. Bulky, excessively material-based or non-recyclable packaging options contradict companies' sustainability strategies. Considering all these reasons, providing the right and effective packaging solutions is no longer a choice, but a commercial necessity.



Who is Mustafa Öner?

Mustafa Öner, the founder and CEO of Packmore, is a leader with over 20 years of experience in the packaging sector and is known for his pioneering approach in the field of sustainability and environmental awareness. Öner, who started his career in the sector by working in different areas, established Packmore after seeing that not only production but also bringing the right product together with the right companies in the right way required great expertise.

Today, Packmore's success is driven by his innovative mindset, international vision and environmental awareness. Sharing his sectoral knowledge and experience on global platforms such as WORLDEF, Mustafa Öner continues his work to spread sustainable packaging solutions in Türkiye.



The Key to Safe Delivery: Protective Packaging

The most basic function of protective packaging is to protect products against physical damage that may occur during transportation and delivery. Especially in deliveries made through cargo companies, packages go through many transfer and transportation processes. Impacts, falls, and compressions that may occur during this process may cause damage to the product. A properly designed protective packaging minimizes such risks and ensures that the product reaches the customer as it was on the first day.

Physical Protection: The Foundation for Safe Product Transport

No matter how valuable a product is, if it is damaged during transportation, it is not possible to talk about customer satisfaction. Therefore, protective packaging solutions in boxes are not just an additional product; they become a promise of trust for your brand. The most basic task of protective packaging is to protect the product from external factors that it may be exposed to during transportation and delivery. During the cargo process, products go through many stages such as banding, transfer, transportation, storage and delivery. Impact, falling, compression or moisture that may occur during these processes may cause damage to the product. Durable, shock absorbing and product-specific designed packaging significantly reduces such risks.



First Touch Point: Creating Brand Perception with Packaging

Packaging is the first physical contact a customer has with a brand. When a product arrives at their door, the customer first sees the packaging. This moment plays a major role in shaping the impression the brand leaves on the customer. Quality, stylish and brand-specific packaging creates a sense of professionalism and trust in the customer. On the other hand, sloppy, worn or dysfunctional packaging can lead to a negative perception, no matter how high the product quality is.



Reducing Returns Processes: Managing Costs and Time

In this period when e-commerce is rapidly growing, return processes have become one of the most critical operations that strain both the reputation and budget of brands. Research shows that a significant portion of returned products are damaged during transportation. This situation not only causes customer disappointment; it also increases the logistics costs of brands, creates operational burden and reduces resale opportunities. This is exactly where protective packaging solutions in boxes make a big difference.

Thanks to packaging systems specially developed according to the size, sensitivity and transportation conditions of the product, products are under maximum protection against external factors such as impact, compression and humidity. The decrease in return rates is among the factors that directly affect customer loyalty. Because customers care not only about good products; they also care about the product reaching them without any problems. Protective packaging ensures that the product reaches them in its first-day condition, while also reinforcing the trust in your brand.

Improving Customer Experience: The Surprise and Delight Effect

Protective packaging can not only provide external protection, but also enhance the customer experience. Thank you notes, promotional products or brand-specific touches placed inside the packaging create a "feel special" effect on the customer. In addition, products that are easy to open and neatly placed allow the customer to start using the product quickly and smoothly. This increases customer satisfaction and the likelihood of repeat purchases.



Long-Term Brand Loyalty and Competitive Advantage

Proper design of protective packaging strengthens the bond established with the customer. If a customer can safely access their product every time they shop, this trust turns into brand loyalty over time. In addition, well-packaged products have an advantage in terms of shareability on social media; this allows the brand to reach wider audiences organically. In the world of e-commerce, where competition is intense, small details make big differences. Protective packaging is one of these details and when used correctly, it offers a long-term advantage to the brand.

Why Choose Sustainable Packaging?

As environmental awareness increases rapidly today, consumers have started to pay attention not only to the content of the products they purchase but also to the packaging processes. Reducing carbon footprint, limiting plastic consumption and contributing to recycling are no longer just a choice, but a social responsibility. For this reason, sustainable packaging use has become critical for brands in both environmental and commercial terms. Sustainability is no longer just a trend; it is an inevitable necessity of the age we live in.

Considering the developing legal regulations, increasing consumer awareness and the needs of the planet, it has become almost impossible for companies to remain indifferent to this transformation. Every sustainable decision taken today is a conscious step towards the future. As Packmore, we act with this awareness; we offer environmentally friendly, high-quality packaging products that we have carefully selected from all around the world to the Turkish market.

Our product range includes solutions for the needs of different sectors, from water-based tapes to recycled boxes and biodegradable packaging. Moreover, we do not only supply products; we also raise awareness of our business partners on their sustainability journeys and provide consultancy support that will direct them to more environmentally friendly choices. We prioritize environmental awareness in all our work and play an active role in helping brands achieve their sustainability goals.

From Waste to Value: Zero Waste Target with Cardboard Shredders

With cardboard trimming machines, corrugated cardboards that have become waste can be transformed into effective box filling and protective packaging materials. In this way, companies both eliminate the need to purchase new filling materials and can adapt to the zero-waste principle more quickly. These machines, which can be easily integrated into production areas with their compact designs and high processing capacities, are becoming indispensable especially for brands that adopt a sustainable packaging vision.

Cut, use, earn. Sustainable savings are possible with Cardflow.

Protect nature and add an economical dimension to your packaging process with cardboard cutting machines.



Strong, Safe, Sustainable: Water Activated Tape Technology

Water-activated paper tape machines combine safety, aesthetics and an environmentally friendly approach in box closing. These machines activate paper tapes made of natural materials only with water and stick them strongly to the surface. These tapes, which are difficult to tear and impervious to manipulation, are completely recyclable because they do not contain plastic. Moreover, they increase brand visibility with their ability to be printed on. Water-based tape machines are ideal systems that can be integrated into production processes at high speed by applying this environmentally friendly solution in seconds, regularly and efficiently.



Why Do Brands Choose Packmore?

Leading companies in Türkiye prefer Packmore not only for our quality products but also for our visionary approach, environmental responsibility and expert consultancy service. Packmore is a packaging solution provider that places sustainability at the center of its business model and considers not only today's but also tomorrow's needs. It continues to be a companion that adds value to its business partners with its environmentally friendly products, expert staff and solution-oriented approach.

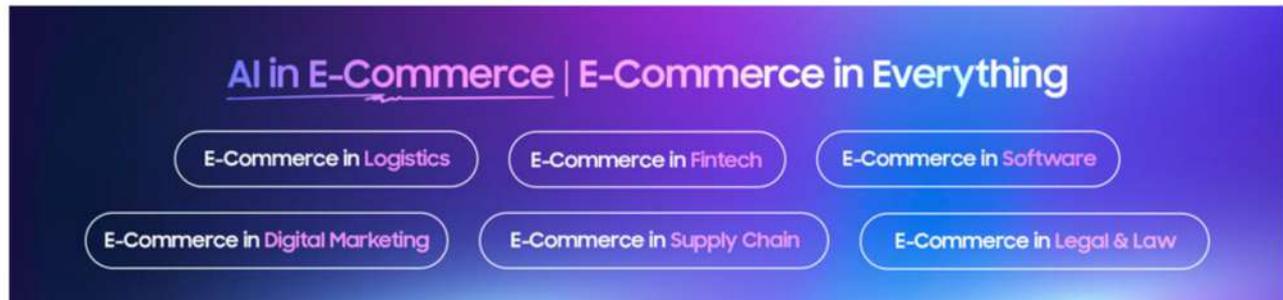
The Region's Largest E-Commerce Fair in Istanbul:



The global e-commerce fair WORLDDEF continues to shape the future of e-commerce and retail technologies. Bringing together global leaders and innovators, the e-commerce fair is hosting a major gathering in Istanbul. "WORLDDEF ISTANBUL 2025" will focus on the AI-driven transformation in e-commerce!

WORLDDEF, one of the world's largest e-commerce fairs, is bringing together the global e-commerce ecosystem in Istanbul. The major e-commerce fair will be held at the Istanbul Yenikapi Event Area on May 15-17, 2025, and is expected to host more than 30,000 attendees from over 80 countries. WORLDDEF ISTANBUL 2025 will be a key meeting point for the ecosystem of e-commerce, artificial intelligence, and retail technologies. As the technological transformation in e-commerce rapidly continues, brands aiming to stand out in the digital commerce space will come together at this prestigious fair. Participating brands will lead the transformation in the modern retail era and explore new opportunities in artificial intelligence.

Artificial Intelligence is Transforming E-Commerce!



E-commerce is undergoing a profound transformation through artificial intelligence (AI) integration. AI-powered systems are enhancing customer satisfaction through personalized shopping experiences. AI-based recommendation systems boost sales by suggesting products tailored to user preferences. Chatbots provide 24/7 customer service. Stock and pricing algorithms can be dynamically adjusted based on demand. Fraud detection technologies increase security in e-commerce and reduce cyber risks.

Visual search and voice assistants make online shopping more practical. AI-driven marketing analytics enable more efficient campaign strategies. These innovations are making e-commerce smarter, faster, and more user-friendly, strengthening businesses' competitive advantages. WORLDEF ISTANBUL 2025 will offer an opportunity to experience how AI is transforming e-commerce. The event will feature AI-focused brands, expert speakers, and interactive booths.

WORLDEF ISTANBUL to Host E-Commerce-Oriented B2B Collaborations



RockStar Speakers

Listen to insights from top founders, government officials, enterprise tech leaders, and investors from around the globe, all focusing on e-commerce.



New Perspectives

You'll gain fresh insights into the future of tech focused on e-commerce across our 4 content stages, discovering the innovations that will shape tomorrow.



Interactive Exhibition

Experience the future of tech in e-commerce firsthand as you explore our immersive expo floor and connect with the world's leading solution providers.



Networking

Utilize our upgraded app to connect with your next business partner, customer or solution provider in the e-commerce industry.

WORLDEF ISTANBUL offers a "B2B Matching and Networking Application" to facilitate cooperation among participating companies. Companies registered in the unique appointment system can request meetings with firms from different sectors. The application, which ensures that companies meet the right people for B2B collaborations, makes it easy to schedule meetings, connect with new people, and engage with participating brands. Additionally, a "Marketplace B2B Zone" will be set up at the fairground. In this area, participating marketplaces will discuss collaboration opportunities with potential e-commerce sellers.



Omer Nart: We Expect More Interaction, Participation, and Networking This Year

WORLDEF CEO Omer Nart expressed great excitement for WORLDEF ISTANBUL 2025. Emphasizing that last year's event created a strong synergy in the e-commerce ecosystem, Nart said: "WORLDEF ISTANBUL 2025 will be built upon the synergy created last year. In this year's e-commerce fair, we expect more interaction, more participation, and more networking. Participating companies and visitors will witness how AI is transforming e-commerce. We have prepared a comprehensive program on e-commerce and artificial intelligence. From logistics to digital marketing, from service providers to marketplaces, hundreds of professionals from dozens of sectors and everyone whose path intersects with e-commerce will be at the region's largest e-commerce fair!"

"WORLDEF ISTANBUL 2025 Will Host Strategic Steps and Global Collaborations"

Highlighting Istanbul's strategic importance for global e-commerce, Omer Nart said: "As the host city, Istanbul offers extraordinary opportunities for global e-commerce brands. Located at the intersection of Europe and Asia, this metropolis attracts international players. Global e-commerce brands view Türkiye as a supply and production hub. In this regard, WORLDEF ISTANBUL will host very important collaborations."

Nart also addressed the tariffs implemented by the United States (USA) that negatively affect cross-border e-commerce, pointing out that this situation presents opportunities for producer and supplier countries like Türkiye. He continued: "This recent situation, especially in categories such as textiles, footwear, accessories, and home decoration, offers opportunities for Turkish manufacturers. With its production power, labor force, and digital transformation efforts, Türkiye can become one of the winning countries in this process. To realize this potential, strategic steps and collaborations are necessary. WORLDEF ISTANBUL 2025 will host these strategic steps and global collaborations."

Inspiring Insights from E-Commerce Professionals

WORLDEF ISTANBUL, one of the most prestigious events in the e-commerce world, brings together leading figures in the industry. Senior executives of the e-commerce ecosystem will deliver inspiring speeches on innovative strategies, digital marketing trends, and the future of commerce. Participants will gain valuable insights into expanding into global markets, AI-powered sales techniques, and improving customer experience. Standing out with its networking opportunities, the event will open the door to significant collaborations for entrepreneurs and brands. This organization, which shapes the future of digital commerce, will be an unmissable meeting point for industry professionals.



What Does WORLDEF ISTANBUL 2025 Promise?

- **Star speakers:** Prominent founders, government officials, corporate tech leaders, and investors from around the world will share their e-commerce-focused experiences.
- **New perspectives:** Three different stages will present brand-new perspectives on the future of e-commerce technologies. Innovations shaping the e-commerce world will be shared on stage.
- **Interactive booth area:** Hundreds of brands engaged in e-commerce will showcase their products and services in the exhibition area.
- **Networking:** Thanks to the special B2B matching application offered at the fair, participating companies will easily hold collaboration meetings.

Featured Sectors at the Fair

- Marketplaces
- E-commerce service providers
- Logistics and fulfillment
- Investors
- Retail Technologies
- Entrepreneurs

WORLDEF ISTANBUL in Numbers

- 80+ Countries
- 30,000+ Visitors
- 200+ Speakers
- 500+ Retail Brands
- 240+ Booths



Strong Growth in E-Commerce in Türkiye



E-commerce in Türkiye is making significant strides every year. With its young population that has high digital competence, advanced internet and logistics infrastructure, fast delivery options, and strategic location, Türkiye is attracting increasing attention in the global e-commerce ecosystem. The adaptation of companies to digitalization contributes to the growth of e-commerce, while the country presents important e-commerce-focused opportunities for SMEs, entrepreneurs, and investors. In this context, the Ministry of Trade of Türkiye has shared an important report titled "The Outlook of E-Commerce in Türkiye" with the public. The report outlines the development of e-commerce in Türkiye in 2024. Here are some of the notable data points from the report...

E-Commerce Volume Increased by 61.7%

According to The Outlook of E-Commerce in Türkiye report, as of 2024, the e-commerce volume in Türkiye reached 3.162 trillion Turkish Lira, marking a 61.7% increase compared to the previous year. The number of e-commerce transactions was recorded at 5.91 billion. The retail e-commerce volume in Türkiye reached 1.619 trillion Turkish Lira in 2024, a 63.7% increase from the previous year.

The number of retail e-commerce transactions increased by 10.1% year-on-year, reaching 1.85 billion. Between 2019 and 2024, the compound annual growth rate (CAGR) of general e-commerce volume reached 85.66%, while the CAGR of retail e-commerce volume reached 90.82% during the same period.



274% Increase in USD Terms

In USD terms, Türkiye's e-commerce volume was \$23.94 billion in 2019. This figure rose to \$77.89 billion in 2023 and reached \$89.58 billion in 2024, marking a 15% increase over the previous year. From 2019 to 2024, the total increase in USD terms amounted to 274%. The share of e-commerce in Türkiye's gross domestic product (GDP) reached 6.5%.

Key Data from the Report

The report also includes in-depth insights about Türkiye's e-commerce ecosystem. Here are some other striking figures from 2024:

- The ratio of e-commerce to total trade reached 19.1%.
- The share of cross-border e-commerce (e-export) in total exports rose to 2.9%.
- The cross-border e-commerce volume reached \$8 billion annually.
- The number of e-commerce businesses in Türkiye reached 600,800.
- 58% of e-commerce spending was made by women, while 42% was made by men.
- Consumers aged 30–34 made the most e-commerce purchases.
- According to the e-commerce adaptation index, Istanbul ranked as the top city in e-commerce adoption.
- The highest volume of online shopping occurred during November campaign periods.
- Saturday was the most preferred day for online shopping.
- Quick commerce (Q-Commerce) grew by 98.1% in 2024 compared to the previous year, reaching \$6.45 billion.
- In consumer-to-consumer (C2C) sales, the transaction volume reached \$2.53 billion, with 17.5 million transactions recorded.

Top cities for e-commerce businesses

- Istanbul
- Ankara
- Izmir
- Bursa
- Antalya

Distribution of e-commerce businesses by sector

- Food Delivery [21.63%]
- Apparel, Footwear, and Accessories [15.64%]
- Electronics [12.24%]
- Home, Garden, Furniture, and Decoration [11.12%]

Sectors with the largest share of e-commerce volume

- Apparel, Footwear, and Accessories [\$7.8 billion]
- Airlines [\$5.41 billion]
- Travel, Transportation, and Storage [\$4.66 billion]
- Electronics [\$4.58 billion]

Most preferred products in e-commerce

- Shoes, T-shirts, dresses, jackets, trousers
- Vacuum cleaners, laptops, mobile phones
- Books

Most preferred payment methods in e-commerce

- Card payments [66%]
- Bank transfers/EFT [26%]
- Cash on delivery [3%]
- Other payment methods [5%]

The Impact of U.S. Tariffs on E-Commerce: From Global Constraints to Local Opportunities



In recent years, the tariffs imposed by the United States—one of the major actors in global trade—have not only affected macroeconomic balances but also deeply impacted individual sellers and digital entrepreneurs on a micro scale. Especially the new taxes and quotas on China-based manufacturers have created a domino effect in the e-commerce ecosystem. For rising producer and supplier countries like Türkiye, this wave presents both risks and opportunities.

In this article, I aim to evaluate the short, medium, and long-term effects of U.S. tariffs while sharing some of my observations and suggestions on which strategic areas Türkiye should focus on, particularly in terms of cross-border e-commerce.

Short Term: Supply Chains Shaken, Demand Shifting

Since 2018, U.S. tariffs initially targeted Chinese manufacturers selling on platforms like Amazon and eBay. Especially for Chinese sellers operating on low margins, the price advantage quickly vanished. As a result, U.S. consumers faced more expensive products—creating a new window of opportunity for Türkiye.

Turkish manufacturers and brands started showing greater interest in directly selling to the U.S. market, and we saw a notable increase in Turkish seller registrations on Amazon.com. Despite logistics challenges, the 'Made in Türkiye' perception began to gain consumer trust, particularly in categories like textiles, accessories, and home décor.

But let me emphasize one point: not every seller that entered during this opportunity wave acted with a sustainable strategy. Some ventures, chasing short-term profits, harmed market potential due to failures in customer satisfaction, high return rates, and logistics issues. For those seeking to stay long-term, this first wave was a testing phase.





Mid Term: Türkiye's Competitive Edge Could Strengthen

Assuming that the U.S. sanctions against China are a 'process,' the most critical factor for Türkiye in the medium term is to increase production capacity and optimize the price-quality balance. Türkiye is not the only one trying to fill the gap left by China—Vietnam, India, and Mexico are also in the race.

What sets us apart: strategic geographic location (bridge between Europe and Asia), short delivery times (e.g., 7–10 days to the U.S.), capability for low-volume customized production, and a strong creative sector (design, brand language, photography, etc.).

Companies leveraging these strengths can establish brand loyalty in the medium term by reaching American consumers directly through not only Amazon but also their own Shopify stores. Of course, this requires a solid logistics infrastructure, effective tax planning, and well-executed marketing moves.

By 2025–2026, it will be increasingly common to see Turkish brands setting up their own fulfillment centers in the U.S. As Amazon's storage costs continue to rise, Turkish firms running independent operations will have a greater chance to differentiate on customer experience.

Long Term: From Political Risk to Strategic Advantage

Let me state this clearly: U.S. tariffs will become a permanent foreign policy tool. Trade is no longer just trade—it's a diplomatic domain shaped by political relations. Under these conditions, countries like Türkiye, strategically located, must prioritize trade agreements, customs exemptions, and being positioned as a 'trusted partner.'

Our long-term goals should include: acquiring local manufacturing licenses in the U.S. (e.g., through contract manufacturing), increasing cross-border e-commerce support via public-private partnerships, developing U.S.-specific products (compatible with both online and offline retail), and building networks of investors and local partners.

At this point, I believe state supports like Turquality should evolve to be more digitally focused. Today, many Turkish brands growing in the U.S. market do so through individual efforts—there's a gap in collective support systems. If we bridge this gap, Türkiye can transition from being a seller to a significant player in the U.S. market.

Final Word: Are Tariffs a Barrier or a Lever?

Every crisis, when interpreted correctly, is an opportunity. While U.S. tariffs reshape the nature of global e-commerce, Türkiye—with its production strength, design intelligence, and digital transformation steps—has the potential to emerge as one of the winners.

But to realize this potential, we need time, strategy, and consistency. Instead of sprinting in the short term, we must adopt a mindset ready for the marathon. Most importantly, we must shift from merely 'selling products' to 'building brands.'

Even if tariffs close some doors, we can learn to open new ones—with the right keys.

Widect: A New Era in Door-to-Door E-Export Logistics with the Assurance of Turkish Airlines



By Enes Yilmaz | Widect CEO

Established within Turkish Airlines to bring more agile and innovative solutions to e-commerce logistics in our country, Widect launched at the end of 2023. Starting operations in the first quarter of 2024, we offer door-to-door delivery service to Turkish e-exporters through the brand power and extensive flight network of Turkish Airlines. In a short time, we have reached over 3 million deliveries, providing our customers with both time and cost advantages, and added value to the sector with our digital solutions that simplify export procedures.

Wide-Direct-Connect: The DNA of Our Brand

As emphasized in its name, the Widect brand embarked on its journey with the vision of Wide-Direct-Connect. "Wide" represents our ability to reach all corners of the world through Turkish Airlines' extensive destination network across 140 countries. "Direct" signifies our capability to provide door-to-door direct delivery services to various parts of the world thanks to Turkish Cargo's logistics expertise. "Connect" reflects Widect's vision of being a bridge connecting people, cultures, sellers, and buyers from different parts of the world. In this context, we continuously invest in and develop our operations to provide door-to-door services in all countries where we have cargo flights.

The Importance of E-Export for Our Country

Contributing to the development of e-export, which provides numerous benefits such as access to global markets, foreign currency inflow, economic diversification, and increased employment, is among Widect's greatest motivations. Our main goals are to enhance Türkiye's export potential, provide the necessary logistics solutions to increase the share of e-export within total exports to 10% by 2028, and position Istanbul as the global hub of e-commerce logistics. In this direction, we aim to exceed USD 1 billion in revenue by 2033 and raise our global market share above 1.5%.



US Tariffs and Impact on the Sector: New Opportunities for Türkiye

The new tariffs recently imposed by the United States on products of Chinese origin have led to significant shifts in global supply chains. Companies that heavily sourced from China are now seeking alternative suppliers, and major marketplaces that had not previously considered purchasing from Türkiye are quickly starting to work with Turkish businesses. The need for Chinese marketplaces to downsize in the US will lead them to focus on countries outside of America and increase competition. The possibility of trade wars introducing additional tariffs in the global e-commerce flow could slow down growth rates. However, all these developments offer significant opportunities for Türkiye's exports. At Widect, we are focusing on the US market to seize these opportunities and provide our exporters with a competitive advantage by offering express-speed service at economy pricing.

Artificial Intelligence Transformation in the Sector

Digitalization and artificial intelligence applications in the logistics sector play a critical role in creating competitive advantages. At Widect, we utilize AI in areas such as route optimization, software integrations, and rapid resolution of customer complaints. In doing so, we enhance our operational efficiency and deliver faster and higher-quality service to our customers. Looking ahead, we aim to make our logistics processes even smarter and more flexible through predictive analytics and automation solutions offered by AI.



Target Countries and New Routes

The United States has become our primary focus market following the recent tariffs. Through our fast and cost-effective services to the US, we ensure our exporters benefit from this opportunity to the fullest extent. The US is currently our largest market, and if the tariff balance continues, we expect this market to grow further. In addition, we are planning to increase the number of injection points in Europe to facilitate direct flights to more countries. Our efforts to launch new services in the Middle East and Turkic Republics are ongoing. Hoping that the war will end soon, we are also preparing our services for Ukraine and Russia. By leading entry into niche markets such as Australia, we aim to enhance the global competitiveness of Turkish e-exporters.

Our Short- and Medium-Term Goals

As part of our growth strategy, we plan to launch our new warehouse in the last quarter of 2026. This new facility, with both handling and fulfillment infrastructure, will become a critical center not only for our own operations but also for our e-exporters. Especially with the implementation of the Domestic Transfer Center [YAM] Regulation, which is being intensively developed by our Ministry of Trade and is of great importance for our sector, Istanbul is expected to become one of the world's leading e-commerce logistics centers.

With the YAM regulation, the increase in transit shipments and consolidation opportunities will reduce exporters' logistics costs and further strengthen Istanbul's position as a global hub. This will enable firms aiming to export to all parts of the world—not just major markets—to access new destinations with affordable logistics costs. Lower logistics costs will remove one of the biggest barriers to micro-exporting and entering new markets, allowing our exporters to send products at competitive prices to destinations that were previously inaccessible due to high costs.

Istanbul's Journey to Becoming a Global E-Commerce Logistics HUB

Istanbul's strong connectivity, its ability to reach over 60 capitals within a 7-hour flight, and the fact that nearly 40% of global passenger and cargo traffic passes through the city create a significant locational advantage. To replicate Turkish Airlines' success in transit passengers and cargo in cross-border door-to-door shipments, we have initiated infrastructure and sorter investments. With regulatory adjustments that facilitate exports and transit cargo shipments, we will fully leverage Istanbul's advantages and contribute to its transformation into a global e-commerce logistics hub.



The MENA Region and Türkiye's Strategic Position

Türkiye occupies the most ideal location in the region for global transportation. It is particularly strategic for Asia and Middle East routes. As a bridge between Europe and Asia, we prioritize the sustainability of supply chain processes in the MENA region. Leveraging Istanbul's location, we will rapidly dispatch shipments arriving from the Middle East to European countries without delays—thereby expanding the MENA trade volume, strengthening Türkiye's transit network, and increasing efficiency and added value in commercial activities.

Sectoral Expectations and Future Outlook

Exporters expect increased market diversity, fast, reliable, cost-effective, trackable, and seamless logistics processes, and simplified customs procedures. At Widect, we continuously improve our services by following global trends and customer demands, working to simplify every process we touch. With digital transformation in the sector, new balances in global trade, and Türkiye's strategic advantages, we are working with all our strength to maximize our country's export potential.

With our vision to make Istanbul the center of global e-commerce logistics, we invite all industry stakeholders to join us on this journey. We will continue to work to enhance Türkiye's export potential, increase the share of e-export within total exports, and position our country as a leader in global logistics.





sahibinden.com

“Every Listing is the First Step of a Dream”

sahibinden.com made a breakthrough in Türkiye in 2000 by bringing listings and shopping processes into the digital environment. Its mission is to make life easier for its users and ensure they can find everything they are looking for with ease. Its vision is to always be a user-friendly and innovative platform that focuses on sustainability and technology. sahibinden.com continues to grow as a pioneer of the circular economy and digitalization in Türkiye for a quarter of a century.

"There is a Future in Second-Hand!"

Nazım Erdoğan, CMD at sahibinden.com at sahibinden.com, explained how they position sahibinden.com while the global second-hand market makes significant progress: "sahibinden.com, which believes in the power of second-hand products and plays a leading role in this field, increases user awareness with the message 'There is a Future in Second-Hand,' focusing on sustainability. By developing services that allow our users to shop for second-hand items with confidence, we contribute to the circular economy and take responsibility in the fight against the climate crisis. In 2024, we established a sustainability committee that includes senior management. We continue to take concrete steps in the field of sustainability with our commitments and published reports."



Legendary Listings: The Lucky House That Helped Win a Football Match

Touching on interesting listings related to second-hand sales, Nazım Erdoğan said, "In the past, many interesting listings we compiled under the title of 'Legendary Listings' attracted great attention from the public. However, one user's 'lucky house that helped win a football match' remained in our memory as one of the legendary listings. Every listing is the first step of a dream; being a bridge in turning these dreams into reality is the most meaningful and satisfying part of our work."

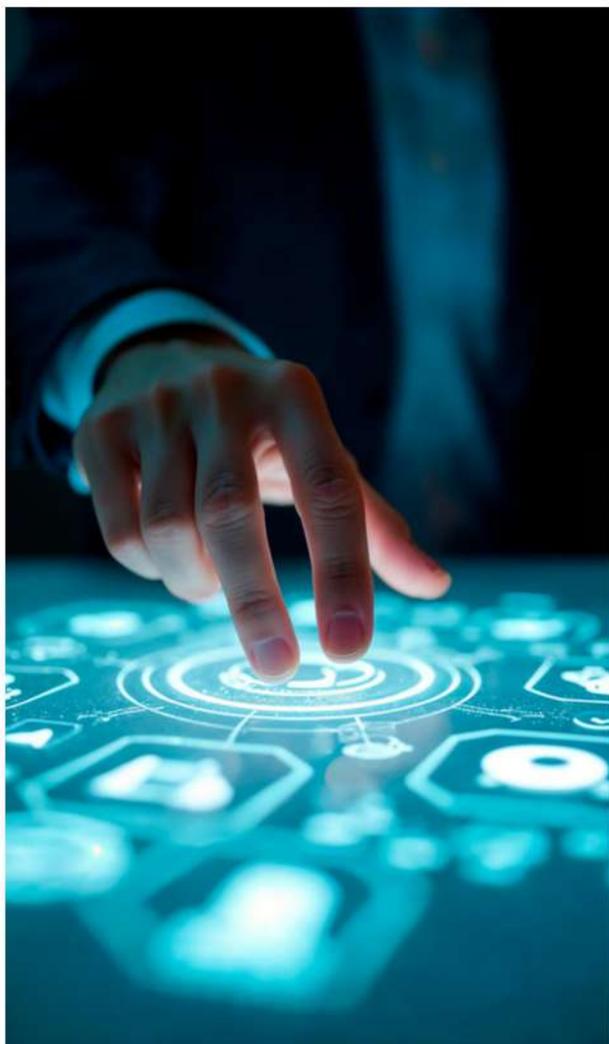
Erdoğan continued, "Over the years, we have witnessed many colorful listings such as a Star Wars-themed house worth 1.6 million TL, an unused Airbus A300 aircraft, a biscuit wrongly packaged due to a production error, and a mini Mercedes worth 12,000 euros. In addition, many interesting listings have been posted on our platform, ranging from antique collections to props used on movie sets, from scripts for sale to entire TV channels. We are always amazed by the creativity of our users!"

Approximately 550 Million Visits Per Month!



With an average of 64.4 million users per month, sahibinden.com sees 548.5 million visits and 15.4 billion page views. Ranking fourth in the world in the classifieds category and eighth among all internet platforms in Türkiye according to SimilarWeb rankings, sahibinden.com hosts more than 8 million listings in a wide range of categories such as vehicles, real estate, second-hand products, and refurbished electronic devices.

Integrated Business and Technology Solutions: FJX



By Florian Jansen | Founder & CEO of FJX Group

FJX is a professional services firm that delivers integrated business and technology solutions. It serves consumer, retail, and tech companies across the MENA region, Europe, and the CIS. FJX's mission is to bridge the gap between business and technology by combining strategic expertise with advanced technology solutions. The goal is to provide high-impact services that enhance operational efficiency, customer experiences, and business growth. FJX has a strong presence in the MENA region, CIS, and Europe. While the focus is on these regions FJX is always open to new regions and opportunities.

Solutions for E-Commerce Companies

FJX offers a comprehensive set of solutions for e-commerce companies, including:

- **Advisory:** Providing strategic diagnostics, development, and implementation support.
- **Technology solutions:** Offering tech recruitment, infrastructure management, and customized AI and IT solutions.
- **Marketing & media:** Expertise in marketing strategies that resonate with high-demand markets.
- **Distribution:** Serving as a bridge between brands and retailers to optimize supply chains and enhance reach.

Key Features that Differentiate FJX from Its Competitors

- **Expertise:** A team of former C-level executives and top-tier technology talents.
- **Integrated approach:** Combining strategy consulting with product and software development to offer end-to-end solutions.
- **Regional focus:** A deep understanding of the MENA, CIS, and European markets, which enables them to provide highly localized solutions.

FJX offers customized AI and IT solutions that are tailored to meet the specific business needs of their clients. These solutions are designed to enhance operational efficiency and help companies address various challenges in their business operations.

Challenges and Solutions

FJX faces challenges such as market volatility, cultural differences, regulatory compliance, technology integration, and operational risks but we address these challenges through:

- Continuous market monitoring to stay ahead of market trends.
- Cultural sensitivity training to ensure effective communication and business practices across diverse regions.
- Establishing legal and compliance teams to manage regulatory standards.

Recommendations for E-Commerce Brands to Achieve Success

- Strategic market entry: Utilize local expertise to understand and navigate regional market dynamics effectively.
- Technology integration: Implement advanced AI and IT solutions to improve operational efficiency and customer experience.
- Compliance management: Ensure adherence to local regulatory standards to mitigate business risks.
- Distribution partnerships: Collaborate with local distributors to enhance supply chain management and increase market reach.



About Florian Jansen

Florian co-founded Lamoda, a leading fashion e-commerce platform, achieving significant milestones, including a public listing in 2019 and reaching USD 2 billion in NMV by 2022. He is also an angel investor and Venture Partner at Antler, supporting various tech startups, and serves on supervisory and advisory boards in the GCC and CIS regions. Through FJX Group, Florian and his partners provide IT and business solutions to clients in retail, logistics, and technology.

Galina Express: Opening the Gateway to Iraq's Digital Economy



By Dr. Hallow Talabani | Chairman of the Board and CEO, Galina Express

When we launched Galina Express, we weren't just building a company, we were solving a national problem. Iraq, a country full of promise and potential, lacked the infrastructure to support standard e-commerce. Parcels were delayed or lost, online payments were limited, and international players saw Iraq as too difficult to access. We saw this not as a roadblock, but as an opportunity. Today, we are proud to say that Galina Express is more than a logistics company. We are a digital ecosystem, a combination of e-logistics, e-commerce, and fintech services — designed to make the Iraqi market accessible, seamless, and scalable for everyone.

Building an Ecosystem, Not Just a Business



At Galina, we operate with three core pillars: Galina Marketplace, Eagle Post, and Galina FinTech.

Galina Marketplace is an all-in-one platform that connects international sellers from Türkiye, China, GCC, and Europe to the Iraqi consumers. Through our platform, buyers can shop in their local language and currency, while sellers receive secure payouts in theirs. We manage everything in between: product localization, inventory, warehousing, money collection, return handling and customer support.

Our logistics arm, powered by **EaglePost**, is the official postal service for the Kurdish Regional Government, developed in partnership with the Ministry of Transportation and Communications. With 80 warehouses, three major sorting hubs, and 5,510 trained delivery agents, we now complete over 45,000 deliveries per day, 77% of them within 24 hours throughout Iraq.

And through **Galina FinTech**, we've tackled the cash-first culture of Iraq with practical, digital solutions. Our **Galina Card** allow customers to pay online with ease. Meanwhile, international merchants benefit from weekly or customized payout cycles, currency exchange support, and instant reconciliation, all under one roof.

We've always believed that for e-commerce to truly take root in Iraq, it needed local solutions, not imports. That's exactly what we've built.

We Faced Iraq's Logistics Challenges Head-On

The challenges we faced weren't small. Iraq has long suffered from limited infrastructure, inconsistent postal services, and complicated customs processes. When we started, people told us it couldn't be done — that you couldn't guarantee delivery in 24 hours, that you couldn't make cash-on-delivery efficient, and that international companies would never trust the system. We've proven otherwise.

To address last-mile delivery, we deployed a national fleet supported by smart route mapping. Today, we handle real-time tracking, returns, and support in every province of Iraq. Our operations are staffed by nearly 1,900 full-time employees, all trained to maintain high delivery and service standards.

For warehousing, we established a vast national network capable of holding over 100,000 items at any time only in one of our warehouse. We stock goods based on local demand forecasts, which allows us to offer same-day or next-day delivery with minimal friction.

We also tackled the most difficult pain point: cash-on-delivery. It's the most used payment method in Iraq, and we knew we couldn't just replace it — we had to improve it. So, we built a system where our drivers act as trusted payment processors, collecting, reconciling, and refunding payments in real time. And for customers ready to go digital, our fintech tools provide a secure, contactless alternative.

Cross-border logistics was another major issue. Our Istanbul office functions as a key consolidation and customs coordination point, and our customs clearance partner helps fast-track clearance into Iraq. We've streamlined the journey for every merchant who once saw Iraq as "too complicated" to consider.

The result? A complete, reliable ecosystem where global sellers can ship to Iraq, get paid, and offer local-level service — all without setting foot in the country.



Scaling Up, and Looking Forward

Right now, we're in growth mode. The demand is there: Iraq has a young, digitally connected population, a rapidly expanding mobile base, and an increasing appetite for global products. In the short term, we're focusing on expanding our warehouse network, doubling our delivery volume, and onboarding hundreds of new sellers to Galina Marketplace.

We're also evolving Galina Card into more than just a payment solution. We're developing loyalty programs, cashback rewards, and retail integrations. Our vision is a cashless Iraq — and we're building the tools to help get us there.

Medium-term, we see Galina becoming a regional logistics leader for e-commerce. Iraq is uniquely positioned between the Gulf, Türkiye, and the Levant. We plan to establish faster cross-border corridors to support not just inbound commerce, but exports as well.

Our expansion will also include stronger partnerships with banks and fintechs, joint ventures with technology providers, and even government-backed initiatives to support national digital transformation.

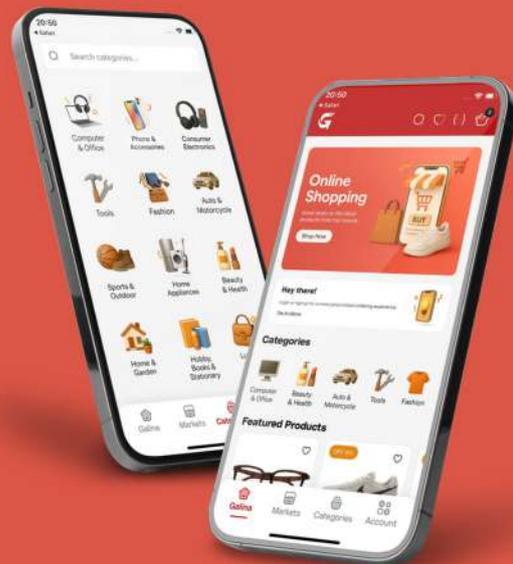
We are also working to expand our London office to better serve European brands eager to tap into Iraq's market. Whether it's a clothing brand from Milan or an electronics distributor in Dubai, we want to be their trusted gateway to Iraq — handling everything from customs to cash collection.



Why This Mission Matters

Our mission is not just about business growth. It's about impact. We're not just delivering goods — we're delivering trust. In a country that's seen years of instability, the ability to track a package, pay securely, and get support in your own language builds confidence. It strengthens the economy. It empowers people to participate in global commerce. E-commerce isn't just about convenience — it's about inclusion. And for Iraq to take its place in the global digital economy, companies like ours need to take the lead. That's why we've built what we have. And that's why we're just getting started.

The future of Iraqi commerce is fast, digital, and connected. We're proud to say: we're already delivering it.



Bosnia and Herzegovina: The Key Country for E-Commerce in the Balkans

Bosnia and Herzegovina, a distinguished country in Southeastern Europe, holds a strategically important position in the Balkans. With a population of approximately 3.2 million, the country is considered a mid-sized nation in the region in terms of surface area. Bosnia and Herzegovina, which has a transitional market economy, relies on the service sector, industry, and agriculture. In recent years, however, the country has witnessed significant developments in digitalization and e-commerce. Bosnia and Herzegovina, which shows signs of progress in areas such as per capita income and digital infrastructure, is still an emerging market in terms of e-commerce. With a low penetration rate and a developing digital infrastructure, the country holds substantial growth potential in the e-commerce space.

At this point, the Bosnia and Herzegovina E-Commerce Association occupies a key position. The association plays a crucial role in the development of e-commerce in the country. We spoke with Orhan Gazibegović, President of the Bosnia and Herzegovina E-Commerce Association, about the developments in the e-commerce market in Bosnia and the Balkans, the association's activities, and U.S. tariffs.

Orhan Gazibegović stated: "As President of the Bosnia and Herzegovina E-Commerce Association, I am proud to represent a growing and dynamic community committed to advancing the digital economy in our country." He continued: "Our association was established by key stakeholders in the field of e-commerce. It was created to support the development, regulation, and promotion of e-commerce as a vital component of the modern business world. Our mission is to build a healthy, transparent, and competitive e-commerce ecosystem that enables collaboration, knowledge sharing, and innovation by bringing together retailers, service providers, platforms, policymakers, and consumers.

Our vision is to position Bosnia and Herzegovina as a recognized and trusted player in the regional and global digital economy—one where businesses of all sizes can achieve sustainable growth through e-commerce and where consumers enjoy a secure and seamless online shopping experience."



Objectives and Goals of the Association

- Advocate for better digital policies and regulations aligned with EU standards
- Conduct the most comprehensive research and analyses on the e-commerce ecosystem in Bosnia and Herzegovina
- Educate businesses and the public on the benefits and best practices of e-commerce
- Create platforms for networking, collaboration, and growth within the sector
- Promote cross-border e-commerce opportunities and regional integration
- Support startups and SMEs on their journey toward digital transformation

The association also organizes an event called "E-Commerce Day." This event brings together the key players, industry leaders, and innovators shaping the future of e-commerce in Bosnia and Herzegovina. "We believe that by empowering businesses and building trust among consumers, e-commerce can become a powerful driver of economic growth and innovation in Bosnia and Herzegovina," said Orhan Gazibegović.



“Our Activities Are Designed to Promote Innovation Across the E-Commerce Ecosystem”

Touching on the association’s operations, Orhan Gazibegović said, “The Bosnia and Herzegovina E-Commerce Association is working highly actively through a wide range of strategic initiatives to bring value to the local digital economy. Our activities are designed to support businesses, inform the public, and foster innovation across the e-commerce ecosystem. With these efforts, our goal is to create an ecosystem in Bosnia and Herzegovina where e-commerce can develop sustainably and competitively on both regional and global levels.”

According to Gazibegović, the association’s key activities include:

- **Advocacy and Policy Engagement:** Actively cooperating with government institutions and regulatory bodies to contribute to shaping policies that foster an e-commerce growth environment aligned with EU digital standards.
- **Education and Capacity Building:** Providing workshops, meetups, and public campaigns to teach businesses how to establish, scale, and optimize their online operations, while educating consumers on digital literacy and safe online shopping.
- **Industry Events and Networking:** Organizing “E-Commerce Day,” the country’s largest event dedicated to digital commerce, bringing together retailers, technology providers, logistics experts, fintech entrepreneurs, and policymakers. Additionally, the association hosts meetups, panels, and roundtable discussions throughout the year—including the now-traditional “Networking Nights.”
- **Research and Market Insights:** For three consecutive years, the association has conducted the largest e-commerce market research in Bosnia and Herzegovina. These studies provide valuable data on consumer behavior, payment trends, logistics, and digital adaptation. The findings are also used as benchmarks in the European E-Commerce Report, highlighting the association’s role in shaping the region’s digital structure.
- **Support for SMEs and Entrepreneurs:** The association runs mentorship programs, collaborates with service providers, and ensures access to expert guidance. It specifically supports small and medium-sized enterprises seeking to enter or expand within the online space through digital transformation.
- **Regional and International Cooperation:** With strong ties and partnerships with all regional e-commerce associations and more than 30 global e-commerce, fintech, and ICT conferences and events, the association ensures its members stay connected to international trends, tools, and opportunities.

“We Are Your Strongest Ally in Building a Successful, Sustainable, and Future-Ready Digital Business in Bosnia and Herzegovina”

When asked, “What do you promise to e-commerce brands?” Orhan Gazibegović responded: “Whether it’s a newly established startup or a well-established player, our clear and actionable promise to e-commerce brands is this: We are your strongest ally in building a successful, sustainable, and future-ready digital business in Bosnia and Herzegovina. Bosnia and Herzegovina remains an emerging market in the e-commerce segment, with largely untapped potential. Currently, only about 8% of registered businesses operate an active online sales channel, clearly outlining the challenges and opportunities that lie ahead.

That’s why our primary focus is on education and empowerment. We help sellers step out of their comfort zones and into the boundless world of online sales. Through knowledge, inspiration, and support, we aim to spark digital transformation across all sectors. In the end, we are not just following trends—we are shaping them. We commit to standing by brands at every stage of their journey and to actively building the conditions under which e-commerce in Bosnia and Herzegovina can thrive and compete on a global scale.”



“E-Commerce Volume in the Balkans Expected to Exceed €13 Billion by 2025”

President of the Bosnia and Herzegovina E-Commerce Association, Orhan Gazibegović, also commented on the development of e-commerce in the Balkans:

“The e-commerce market in the Balkans is growing rapidly, but it still faces challenges typical of emerging markets. We are witnessing significant growth across the region in 2024, with e-commerce penetration continuing to increase year over year. Although the figures vary from country to country, the overall trend is positive; in several key markets, including Bosnia and Herzegovina, the average annual growth rate in e-commerce is around 15–20%. According to data from Monri Payments—the region’s largest payment service provider and one of our main partners—the e-commerce market grew by 48% annually in terms of online payments, clearly reflecting an increased trust in digital transactions.”

Gazibegović added, “The e-commerce volume in the region is expected to exceed €13 billion in 2025, with retail e-commerce leading this growth. However, despite this upward trend, the market still lags behind Western Europe. Only about 30–35% of consumers in the Balkans shop online regularly, which indicates significant growth potential—particularly in underserved rural areas.”

“Only 8% of Businesses in Bosnia and Herzegovina Have an Online Sales Channel”

Pointing out that Bosnia and Herzegovina’s e-commerce penetration is below the regional average, Gazibegović stated, “Only about 8% of registered businesses in the country operate an active online sales channel, highlighting both the potential and the challenges we face. One key insight derived from merchant feedback and real market data is this: the entry of major Asian e-commerce platforms into the Bosnian market has not negatively impacted local online retailers. On the contrary, a steady 17% growth was observed following their arrival. This demonstrates that local businesses have adapted, are competing, and are benefiting from the overall expansion of online commerce. The outlook is promising. Governments, private companies, and associations like ours play a critical role in fostering innovation, improving infrastructure, and accelerating digital adoption. As the market matures, the Balkans are expected to emerge as a strong player within the broader European digital economy.”

“26% of Local Online Sellers Export to Other Countries”

Gazibegović also addressed the implications of the new U.S. tariffs: “The recent customs tariff implementations by the United States are reshaping global trade dynamics. Bosnia and Herzegovina, along with other countries in the region, is subject to some of the highest rates: 37% for Serbia, 33% for North Macedonia, and 35% for Bosnia and Herzegovina.

However, from the perspective of e-commerce in the Balkans, the direct impact of these tariffs is expected to be limited. According to our research, only 26% of local online sellers in Bosnia and Herzegovina currently export to other countries, and exports to the U.S. account for only a small portion. Most cross-border e-commerce in the region is directed toward the EU and neighboring countries.

That said, broader implications could arise from policy changes such as the removal of the ‘de minimis’ threshold, which previously allowed low-value goods to enter the U.S. duty-free. This could particularly affect small sellers using marketplace or direct-to-consumer models to sell in the U.S. Over the long term, these tariff changes may also influence supply chains and product sourcing—especially for sellers importing goods from or through the U.S.

Still, the e-commerce ecosystem in the Balkans is more likely to be shaped by regional trade policies, EU alignment, and local digital transformation efforts rather than the direct effect of U.S. tariffs. In short, the new tariffs are not expected to have a major or immediate impact on e-commerce businesses in Bosnia and Herzegovina.”



About Orhan Gazibegović

Orhan Gazibegović is the President of the eCommerce Association of Bosnia and Herzegovina, where he plays a pivotal role in driving the digital transformation and advancement of the eCommerce sector across the region. He also leads regional sales operations at the Bosnia and Herzegovina office of Monri Payments, the region’s largest payment service provider, and is responsible for the development of online and in-store payment channels in the Montenegro, North Macedonia, Albania, and Kosovo markets. With over two decades of professional experience, Orhan has built a distinguished career in the fintech, payments, and marketing sectors, successfully leading and mentoring diverse teams. In the past decade, he has been instrumental in the development of digital product evolution and improving customer experience across Bosnia and Herzegovina and the wider region.

Shaping the Future of E-Commerce in Qatar and Beyond: Snoonu's Path to Becoming the Region's Super App



By Jaime Boy Ispizua | Chief Commercial Officer, Snoonu

As the Chief Commercial Officer of Snoonu, I have the privilege of witnessing first-hand how a homegrown Qatari tech company is rapidly evolving from a logistics platform into a full-scale ecosystem that is redefining the e-commerce and digital services landscape in Qatar.

Since its inception, Snoonu has been focused on solving real-life challenges — from delivering food and groceries in under 30 minutes to digitizing complex services and logistics for businesses and consumers alike. But today, we are much more than a delivery app. We are building Qatar's first true Super App — a single, smart digital platform that connects users with e-commerce, logistics, payment solutions, events, community services, and more, all in one place.

Empowering E-Commerce Through Smart Logistics

The express delivery sector is the backbone of modern e-commerce. At Snoonu, we've built a hyper-localized, AI-enabled delivery infrastructure that allows small businesses and major retailers alike to connect with consumers across Qatar — often within the hour. In 2024 alone, our platform processed millions of orders, with a growing portion coming from non-food categories such as electronics, fashion, and health products. By integrating real-time tracking, route optimization, and dynamic delivery pricing, we've created a logistics model that is both cost-effective and consumer-centric.

AI as an Enabler, Not a Trend

Artificial intelligence is not just a buzzword at Snoonu — it's a key enabler of our operations. We use AI across several touchpoints: demand forecasting, fleet dispatching, personalization of content, and even AI-powered vendor dashboards that help our partners make smarter, data-informed decisions.

Our SnooBot — an AI-driven chat assistant — has significantly reduced customer service response times while enhancing user satisfaction across our app.

We're also investing in predictive commerce models, where our platform can anticipate what users need before they search — allowing us to serve hyper-personalized experiences that reflect the lifestyle of each user.



Future Focus: Deepening Local Impact Through Innovation

While many players look outward for growth, Snoonu’s focus remains firmly rooted in deepening our impact within Qatar — a market rich with opportunity and innovation potential. Our strategy is centered on broadening verticals within the Super App, expanding beyond convenience to become an essential part of users’ daily lives.

We are continuously integrating new services — from event ticketing and book delivery to wellness and fintech features — all while maintaining the seamless, user-first experience Snoonu is known for. This approach allows us to scale in depth, not just in reach, by creating a richer, more connected ecosystem for individuals, businesses, and communities alike.

By doubling down on hyper-local innovation, we aim to set a new standard for what a Super App can offer — not just in logistics or commerce, but in the moments that matter most in everyday life.

Market Realities & Regional Challenges

Operating in the Gulf comes with its own set of unique challenges. Regulatory differences, payment system fragmentation, and cross-border delivery limitations remain pressing issues for most e-commerce businesses.

At Snoonu, we address these by building agile systems that comply with local frameworks and by integrating with national payment gateways and logistics networks. Our close collaboration with government entities has allowed us to anticipate policy shifts and position ourselves as the local digital partner of choice.

On the international front, the impact of U.S. tariffs has been less direct in our region, but supply chain volatility and import costs have still affected product pricing. Our response has been to amplify support for local merchants, encouraging “Made in Qatar” products to rise in visibility and value across the platform.





A Super App with a Social Heart

Snoonu's impact goes beyond technology. In 2025, we launched S5, a holistic ecosystem approach that integrates five core verticals. It's a blueprint for sustainable digital growth that keeps the human element at the center.

From delivering books during the Doha International Book Fair to launching Qatar's biggest-ever consumer giveaway — "Millions Await" — we continue to push the boundaries of what a digital platform can achieve in creating cultural, economic, and social value.

Closing Thoughts

As we look toward the next phase of growth, our mission remains clear: to simplify life through meaningful technology, while empowering the businesses, people, and communities that shape our region.

Snoonu is more than an app. It's a movement — built in Qatar, designed for the region, and inspired by the possibilities of what e-commerce can become when powered by purpose.

About Jaime Boy Ispizua

Jaime Boy Ispizua is the Chief Commercial Officer at Snoonu, Qatar's leading super-app and a rising tech unicorn. Originally from Mexico, he brings global experience across APAC, the Americas, Europe, and the Middle East, with career spanning roles at Walmart and Majid Al Futtaim. Holding an MBA from CEIBS in Shanghai, Jaime leads Snoonu's business units, driving innovation and strategy to position the platform as Qatar's ultimate e-commerce hub. He is passionate about creating real-world impact through technology grounded in local insight and purpose.

About Snoonu

Snoonu is Qatar's leading technology company, revolutionizing digital services through innovative e-commerce and fintech solutions. Committed to driving digital transformation, Snoonu empowers businesses and enhances convenience for consumers across Qatar.



What Technology Means for Real Estate in Dubai—And Why It's Personal



By Asmae Boussouf | Marketing Director, QUBE Development

Real estate in Dubai isn't just changing—it's evolving into something more innovative, connected, and human. And I say that not as a technologist but as a marketer who sees daily how innovation transforms not only what we build but also how people experience it. At QUBE Development, we don't view technology as a separate layer. It's embedded in our philosophy. It's part of how we design, sell, and stay ahead in one of the world's most competitive property markets. And in Dubai, that edge matters.

In 2024, the city recorded AED 761 billion (USD 207.2 billion) in real estate transactions—a 20% increase year-over-year [Dubai Land Department]. But behind those numbers is a deeper story—a shift. What once drove decisions—price, location, finish—is now intersecting with something less tangible: experience, access, data, and trust.

Why PropTech Isn't a Trend; It's Infrastructure

Dubai has been intentional about turning PropTech into more than a buzzword. The Dubai Land Department's blockchain-led initiatives, like Real Estate Tokenisation, create new investment pathways. Suddenly, fractional property ownership isn't a futuristic concept—it's a live offering [[Kanebridge News](#)]. For marketers like me, that changes the conversation. We're not just talking about property features anymore—we're talking about financial access, flexibility, and new kinds of ownership models.

We've seen it up close at QUBE. Investors are asking more thoughtful questions. End-users are looking for more than floor plans—they want to understand the future value of a space, the tech infrastructure inside, and even the environmental impact.

AI and Data: Redrawing the Map of Demand

Artificial intelligence has reshaped how we identify demand and communicate it. We use AI-powered tools at QUBE to analyse everything from market gaps to buyer behaviour. We can predict where interest is trending before the market catches on. These platforms don't just analyze trends—they actively shape strategy.

On the customer side, that means better targeting. Fewer cold leads. More relevant, timely engagement. We've moved past "lead generation." Now it's about connection, clarity, and context.

Even basic CRM systems are evolving. Chatbots now answer inquiries 24/7 with tailored property suggestions. Predictive analytics suggest what a customer wants based on their browsing. This is no longer theoretical—it's happening now and reshaping how we market and sell real estate in real time [[Techloy](#)].

- ***"Technology is how we deliver value. But trust is what we're really selling."***

QUBE DEVELOPMENT

Immersive Tech and the End of Showrooms

Let me say something you wouldn't have heard a decade ago: You don't need to walk into a building to fall in love with it. With VR and AR tools, clients are touring off-plan properties in full 3D before a shovel even hits the ground. They can stand in the kitchen, look out the window, and check the lighting. It's not a substitute—it's an accelerant. This has completely shifted how we approach marketing assets at QUBE. We design virtual experiences before printing brochures, storyboard immersive tours before launching landing pages, and the feedback is immediate, measurable, and global—especially among overseas buyers who see Dubai as a gateway market.

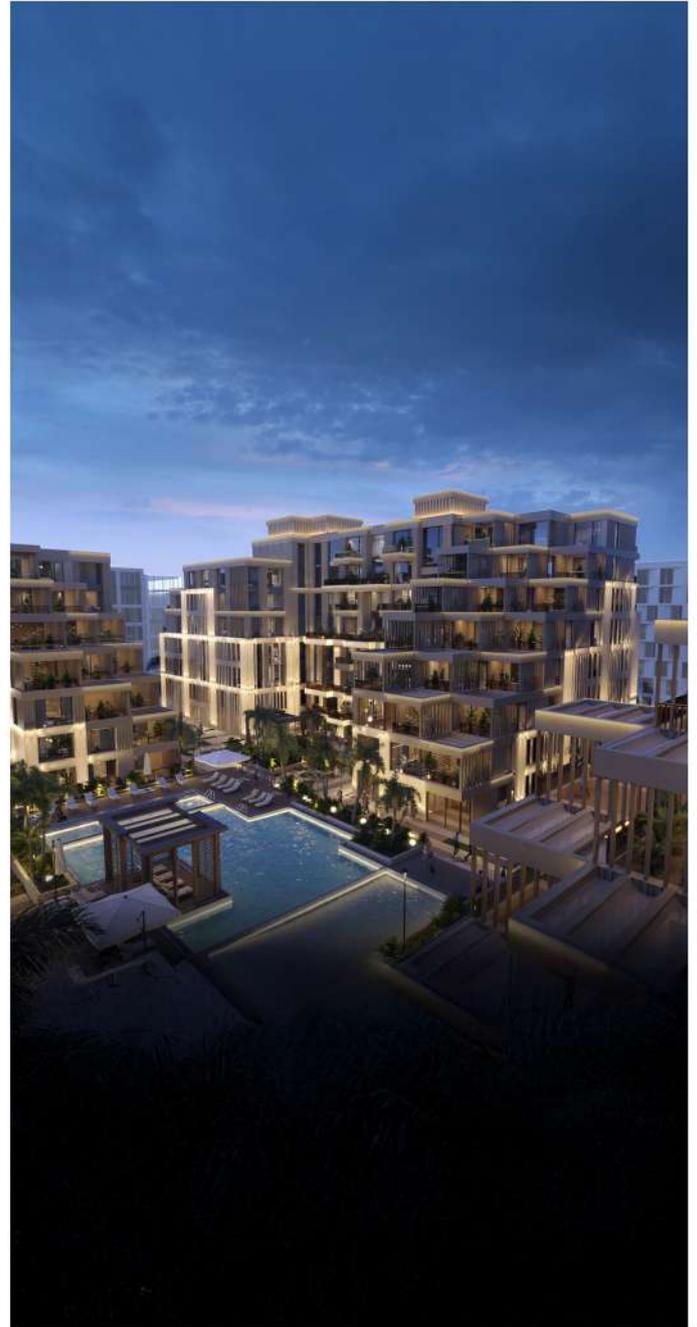
Smart Living Is Not a Luxury; it's the New Standard

Dubai's real estate sector is heavily investing in IoT-powered homes, and that's not just a nod to tech—it's an answer to lifestyle. From remote-controlled climate systems to real-time energy monitoring and biometric security, homes are becoming smarter, safer, and more efficient.

QUBE is already integrating these features across developments. Not because it's trendy, but because buyers now expect it. And frankly, so do we. It's how we future-proof our product. At QUBE, digital innovation is filtered through one lens: customer clarity. We design platforms that empower buyers, not overwhelm them. Whether it's a streamlined reservation journey, instant virtual walkthroughs, or a post-handover digital concierge, our technology starts with empathy. That's what today's buyers remember.

What Comes Next: People-First Innovation

In a market as fast-moving as Dubai, technology isn't the endgame—it's the enabler. What matters is why we use it. For us at QUBE, that answer is simple: to build trust, deepen relationships, and deliver homes that make sense today and for generations to come.



What We Offer?

At QUBE Development, we deliver more than property—we deliver opportunity. Our curated portfolio includes residential projects in Dubai's most high-potential locations, selected for their proven rental yields, long-term capital growth, and vibrant livability. Each development is thoughtfully designed with international standards in mind—offering smart layouts, high-quality finishes, lifestyle-focused amenities, and sustainable infrastructure. Whether you're looking for off-plan opportunities, soon to be ready units, or branded residences, QUBE properties are built in places where demand thrives and value grows.

What We're Looking For?

At QUBE, we're building for people who see real estate not just as a purchase—but as a platform for growth, lifestyle, and long-term value. Whether you're an investor seeking a solid addition to your portfolio or an end-user planning a new chapter in Dubai, we're creating developments that meet your ambitions. We're looking to engage with those who appreciate thoughtful design, future-ready infrastructure, and a developer committed to delivery, transparency, and purpose. Our objective is not just to sell—it's to create lasting value through properties that speak to both aspiration and practicality.



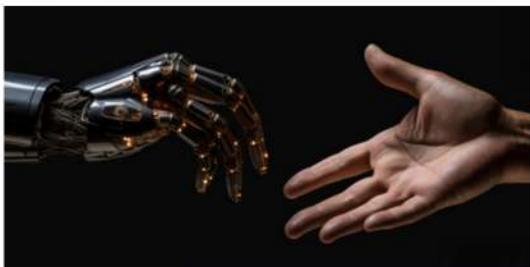
About Asmae Boussouf

Asmae is a seasoned real estate marketing expert known for engaging both B2B and B2C audiences with precision and impact. With experience across commercial and residential sectors, locally and internationally, she builds strategies that connect and deliver results. Before joining QUBE Development, Asmae held senior roles at Aldar Properties, Dubai Commercity (DAFZA), Nakheel, and Al Ghurair Investment. She holds a bachelor's degree in Engineering and Management Science, and a master's in Strategic Marketing—reflecting her commitment to excellence and growth.

"Artificial Intelligence Makes E-Commerce Faster, Smarter, and More Personalized"

Revolutionary developments are taking place in the world of e-commerce with artificial intelligence (AI). Today, AI technologies are being used in many areas such as personalizing customer experience, optimizing inventory management, and strengthening sales forecasting. Providing businesses with both efficiency and competitive advantage, AI offers a wide range of solutions from chatbots to visual searches, recommendation engines to dynamic pricing. As a result, the online shopping experience is transforming into a new universe for both consumers and sellers. With evolving algorithms, e-commerce is becoming not just digital retailing, but a data-driven, intelligent, and predictable system.

We talked with Ozan Sihay — Director, Digital Content Creator, and Instructor at Acunmedya Academy — about the transformation of artificial intelligence in the digital world, especially in e-commerce. Also an AI tools expert, Sihay emphasizes that AI is making e-commerce faster, smarter, and more personalized, stating: "This shifts the competition from product quality to experience quality." He also offers advice to young people, adding, "An artificial intelligence without emotional intelligence cannot surpass us." Here is our enjoyable interview with Ozan Sihay...



"It All Started With a Camera!"

Ozan Sihay described his interest in technology with the following words: "It all started with a camera, but it didn't just stay about the image. When I realized the narrative power of technology, I focused not just on 'shooting beautifully' but on the idea of 'producing intelligently.' When I encountered AI, I saw that creativity no longer had boundaries. Video, photography, and AI are now like a triangle intertwined. I continue to create at the very center of this triangle."

"Keeping Up With This World Is Like a Sprint Race"

To the question, "There are incredible developments in the world of artificial intelligence. How do you keep up with this ecosystem? What is it like to operate in such a broad field?", Sihay responded: "Every morning, a new tool, a new model, a new advancement comes out. Keeping up with this world is not like a marathon, it's like a sprint race. But I love this pace. I'm constantly testing, producing content, and teaching. One day I'm generating visuals, the next I'm working with voice synthesis. It may seem exhausting to be active in such a wide field, but it's also fascinating to be in a universe that can think in dozens of languages at once. If I'm learning something new every day, then I'm on the right path."

"An Artificial Intelligence Without Emotional Intelligence Cannot Surpass Us"

To the question, "Should we be afraid of artificial intelligence? Where do you think AI will evolve?", Ozan Sihay answered: "Instead of being afraid, we should try to understand it. AI is not a threat, it's a tool! How we use it will determine what it becomes. The future of AI must evolve together with humans. An artificial intelligence without emotional intelligence cannot surpass us. But if we stop learning and become mere observers, then the danger begins. I believe AI will progress as far as our imagination goes. So the limit is with those who can dream..."

"This Is Not an Extinction, But a Transformation"

Ozan Sihay also touched on professions that may be negatively affected by AI:

"Human need will decrease in routine and repetitive tasks. For example, areas like simple data analysis, content copying, or customer service are being transformed. But in return, brand-new fields are emerging: AI trainers, prompt designers, digital creators, data ethics specialists. If one job disappears, at least two new skill sets take its place. This is not an extinction, but a transformation."

"E-Commerce Is No Longer About 'Sales' But 'Experience'"

Answering a question about how AI will transform e-commerce, Sihay said: "E-commerce is no longer about sales, it's about experience. Thanks to AI, user habits are analyzed, personalized recommendations are made, automatic product descriptions are written, and visuals are created with AI. Some brands even produce their videos entirely with AI. In short, AI makes e-commerce faster, smarter, and more personalized. This shifts the competition from product quality to experience quality."



Ozan Sihay's AI Tool Suggestions for E-Commerce

- **ChatGPT / Gemini:** For product descriptions, customer emails, and chatbot support.
- **Midjourney / Sora / Ideogram:** For product visuals, social media posts, and posters.
- **Runway / Kling:** For product promotional videos or animations.
- **Canva AI:** To speed up the visual design process.
- **Heygen / ElevenLabs:** For voiceovers, short videos, or content dubbing. Anyone who wants to do e-commerce can even build a brand from scratch with these tools. What matters is using them correctly and maintaining originality.

"My Goal Is to Transform AI From a Source of Fear Into a Creative Force"

Sihay also spoke about tech-focused education: "In the last two years, I've worked with many organizations like Google Turkey, Garanti BBVA, Unilever, and Vodafone. I also teach at universities and creative agencies. My training topics usually revolve around generative AI, AI in video production, photography, and content strategies. My goal is to transform AI from a source of fear into a creative force. I want to teach young people, companies, and content creators how to use this technology effectively."

"Shape Yourself Not According to Algorithms But Your Values!"

As a YouTuber and influencer, Ozan Sihay shared advice with young people on social media and AI: "Shape yourself not according to algorithms but your values! Social media is not a race, it's a platform of expression. What matters is not the number of followers, but whether your content leaves an impact. Copying is easy, but to make a difference, you must be original. Also, instead of constantly producing content, sometimes pausing to reflect is also part of creation. My advice to young people: have fun, create, but never lose who you are to any filter!"

He also added: "Curiosity is the beginning of everything. First explore, then go deeper. You don't need to know how to code, just understand how it works. YouTube, Discord groups, online courses – all are freely accessible. Start with small tools, then create projects. You can't become an expert without producing something. Most importantly: don't be afraid to make mistakes! In the tech world, every mistake is a step toward the next right thing."

Who is Ozan Sihay?



Ozan Sihay is a cinematographer, director, photographer, digital content creator, and instructor. Born in Adana, Türkiye, Sihay shared the following about himself:

"For me, cinema and content creation are not just a profession, but a way of life. I've directed many short films, documentaries, and music videos – and have had the chance to win awards for many of them. I worked as an assistant director in Istanbul shoots of major Hollywood productions like James Bond: Skyfall and Charlie's Angels. Currently, I'm working on projects focused on artificial intelligence, video production, and digital content. I also provide training in these areas. I thrive on creating, storytelling, and inspiring others."



Ayşegül Güvenç | Elekse CEO

Elekse Shapes the Future of Financial Technologies from Türkiye to the World

Turkish payment services company Elekse was born from a decade of experience in the public utility payment sector between 2005 and 2015. Initially operating through physical service points and representatives, the company launched a strategic transformation in 2018, focusing on digital transformation and technological investments. By the end of the year, it became the first company in Türkiye to expand its license, acquiring authorization for POS services, money transfers, and payment accounts. Thanks to the technology investments made before the pandemic, Elekse built the infrastructure to deliver all its services digitally. This allowed the company to successfully navigate the pandemic, making it one of the least affected companies in the sector. Since 2019, Elekse has actively provided payment services across all areas within its expanded license. We discussed the company's story with Elekse's CEO, Ayşegül Güvenç!



Ayşegül Güvenç stated that they offer POS services under the "EsnekPos" brand and digital wallet and payment solutions under the "Hoppa" brand. She noted that Elekse was officially recognized as an "R&D Center" in 2024, saying, "This strengthened our commitment to innovation and empowered us to develop cutting-edge and competitive fintech solutions."

Güvenç continued: "We comply with the highest security standards. Through academic and industry collaborations, we actively promote information sharing. We proudly contribute to the development of local technologies. By supporting entrepreneurs, SMEs, and large enterprises on their digital transformation journeys, we are not only empowering businesses but also building an inclusive fintech ecosystem. As a Türkiye-based company, our vision is to globally expand with a strong focus on entering international markets and becoming a competitive force worldwide."

Monthly Transaction Volume Exceeds 5 Billion TL!

Elekse operates in over 1,000 service points and provides public utility payment and money transfer services to an average of 700,000 customers monthly. Through the "EsnekPos" brand, the company processes more than 1 million payment transactions monthly, with the total monthly transaction volume surpassing 5 billion TL. In 2022, Elekse ranked 59th in the "Türkiye's 100 Fastest Growing Companies" list. In 2023, it rose to 17th place on this list. In 2024, Elekse was included in the "Deloitte Technology Fast 50 Türkiye" list.

"Our Success Lies in Our Strategic Focus on Product Innovation"

Elekse CEO Güvenç stated, "At the heart of our success is our strategic focus on product innovation." She added, "We have enhanced customer experiences by leveraging artificial intelligence and data analytics. We developed pre-fraud tools and offered personalized financial products. Our proprietary APIs are flexible and scalable, providing quick integration and operational ease for B2B collaborations and market expansion."

Güvenç continued: "By offering user-friendly interfaces and seamless service delivery, we have boosted customer loyalty while supporting our marketing strategies. Significant investments in compliance with regulatory requirements and security protocols have made Elekse a trusted brand both locally and internationally. Through promotional campaigns at international fintech expos, we significantly increased our brand visibility and paved the way for new partnerships. We digitized our business processes, improving operational efficiency, reducing costs, and accelerating project delivery times."



elekse
ELEKTRONİK PARA A.Ş.



Three Brands, One Goal: Strengthening Financial Access

Elekse delivers solutions through three distinct brands, each designed to serve different segments of the financial services sector:

- **Yetkili Vezne:** Operating in all 81 provinces of Türkiye with over 1,000 active representatives, Yetkili Vezne provides secure and widespread access to essential financial services, such as public utility payments and local and international money transfers. By filling the gap in areas with limited banking services, it increases financial inclusion.
- **EsnekPos:** The brand offers a broad range of card payment solutions, including virtual POS, physical POS, mobile POS, and SoftPOS technologies for businesses. The flexible infrastructure of EsnekPos supports seamless integration across various sectors, streamlining payment processes to be faster and more efficient.
- **Hoppa:** This digital wallet allows users to deposit, withdraw, transfer money, and make QR code payments at stores and restaurants. It also enhances user engagement with loyalty programs and cashback benefits. Hoppa's unique "earn per step" feature turns daily steps into points, offering a gamified and rewarding financial experience.

Ayşegül Güvenç stated, "Each product offers something unique to the market. Features such as enabling card payments with closed-loop POS systems, hardware-free SoftPOS, and Hoppa's gamified financial innovations reflect Elekse's bold approach to combining functionality with innovation."

"We Focused on the Middle East, Europe, and Turkic States"

Güvenç said Elekse reached new heights in 2024: "By increasing our R&D investments, we launched pioneering projects in digital payments and electronic money services. We strengthened our leadership in Türkiye's fintech ecosystem. Our monthly revenue increased from 1.2 billion TL to 5 billion TL in 2024, reflecting our rapid growth and agility. Looking forward, we aim to deepen our integration with national and international payment systems and continue supporting a transparent, innovative, and reliable fintech environment." She added: "Now, we are focusing on the Middle East, Europe, and the Turkic States, planning regional operations and forming local partnerships. Particularly emphasizing international money transfers and cross-border payment solutions, we aim to become a trusted fintech provider in global trade."

Who is Ayşegül Güvenç?

"Success is not only about managing today—it's about shaping the future. For me, building a strong team, creating innovative solutions, and making a meaningful financial impact is the ultimate success." – Ayşegül Güvenç

Born in 1985 in Ankara, Ayşegül Güvenç graduated from Hacettepe University with a degree in Computer Engineering. With a background in tracking systems, event management, and financial project leadership, she played a critical role in the founding of Elekse in 2015. She was responsible for system design, process definition, and license oversight.

After gaining extensive experience in internal systems and audits, she was appointed CEO in 2019. Ayşegül actively contributed to the development of payment solutions and fintech projects. She currently provides consultancy to new fintech companies, offering her expertise in IT auditing and regulatory compliance.

Ayşegül served as a Board Member of the Turkish Payments and Electronic Money Association (TÖDEB) for three terms. As one of the few women executives leading innovation in Türkiye's financial technology sector, Ayşegül continues to drive Elekse's transformation with her leadership vision, resilience, and empathy. Ayşegül is married and a mother of three.



Meet Elekse at WORLDEF ISTANBUL 2025!

Elekse believes that the fintech industry is not just about technology, but also about empowering people, supporting businesses, and connecting economies. With its trusted brands, innovative solutions, and bold leadership, Elekse is building bridges between local needs and global standards. At WORLDEF ISTANBUL 2025, you can witness Elekse's story, solutions, and vision for the future!

"We Provide Solutions To E-Commerce Companies With Our Technology Consultants"

Operating in Türkiye's logistics sector since 2003, Sürat Kargo continues to grow both in the domestic market and globally, particularly in Azerbaijan, with more than 800 branches, 26 transfer centers, a fleet of thousands of vehicles, and over 8,000 employees.

Sürat Kargo's General Manager Cem Oğuz, noting the rapid growth of the cargo and transportation sector in Türkiye, particularly with the rise of e-commerce that began during the pandemic, referred to the Turkish Statistical Institute (TÜİK) 2024 report, which shows that the rate of individuals purchasing or ordering goods and services online [e-commerce] rose from 49.5% in 2023 to 51.7% in 2024. Pointing out that approximately 5 million households in Türkiye receive cargo deliveries daily, Oğuz stated, "The market is expected to grow at a compound annual growth rate [CAGR] of 15% over the next five years. In this context, we are producing special solutions for e-commerce companies, our most important customer group, in collaboration with our professional consultants and partners, offering services both domestically and internationally. From dedicated customer service representatives to technology consultants, we provide support in every area."



Cem Oğuz

Sürat Kargo's General Manager

Investments Continue

Sürat Kargo, which increased its volume by 28% and its revenue by 40% in the second half of 2024 compared to the first half, aims to continue this growth into 2025 and maintain its investment efforts. Cem Oğuz provided the following information: "We continued our investments in automatic parcel sorters and the next-generation software we developed entirely in-house throughout 2024. We will soon see the positive results of these investments. In 2025, we will continue to increase our sorter inventory with the most advanced technology products developed by international firms. We will be the first company in Türkiye to use our new sorters, with the number of sorters rising from 6 to 10. Our goal is to position Sürat Kargo as the brand that uses and leads the industry with the latest technologies."



Growth in Global Markets

Evaluating the global cargo and transportation sector, Cem Oğuz stated, "E-commerce accounts for more than 80% of our total business volume, and its share in the market is continually increasing. The global logistics and transportation market is expected to grow at an average annual rate of 5.7% until 2030, reaching a volume of approximately \$13 trillion by 2030. While the share of e-commerce in total trade in developed European countries is around 30%, in Türkiye, this figure exceeds 20%. A 1% increase in e-commerce corresponds to about a 10% volume growth in the cargo sector. Accordingly, the sector is expected to grow by an average of 10-11% annually over the next 10 years, reaching a volume of \$5.2 billion by the end of the decade. With technological innovations, sustainable logistics solutions, and our ability to respond quickly to customer needs, we will lead this growth. Türkiye's geographical location is uniquely positioned for international trade. Moreover, we have a population well-versed in manufacturing and service delivery. By combining these two key factors, we can seize significant international business opportunities. As Sürat Kargo, we will continue to increase our international activities, especially in neighboring geographies, by offering the most suitable solutions to these needs."

Daily Cargo Delivery Exceeding 400,000

Sürat Kargo's General Manager Cem Oğuz, noting that they handle an average of 400,000 parcels daily, and up to 750,000 parcels on busy days, stated that the number of employees has increased by about 40% compared to pre-pandemic levels. He continued, "As in every sector, human resources management is critical in the cargo sector. We create a working environment that maximizes our employees' potential. We support our employees with in-service training and closely monitor their development through performance evaluation systems. This approach distinguishes our company in the competitive market by ensuring customer satisfaction."

"We Have Agreements With Traders Across Every Corner Of Türkiye"

Cem Oğuz stated that a few years ago, 80% of the calls to the call center were inquiries such as "Where is my package?" He explained that today, every piece of information is sent to customers in real-time, and cargo tracking can be done via smartphones. "Even if our customer is not at home, they can pick up their package from the trader locations or smart parcel lockers we are partnered with. As Sürat Kargo, we work with partnered traders or automated parcel lockers in every corner of Türkiye. We call these 'Süratli Trader Points.' Our alternative service points are spreading rapidly based on a 'win-win' need. This allows the customer to receive their parcel at their convenience, without having to wait for delivery. Regulations in this area have also opened new opportunities; now, these points can be used not only for deliveries but also for sending cargo," he said.

During the digitalization process, Oğuz added that a link sent to people waiting for their cargo now also includes the courier's photo and vehicle information, which is crucial for security.

Our couriers take a photo of themselves every morning before setting out and share it on the Sürat Service Platform. Our customers can also track their parcels through this platform. This is part of our digitization efforts. Also, the requirement for collecting identity numbers and signatures, which was mandatory until recently, has been eliminated. Digitalization and technological advancements are also advancing from a regulatory perspective. Now, instead of collecting signatures as proof of delivery, we resolve this with message confirmations, protecting our customers' personal information."



Emin Imer | Independent Board Member at WORLDEF

Tariffs, Temu, and Türkiye: E-Commerce's New Power Play

Global e-commerce is at a turning point. Geopolitical shifts—like the U.S. imposing new tariffs on China—are redrawing the map of online retail. Recent U.S. trade policy changes ended the duty-free loophole for low-value Chinese imports, a move that hit ultra-cheap platforms like Shein and Temu. These disruptions are fragmenting supply chains and forcing companies to rethink the old “make in China, sell everywhere” formula. The era of simply chasing the cheapest producer is fading; resilience and regionalization are the new mantra. And in this shake-up, Türkiye stands out as a key beneficiary.

A Perfect Storm Reshaping Global Trade

For years, e-commerce thrived on “cheap and fast” goods from a single giant supply source. But as trade barriers rise, that model is under pressure. Washington’s tariffs have prompted Chinese exporters to seek new strategies [even Beijing has reportedly discouraged some firms from shifting production, adding to the tension]. Shein and Temu, the poster children of low-cost online retail, have had to raise prices and scramble for alternatives. Tellingly, Shein has even begun manufacturing outside of China—opening factories in Brazil and Türkiye—to diversify its risk. In parallel, Western retailers are looking for closer, more reliable suppliers. The result is a more fragmented, regional supply chain emerging in place of one big global pipeline.

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Redefine affordable items with SHEIN subsidy event. Find unbelievable deals on top brands Big brands, small prices—make the most of this chance to elevate your wardrobe affordably Luxury never felt so accessible. Grab deals on premium pieces during SHEIN’s subsidy event



Even Shein is shifting toward selling branded products as it prepares for an IPO in the UK. Quality will once again take center stage!

Enter Türkiye. Long before “friend-shoring” became a buzzword, Türkiye built itself into a manufacturing hub for textiles, apparel, food products, home goods, and furniture. Its strategic geography bridges Europe and Asia, and it has modern logistics links in all directions. Now, with global brands rethinking sourcing, Türkiye’s advantages are coming to the forefront. Our country offers a rare blend of agility, quality, and value. We can deliver a fashion collection or a container of home décor to Europe in a matter of days, and even ship to the U.S. in around a week. We’re competitive on cost—if not always the absolute cheapest, certainly a strong price-to-quality balance—and we add a layer of design sophistication that pure low-cost players often lack. In fact, Türkiye hits the sweet spot: close enough to ship quickly, skilled enough to ensure quality, and cost-effective enough to keep prices attractive.

From Niche Markets to Walmart: A First-Hand Perspective

I’ve witnessed Türkiye’s potential first-hand throughout my career. A few years ago, I led the global expansion for one of the world’s leading modest fashion e-commerce brands, based out of Istanbul. We expected the Middle East or Southeast Asia to be our largest markets given the product niche. Instead, the United States became our number one export destination – outselling even many Muslim-majority countries. This was a revelation. It turned out that a sizable niche audience in the U.S. [style-conscious women seeking modest attire] had far more purchasing power than anyone imagined. E-commerce made it possible to reach that audience directly, and Türkiye’s manufacturers delivered what they wanted. This experience taught me that niche markets in distant countries can surprise you with their demand, and Türkiye is uniquely positioned to serve those niches globally.

More recently, as General Manager of Hepsiburada's global arm, I worked on bringing Turkish sellers to major U.S. retail platforms. We forged a partnership to list Turkish-made products on Walmart's online marketplace and were in discussions to do the same with Target. In effect, we built a bridge from Anatolian factories to American households. I remember walking a Walmart buyer through a lineup of Turkish home textile samples—plush towels, organic cotton bedding, beautifully crafted by a family-owned mill in Denizli.

The buyer was impressed by the quality and story, and those products soon found a spot in Walmart's assortment. It was one small example, but it spoke volumes: "Made in Türkiye" can resonate from Main Street to Silicon Valley. Acting as that bridge between our local producers and global retail giants has been one of the most rewarding parts of my career. It reinforced my belief that Türkiye's role in the worldwide e-commerce ecosystem is so much bigger than we give ourselves credit for.

And it's not just established Western retailers beating a path to Türkiye. The new disruptors are here too. Take Temu, the fast-growing online marketplace from China that's been taking the U.S. by storm. Temu recently started courting Turkish suppliers to broaden its catalog. In April, WorldEF hosted an exclusive webinar with Temu aimed at "unlocking the potential of Turkish sellers" for the U.S. market. The response was overwhelming—hundreds of Turkish brands and manufacturers signed up, eager to learn how to get their goods onto Temu's platform. The enthusiasm was palpable (I was paneling in that session, and the Q&A could have gone on for hours!). This wave of interest from both sides—Turkish suppliers and global platforms—underscores a simple truth: Türkiye is now on the e-commerce center stage. Ten years ago, we were often an afterthought in global strategy meetings. Today, we're a focal point.

Türkiye's Edge in a Regional E-Commerce Era

All these trends point to a new regional and resilient model of e-commerce taking hold. Instead of one or two countries churning out products for the whole world, we're seeing the rise of regional hubs that serve nearby markets faster and more reliably. Türkiye is poised to be one of those hubs for Europe, the Middle East, and beyond. Why are we so well-positioned? To borrow a framework my colleague Orxan Isayev (Vice President of WorldEF) has articulated: Türkiye's strengths lie in its strategic location, quick turnarounds, flexible production, and creative talentfile-hqigksnabs1uvfjmrjxct. We are literally at the crossroads of continents, which cuts transit times. We excel at small-batch and customized orders—our factories can switch gears quickly, unlike the monolithic mega-plants elsewhere. And we bring creativity to the table: from fashion designers to furniture makers, Turkish producers infuse trends and craftsmanship into their goods, not just low-cost labor.



Critically, Türkiye offers a compelling "price-performance" equation. Labor and production costs here are higher than in Bangladesh or Vietnam, yes, but far lower than in Western Europe or the U.S. The quality control and compliance standards are generally strong, thanks in part to our deep integration with European markets. So buyers end up with better value: they might pay a bit more than the absolute rock-bottom price, but they get goods that often meet Western consumer expectations without costly errors or delays. In a world where a delayed shipment or a product recall can wipe out margins, that reliability is gold.

The shifting landscape also aligns with Türkiye's agility. During the pandemic and the global logistics chaos that followed, Turkish companies proved remarkably adaptable—turning to chartered cargo flights when ports were clogged, or sourcing alternate raw materials when supply dried up. That mindset of agility, born from years of economic ups and downs, is now a competitive advantage. As global e-commerce players emphasize risk mitigation, they appreciate partners who can think on their feet. Time and again, I've seen Turkish teams tweak designs or production schedules at the last minute to hit a trend or meet a deadline. That kind of hustle is harder to come by in more rigid manufacturing centers.

Turning Disruption into Opportunity



Ultimately, what we are witnessing is global disruption turning into Türkiye's opportunity. The U.S.-China trade rift, which at first looked like a storm on the horizon, is in many ways propelling Türkiye forward. Each tariff or policy change that makes life harder for a China-centric supply chain nudges businesses to look elsewhere—and often, they find what they need in Anatolian heartlands or Istanbul's workshops. Even Chinese firms themselves, like Shein, are investing in Türkiye to hedge their bets. Europe, facing its own pressures to secure supply lines, is leaning more on Türkiye for essential goods. And the Middle East and Africa see Türkiye as both an example and a partner in building regional e-commerce ecosystems.

To be sure, the race is on. We're not the only ones eyeing this prize; countries like Vietnam, India, and Mexico are also stepping up their game as alternative hubs. Türkiye will need to keep investing in its infrastructure, digitization, and trade relationships to solidify its lead. We must continue to negotiate favorable trade agreements, ensure our customs processes are smooth, and double down on training the workforce for higher-value production. In the e-commerce export arena, initiatives like easier cross-border payments, streamlined returns, and better marketing of Turkish brands abroad will make a difference. It's also crucial to maintain our reputation for quality; a short-sighted push for volume at the expense of quality could undermine the long-term opportunity. In other words, we have to scale sustainably.

That said, I remain incredibly optimistic. The momentum I'm seeing—on the ground with manufacturers, in boardrooms with partners, and at events like WorldEF's forums—feels different from past booms. There's a deeper alignment of factors now: global retailers want what Türkiye offers at the same time Türkiye is more ready than ever to deliver. It's taken years of groundwork, but the stars are aligning.

In conversations with fellow executives and policymakers, I often sum it up this way: Türkiye's agility, capacity, and creativity have met their moment. The world's supply chains are rewiring, and our country is plugged into the new circuit. As a lifelong e-commerce professional and a proud WorldEF board member, I can confidently say this isn't a temporary spike or a lucky break—it's a lasting role reversal. The once "hidden gem" of global manufacturing is stepping into the spotlight.

In the coming years, don't be surprised to see more Turkish brands and products in your daily life, whether you're shopping in Los Angeles, London, or Lagos. This isn't just wishful patriotism; it's already happening before our eyes. Global e-commerce is becoming more regional and resilient, and Türkiye is seizing the opportunity to shine. The trade winds have changed, and they are filling Türkiye's sails. We're ready to navigate this new course and, dare I say, help steer the future of online retail.



**Armağan Sunerli | Procter & Gamble Türkiye
Caucasus and Central Asia Board Member and
Vice President of Sales**

P&G is One of Leading Companies of Türkiye's Personal and Home Care Categories with 18 Brands

Procter & Gamble (P&G) products have been used for generations in millions of living rooms, kitchens, laundries, and bathrooms. It focuses on meaningfully improving people's lives and reaches into their daily routines with the products they need. P&G Türkiye also occupies a central position overseeing operations in nine countries. P&G, which has a large CRM data pool exceeding eight million in Türkiye, was a guest at WORLDEF E-COMMERCE. Armağan Sunerli, Procter & Gamble Türkiye Caucasus and Central Asia Board Member and Vice President of Sales, made significant statements on many topics.

Armağan Sunerli stated that P&G has been serving in Türkiye since 1987 with 18 leading brands in the personal and home care categories. Sunerli said, "Throughout our 38-year journey in the country, we have focused on creating value and leading the industry by pioneering several categories. With the strength we draw from our innovation and high performance products, we continue to create win-win scenarios with our retailers through our category growth strategy."

Sunerli continued as follows: "As P&G, we ensure that our products meet consumer demands with superior performance and quality. In addition, we are committed to enhancing the positive consumer perception of "value for money for our products". When consumers have confidence in product performance, it increases both their savings and their satisfaction. The fact that our market-leading brands maintain their market share against the competition, even during promotional periods, is testament to the success of this approach."



Discussing the brands within P&G's portfolio, Armağan Sunerli used the following expressions: "In the baby care category, we operate with our Prima brand, which is a popular and trusted choice in Türkiye. In the laundry segment, Ariel and Alo are among the most preferred brands in the country. In the dishwashing category, we are represented by Fairy, Türkiye's most recommended brand and a LoveMark award winner. In hair care, we own three of the most recognised brands: Pantene, Head & Shoulders and Herbal Essences. Our feminine care brands Orkid and Tampax are also market leaders. We also reach consumers with Oral-B in oral care, Febreze in household care and Braun, Gillette, Venus and Old Spice in personal care. Vicks is our flagship brand in the health category."

"We are a Central Hub Managing Nine Countries"

Sunerli described P&G's operations in Türkiye and the region as follows: As well as managing operations in Türkiye, we also act as central hub for Caucasus and Central Asia countries. These markets managed by P&G Türkiye include Mongolia, Uzbekistan, Turkmenistan, Azerbaijan, Georgia, Kazakhstan, Armenia and Tajikistan. With our high quality products, packaging, market research, brand communication efforts and strong supply chain, we continue to work towards increasing our market share by offering consumers innovative solutions.

At P&G, our strategy is based on improving consumers' lives, providing meaningful benefits and delivering superior performance. To achieve this, we first recognise the importance of understanding our consumers. We develop high-performing superior products and positively impact people's lives through innovation, driven by insights and data from market and consumer research.

We use a wide range of digital tools to drive innovation, and one of the key ways we deliver superior experiences and meaningful benefits to consumers is through artificial intelligence. Recently introduced tools such as ChatPG, AskPG, ImagePG and CodePG are helping to increase productivity across our business, reduce decision-making time and improve our ability to create and test personalised offers for consumers.

We are also developing our digital capabilities to influence consumer and customer preferences, reduce costs and enable faster and more efficient decision making. The increasing digitalisation of our production lines, as well as the use of AI and blockchain technologies, are tools we are using to improve consumer and customer satisfaction."

“We Have CRM Data Exceeding Eight Million”

Emphasizing P&G's extensive data pool, Armağan Sunerli shared the following information: “As a company with many leading brands in the personal care and cleaning sector, we have built up a huge and valuable pool of data and knowledge to effectively reach our consumers. We don't restrict this data to a few departments- it's a dynamic, real-time resource that is accessible across the organisation. This allows all employees to extract meaningful data sets based on their needs. By processing this continuous stream of data through state-of-the-art IT platforms, we identify business opportunities while keeping our finger on the pulse of consumer trends and habits using both online and offline AI-based research methods.

To better meet consumers' evolving needs, we focus first on understanding them and then on developing solutions using new technologies. Today, we have a CRM database of over 8 million records. Through our platforms and activations, we gain deeper insights into our customers' purchasing behaviour, enabling us to connect them with our brands in a way that is tailored to their habits and needs - paving the way for one-to-one mass marketing.”

“We are Actively Present on Online Channels”

Sunerli continued: “Thanks to our extensive distribution network, we can easily reach consumers across Türkiye through every channel, from large supermarket chains to neighbourhood shops. As online shopping habits continue to grow, our campaigns are becoming more personalised, dynamic and sustainable. In line with this shift, P&G Türkiye is making its products available on various e-commerce platforms to meet all consumer expectations and demands.

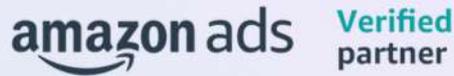
By maintaining an active presence in online channels, we offer consumers the convenience of accessing our products anytime, anywhere. In addition to our ability to conduct advanced data analysis, we also implement forward-looking planning strategies using sophisticated data collection solutions.”

“We are Working to Enhance Our Impact With Customer-Focused, Personalized Applications”

Sunerli also responded to the question, “What is your position in the retail e-commerce ecosystem?” with the following answer: We actively engage with our consumers on online platforms with our brands, striving to enhance our impact through personalized, customer-centric solutions. Through external channels and P&G owned platforms, we use a variety of media tools- including digital media broadcasts, social media collaborations, out-of-home [OOH] advertising and television- to support partnered communications with retailers through retailer media channels. We are continuously improving our communication strategies targeting consumers on marketplaces by leveraging the capabilities and expertise of retail platforms. These efforts aim to ensure that consumers are matched with the right products that meet their specific needs, thereby enhancing the overall shopping experience.”

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Agency



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brands

7/24
availability

13 years of
expertise

Daily communication
and weekly meetings

Weekly reports
and action plans

Our Trusted Global Clients:



NAUTICA



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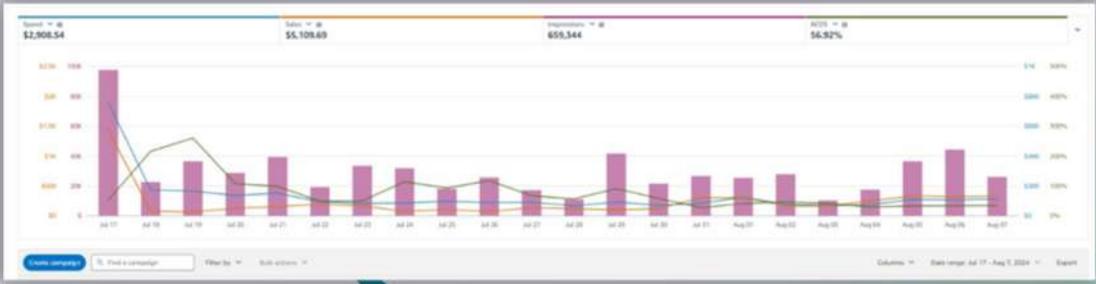
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All E-Export Solutions in One Panel: ShipEntegra



Ali Ceylan

Founder of ShipEntegra

ShipEntegra, a Türkiye-based digital logistics and e-export platform, provides businesses with all the logistics solutions they need to sell in international markets under one roof. Established in 2019, the company enables e-exporters to manage their logistics operations digitally by offering the ability to upload customs documents online, create error-free labels, track shipments transparently, and view all orders in a single panel.

ShipEntegra makes international shipping as fast and efficient as "sending a package from Istanbul to Ankara." With over 10 operational centers in Türkiye, the company has the capacity to dispatch packages abroad on the same day they are received. Furthermore, with more than 12 service options, it offers logistics solutions tailored to entrepreneurs' needs, including air, road, and sea transportation, enabling them to have a more flexible and efficient presence in global markets.

Entrepreneurs Digitize Their E-Export Processes with ShipEntegra!

In addition to the logistics services it provides, ShipEntegra stands out with its custom software infrastructure. The platform allows for order management through a single channel, ensuring quick and accurate label creation. Features such as automatically notifying marketplaces of tracking numbers for each order improve the efficiency of the process. Additionally, it enables the calculation of estimated prices and delivery times for over 220 countries with just one click, offering e-exporters the opportunity to be fast and competitive.

Moreover, features such as creating a shipping profile for Etsy and performing profit margin analysis tools make e-exporters' jobs easier. The platform also provides a special page for Amazon FBA shipments, allowing users to complete shipments in just 1 minute. All of these processes can be managed through ShipEntegra's mobile application, enabling users to complete their tasks easily from anywhere at any time.

"Thanks to its official collaborations with global platforms such as Amazon, Etsy, eBay, Walmart, AliExpress, and Temu, e-exporters can easily integrate into marketplaces and securely manage their logistics processes. The partnership with Etsy, in particular, has earned ShipEntegra the distinction of being the first and only Turkish logistics technology company officially recognized as Etsy's logistics partner in Türkiye. This recognition highlights ShipEntegra's deep integration within Etsy's ecosystem and its support for Turkish sellers through verified tracking numbers and accelerated customs processing. In addition, eBay sellers benefit from ShipEntegra's fast, reliable, and scalable shipping infrastructure, which includes real-time tracking synchronization, seamless order fulfillment, and marketplace-specific logistics workflows—helping them maintain high performance and stay competitive in global markets. As a trusted global logistics partner, ShipEntegra continues to offer innovative solutions to users worldwide by being featured in Etsy's panels and actively supporting sellers through its integrated technology infrastructure.



ShipEntegra's New Service: Global Expansion

ShipEntegra offers a new service called "Global Expansion," providing e-exporters with the opportunity to enter global markets quickly and easily. This service allows entrepreneurs to sell on multiple channels on major e-commerce platforms such as Etsy, Amazon, Walmart, and Shopify. Through Global Expansion, entrepreneurs can reach a broader audience without being limited to a single marketplace. This service presents a great opportunity, especially for e-exporters looking to transition from Etsy to Amazon Handmade, or from Amazon to global platforms like Walmart, eBay, and Shopify. It allows entrepreneurs to spread their risks, increase their earnings, and make their businesses more sustainable.

Global Expansion offers comprehensive services in store setup, product listing, sales initiation, and logistics processes, helping entrepreneurs grow rapidly in global markets. By eliminating dependence on a single platform, ShipEntegra empowers users to diversify their businesses. As a result, entrepreneurs can sell across various marketplaces, reach a wider customer base, and build their businesses on more solid foundations.



A Unique Combination of Strategy, Support, and Execution in E-Commerce Consulting: Brandee By Rihab

Brandee by Rihab is a boutique e-commerce consultancy that helps online brands grow with strategy, clarity, and real support. At the forefront is Rihab Seb, a consultant and coach who provides tailored guidance to entrepreneurs at every stage of their growth. Behind the scenes, a small yet talented team assists with implementation, from launching new stores to scaling ad campaigns and setting up automation systems. Rihab Seb, the Founder, E-Commerce Consultant, and Strategist of Brandee by Rihab, was a guest at WORLDEF E-COMMERCE! Seb says, "We're not a typical agency, and we're more than just a coaching service. Brandee by Rihab offers a unique blend of strategy, guidance, and done-for-you execution — all tailored to the needs of growing e-commerce brands."

Brandee by Rihab's mission is to lead e-commerce entrepreneurs to success not only by providing knowledge but also by offering implementation support—while staying away from chaos. It aims to help its clients build sustainable, profitable, and distinctive brands. Working with clients globally, Brandee by Rihab primarily serves entrepreneurs in the USA, UK, Europe, the Middle East, and Australia. Services are offered in English, French, and Arabic.



Brandee by Rihab's Solutions for E-Commerce Brands

1:1 Coaching and Consulting: Delivered directly by Rihab Seb. Seb provides strategic support to entrepreneurs and teams who want to grow their brands, boost performance, and make better decisions without wasting time or money.

Done-for-You Services: The Brandee team offers the following hands-on services for brands in need of implementation support:

- Shopify store optimization
- Email marketing setup and automation
- Facebook and Google ad campaign management
- Marketing planning and creative strategy
- Full-funnel campaign execution

Thanks to this hybrid model, support is provided to entrepreneurs who want to learn and manage their business independently, as well as those who prefer to outsource specific parts to experts.

"One of the Most Common Challenges in the Industry is Overcoming Information Overload!"

Rihab Seb, also an e-commerce consultant and strategist, explained the challenges in the industry: "One of the most common challenges is overcoming information overload! Entrepreneurs are constantly exposed to conflicting advice, trendy 'hacks', and promises of quick fixes. It's very easy to jump from one tactic to another without a clear plan, which creates confusion—especially when trying to manage the business alone. In addition, the pressure to keep up with AI and new technology tools is increasing. AI can be a powerful tool, but it also adds complexity. Many entrepreneurs try every innovation just to stay current without knowing how or why to integrate these tools into their business. This is where we help them make conscious choices; we position technology in a way that supports growth—not in a way that distracts them."

Seb continued: "Another common mistake is working with large agencies before being ready to scale. For small and medium-sized brands, this can mean unnecessary costs and loss of control. What's really needed at this stage is lean, efficient systems and the capacity to understand the internal workings of the business. That's why we focus on educating entrepreneurs and their teams to understand every aspect of the business. When they have the right knowledge and structure, they are not only ready to grow but to scale sustainably."

"Brandee By Rihab Uniquely Combines Strategy, Support, and Execution"

When asked "What sets Brandee by Rihab apart from its competitors?", Rihab Seb responded: "We are neither a classic agency nor simply a coaching service. What differentiates Brandee by Rihab is the unique combination of strategy, support, and execution. As the founder, I personally provide high-level intellectual input, clarity, and direction. At the same time, we also provide the support of a competent team capable of implementing the systems we design—so you're not left with a strategy that just stays on paper. We offer a personalized yet professional approach. We develop a special and focused method for each brand—because in e-commerce, 'one-size-fits-all' doesn't work."



What Does It Take to Succeed in E-Commerce?

In response to the question, “What are your recommendations for success in e-commerce?”, E-Commerce Strategist Rihab Seb shared the following:

- “Start thinking about marketing in parallel with product development. If you can create a product that truly stands out, solves a clear problem, or tells a compelling story, marketing will be much easier later on. Your product should generate interest even before you start advertising.”
- “Once you have a strong product, focus on the fundamentals: clear brand positioning, an optimized store, and consistent traffic supported by email, content, and ad systems that turn visitors into loyal customers.”
- “Don’t try to scale quickly just to grow. Sustainable scaling is much more important. If your fundamentals are not in place, fast growth can disrupt your business instead of strengthening it. Make sure your systems, profitability, and messaging are ready to support that growth.”
- “Finally, if you’re unsure what to do, get help from someone who’s walked the path before. The most successful entrepreneurs are those who seek clarity, make informed decisions, and stay consistent—even when growth takes time.”



About Rihab Seb

Rihab Seb shared her career story as follows: “I began my professional journey in the corporate world, but it was the transition into entrepreneurship and the experience of building and growing several online businesses that reshaped my perspective. That journey made it clear there was a real gap in the market: founders didn’t need more theory—they needed practical, personalized support they could actually use. That’s when I created Brandee by Rihab, a consultancy that combines strategic coaching with hands-on services to help eCommerce founders build sustainable, profitable brands. Today, I work one-on-one with brand owners around the world and lead a skilled team that supports our clients with execution when needed—from building automated email flows to managing paid ad campaigns and optimizing their online stores and branding.”

Embracing the Future: How Supsis AI is Revolutionizing E-Commerce with Conversational AI



Enes Dur

Founder & CEO of Supsis AI

The e-commerce ecosystem is undergoing a profound transformation, driven by the rapid advancement of artificial intelligence and the growing expectations of modern consumers. At Supsis AI, we are proud to be at the forefront of this evolution, helping brands create more meaningful, efficient, and profitable interactions with their customers.

Our Services and Solutions

Supsis AI consolidates multiple communication channels—including WhatsApp, Instagram, Facebook Messenger, LinkedIn, Telegram, Webchat, and Trendyol messaging—into a single, powerful platform. Our solution combines AI-powered chatbots, live customer support, appointment scheduling, CRM modules, e-commerce integrations, and automation workflows to provide a seamless experience for both brands and consumers.

We don't just offer automation; we deliver personalized conversations at scale. Through smart segmentation and AI-driven analysis, Supsis AI helps brands send the right message, to the right person, at the right time—whether it's a cart reminder, a personalized promotion, or a customer support inquiry.

The Transformation of Chatbots

Gone are the days of rigid, script-based chatbots. Today, conversational AI can understand natural language, learn from interactions, and deliver human-like support 24/7. Supsis AI leverages multiple cutting-edge large language models (LLMs)—including OpenAI's ChatGPT-4o, Google Gemini, and DeepSeek—to power smarter, context-aware customer experiences across messaging platforms.

This multi-model integration enables our system to dynamically select the best AI engine based on the context of the conversation, ensuring faster, more accurate, and richer responses for every customer interaction.

In addition to messaging, our AI agents are also capable of handling voice-based interactions, enabling brands to deliver smart, voice-driven customer experiences through the same platform. This helps bridge the gap between traditional call centers and modern AI-powered communication systems.



Key Statistics

- Supsis AI currently processes over 6.7 million customer interactions monthly across all channels.
- Clients using our targeted WhatsApp marketing solutions have seen conversion rates increase by up to 37%.
- Our hybrid AI + live chat model reduces customer service response times by an average of 48%.

Industry Trends and Outlook

The global e-commerce landscape is rapidly adopting conversational commerce. Customers increasingly prefer messaging over traditional channels like email or phone calls. Meanwhile, AI-driven personalization is becoming essential to stand out in a crowded digital marketplace.

In the next 2–3 years, we expect conversational commerce to become the primary channel for online customer engagement. Our goal at Supsis AI is to empower brands to lead this transition—turning every customer interaction into a relationship and every conversation into a conversion.

Target Markets

While Supsis AI is proudly based in Türkiye, our solutions are designed for global scalability. We are actively expanding into the European, Middle Eastern, and North American markets, focusing on industries such as retail, electronics, cosmetics, and logistics.



About Enes Dur

Enes Dur is the Founder and CEO of Supsis AI. With a strong background in technology, artificial intelligence, and digital transformation, he is passionate about creating innovative solutions that redefine customer engagement. Throughout his career, Enes has been committed to helping brands adapt to changing consumer behaviors by providing scalable and intelligent communication tools. Today, he leads Supsis AI's vision to power the future of conversational commerce across the globe.



Reimagining Delivery: Kargoist's Vision for the Future of E-Commerce Logistics



By Ishak Temel, Co-Founder of Kargoist

In today's rapidly evolving e-commerce landscape, logistics plays a pivotal role in shaping the customer experience. As online retail continues to grow, consumers demand faster, more reliable, and environmentally conscious delivery services. At Kargoist, we've embraced this transformation--not only as a necessity but as a mission.

Founded in 2012, Kargoist is more than just a logistics company. We are a technology-driven, people-centric, and sustainability-minded brand committed to enhancing the e-commerce journey for businesses and consumers alike. Our story begins in Istanbul, but our vision extends far beyond borders.

Our Journey: From Vision to Industry Leadership

The idea for Kargoist emerged after four years of intensive research and market observation. My co-founder, Alim Yazlı, and I had spent years working in cargo sector sales. During that time, we realized that flexibility and quality were sorely lacking in traditional logistics services. With this insight, we decided to launch a company that addressed these gaps while setting new standards in service and innovation. We officially established Kargoist in 2012, relying solely on our own sources. Our operations began in Istanbul, where we focused on building a reliable delivery network from the ground up. Over time, we expanded to key cities like Ankara, Izmir, and Bursa, establishing a stronghold in corporate cargo transportation. Today, Kargoist operates in over 33 cities with nearly 60 hubs across Türkiye, and we proudly serve global brands including Zara, LC Waikiki, Bershka, Pentti, and English Home.



Driven by Innovation

Kargoist has consistently prioritized innovation. We were the first logistics company in Türkiye to install sorter systems directly within our customers' warehouses. This drastically improved efficiency, quadrupling our parcel processing capacity and enhancing our end-to-end service quality. We developed our own logistics software--Disthub--and invested in route optimization technology through our R&D center at Bilişim Vadisi. These tools help ensure precise delivery tracking and efficient scheduling, improving both speed and customer satisfaction. In a bold move toward sustainable logistics, we pioneered the use of electric scooters for last-mile delivery--becoming the first cargo company in Türkiye to do so. These eco-friendly vehicles reduce carbon emissions, avoid traffic delays, and offer a more agile delivery model for urban areas.

People First: Customers and Team Members Alike

Our motto has always been "fast, reliable, friendly, and high-quality service." These are not just words--they define how we operate. From offering same-day shipping and door-to-door returns, to maintaining a 99.8% on-time delivery rate, we've worked tirelessly to provide exceptional service that our customers can count on. But our people-first philosophy doesn't end with our clients. We place enormous value on our team. Through initiatives like the Kargoist Motivation Awards, we reward outstanding performance with incentives such as vacations, smartphones, fuel cards, and even cars. One of our proudest moments was awarding a vehicle to a female courier--an industry-first that reflects our commitment to inclusivity and recognition. We currently employ over 1,600 individuals and aim to increase that number by 25% by year's end. While logistics remains a male-dominated field, we are actively working to increase female representation in our workforce, currently at 10% and rising.

From Local Strength to Global Ambition

Our immediate goal is to extend our services to all 81 provinces of Türkiye by the end of 2025. But our ambition doesn't stop there. As we strengthen our national footprint, we are preparing to enter the global logistics market by 2026. International expansion is not just a business goal--it's the next step in our mission to redefine logistics. We aim to bring the same level of efficiency, care, and innovation that has made us a trusted name in Türkiye to international e-commerce ecosystems.

Final Thoughts

At Kargoist, we believe logistics is about more than moving packages--it's about enabling opportunity, trust, and connection. Through continuous innovation, sustainable practices, and a customer-focused mindset, we're not just keeping up with the pace of e-commerce--we're helping set it. Whether it's across town or across borders, we are committed to delivering the future.

About Ishak Temel



Ishak Temel is the Co-Founder of Kargoist, a leading Türkiye-based logistics company established in 2012. With a background in sales and deep industry experience, Temel has been instrumental in shaping Kargoist's growth and innovation journey. His leadership focuses on operational excellence, environmental sustainability, and creating a workplace culture rooted in care, purpose, and performance.

Architect of Secure and Accessible Communication in the Digital World



By Hüseyin Özkale | General Manager of Verimor Telekom

In today's increasingly complex digital world, communication is no longer just a necessity—it's a strategic advantage. At Verimor Telekom, we take steps with the vision of making this advantage accessible to all. Our mission is to provide businesses in Türkiye with a communication infrastructure that is simple, flexible, and reliable.

Today, with solutions provided to over ten thousand corporate clients, we are positioned not just as a telecom operator but also as a technology-driven business partner. We understand that companies operating within the dynamic e-commerce ecosystem need the right infrastructure and real-time communication to ensure smooth operations. At Verimor, we meet this need through corporate numbers, bulk SMS, cloud PBX systems, and API-based services.

Communication Infrastructure Plays a Critical Role in Digital Commerce

E-commerce is no longer just about products and pricing; brands that respond quickly, build trust, and offer consistent communication come to the forefront. In this transformation, the role of communication infrastructure is becoming increasingly vital. At Verimor, we position ourselves at the heart of this transformation, delivering end-to-end communication solutions ranging from customer service to operational notifications.

Our bulk SMS solutions enable brands to interact with their target audience quickly and securely in critical processes such as marketing and verification [OTP]. Meanwhile, our cloud PBX services offer scalable and flexible systems for distributed or remote-working teams. Furthermore, we support all our services with open APIs for developers, providing businesses with flexible structures that integrate seamlessly with their own systems.

All Services in One Panel: Simplicity and Efficiency

One of the key advantages of the system we have developed at Verimor Telekom is the ability to access all services through a single panel. Our customers can manage fixed lines, set up call forwarding, launch SMS campaigns, assign numbers, and perform many other actions without switching between platforms.

In addition, thanks to our software-integrated structure, we help companies save time and manpower. Offering these integrations free of charge is a strong reflection of our customer-oriented approach in the industry.



Open, Compatible, and Secure: A New-Generation Approach to Telecom

Verimor Telekom is one of the few companies in Türkiye with an STH (Fixed Telephone Service) license. Holding ISO 9001 and ISO 27001 certifications demonstrates our commitment to service quality, data security, and process management.

We also differentiate ourselves through our stance against monopolistic structures in the sector. For us, technology is not a luxury accessible only to large corporations—it is a lever that empowers all businesses to grow. That is why we offer our services with transparent pricing, minimal commitment requirements, rapid setup, and proactive technical support.

Our Strategy for the Future: From Local Strength to Global Telecom Partner

With a strong customer base in Türkiye, one of Verimor Telekom's strategic goals is to become a comprehensive service provider for global e-commerce players. Our API-based infrastructure and agile service model position us as an ideal solution partner not only for the Turkish market but also for international businesses.

As e-commerce continues to grow, we are open to new collaborations in the telecom space. With our partnership-focused approach, we are ready to stand beside businesses of all sizes and deliver added value.



About Hüseyin Özkale

Hüseyin Özkale is the General Manager of Verimor Telekom. With nearly 20 years of experience in the telecommunications industry, he has consistently prioritized customer-centricity and innovation in enterprise communication solutions. Throughout his career, he has led technology-driven transformation projects and developed strategies tailored to the needs of SMEs in the telecom market. Under his leadership, Verimor Telekom has evolved from a service provider into a solution partner that supports its clients throughout their digital transformation journey.

New U.S. Tariffs and the “E-Commerce Wars”



Gökhan Tanrıverdi | Founder of Newowner, Entrepreneur

This year has already been recorded as a critical turning point that reshaped the course of global e-commerce. Neither economists nor e-commerce professionals have witnessed a period quite like this before. With U.S. President Donald Trump returning to the White House for a second time, aggressive tariff policies that shook the global trade system have mobilized many actors — not only China but also players from Amazon to Shein, from local meat vendors in Canada to customs authorities in Europe. In this new era, “Made in China” has become more than just a label; it’s now a component of new cost structures.

Trump’s Tariffs: Building a New Trade Wall



As soon as he took office, U.S. President Donald Trump launched a new wave of tariffs on thousands of products imported from China. While we may not know the exact figures yet, tax rates on some products are said to have reached up to 145%, and overall increases reportedly exceed 200%.

Furthermore, as of May 2, the tax exemption for goods under \$800 — the de minimis rule that long served as a shield for Chinese platforms — was revoked. This move directly targeted the competitive edge of Chinese giants like Shein, Temu, and AliExpress.

The impact of these regulations wasn’t limited to digital retail. For example, DHL was temporarily forced to halt deliveries of international packages. In fact, the removal of this exemption was quickly tested after Trump took office. In February, Trump imposed restrictions on parcels arriving from China and Hong Kong, but the decision was reversed the next day. The U.S. Postal Service (USPS) had a reason: the new tax system had not yet been established, and the infrastructure was not ready. Though this decision was suspended within 24 hours due to pressure, it alone revealed how fragile the international e-commerce chain is.

Alarm Bells and Countermeasures on the Amazon Front

The effects of these developments are multi-layered for e-commerce giant Amazon. **Around 60%** of the products listed on Amazon's global marketplace come from independent sellers. A large portion of these products are directly or indirectly connected to China. And let's not forget Amazon's Haul project — which also draws its strength from China!

Even though Amazon CEO Andy Jassy may not fully grasp the consequences yet, he stated in an interview with CNBC: "If your margin isn't above 50%, it's hard to tolerate these costs. These increases will directly reflect on prices." And that's exactly what happened! Some sellers canceled pre-orders and entered negotiations with new suppliers. Amazon itself halted some import orders. It's clear that both Temu and Amazon have made strong preparations after the initial wave. During this time, consumers also began stockpiling products to avoid potential price hikes.

Price Increases Now Inevitable for Temu and Shein!

Temu and Shein were among the platforms most affected by Trump's tariffs. By the end of April, both platforms warned users of impending price hikes. The cost of bringing low-cost goods into the U.S. is rapidly rising. This is driving Chinese companies to seek alternative production centers. However, a paradox emerges here: according to some sources, the Chinese government has warned companies like Shein not to diversify their supply chains. So, while Trump is exerting pressure from the U.S., Beijing doesn't want to lose control internally. This tension has paralyzed the global strategies of Chinese companies.

Europe Must Choose: The U.S. or China?

As mentioned at the beginning, this transformation is not limited to the U.S. The European Commission has also taken steps to prevent the duty-free entry of low-value packages from China. Currently, goods under €150 can enter Europe tax-free. However, the Commission predicts that removing this exemption could generate over €1 billion in annual revenue. Of the 4.6 billion small parcels arriving in Europe in 2024, 91% originated from China. France alone received 1.5 billion parcels, 800 million of which benefited from the current exemption. Local brands within Europe are also pressuring their governments and the EU on this issue. As a result, Europe's instinct to protect its supply chains is growing stronger by the day.

What Comes Next?

Actors in global e-commerce are now focusing less on low-cost production and more on minimizing geopolitical risks. This puts concepts like "supply chain diversification, regional production shifts, repositioning logistics hubs, and restructuring tax planning" at the forefront. For platforms focused on the U.S. and EU markets, the "produce locally, sell locally" model is becoming popular once again. Platforms like Walmart are launching new campaigns with this in mind.

Winners of the New Era Will Be Those Who Localize

Although Trump's tariffs may create short-term chaos, they seem poised to establish a new balance point in e-commerce in the long term. High tariff walls are forcing not only Chinese companies but global players as well to rethink their operations. Those who quickly adapt and strengthen localization strategies will emerge as winners. Those who rely solely on price advantages, however, will lose. E-commerce is no longer just a game of "speed and price," but also a test of strategy and resilience.

Smart Cloud ERP Solutions for All Business Processes: DİA Software



Cloud-based ERP [Enterprise Resource Planning] software enables businesses to manage fundamental business processes online, from accounting and human resources to supply chain and customer management. Unlike traditional ERP systems, cloud-based solutions reduce hardware investment while offering flexible scalability and remote access opportunities. In this sector, the integration of artificial intelligence (AI) and machine learning, real-time data analytics, low-code/no-code development possibilities, and enhanced cybersecurity measures are increasingly standing out. Moreover, thanks to modular structures and industry-specific ERP solutions, companies can select only the features they need, enabling faster and more cost-effective implementations. Cloud ERP has become an indispensable part of digital transformation for organizations of all sizes, from SMEs to large enterprises. At this point, DİA Software stands out! DİA Software CEO Suha Onay shared insights into the industry and their services with WORLDEF E-COMMERCE.

Founded in 2004, DİA Software offers a cloud-based ERP solutions with a modular structure that enables businesses to manage all their operational processes. Continuously enhancing its expertise by participating in R&D projects supported by the Scientific and Technological Research Council of Türkiye (TÜBİTAK) and the European Union (EU), the company operates its R&D and customer service centers in Ankara, while its sales and marketing offices are located in Istanbul. With a team of more than 100 people, DİA continues its activities in collaboration with hundreds of business partners.

"Dozens of SMEs Have Experienced DİA's Ever-Evolving Technology"

DİA Software CEO Suha Onay stated that they provide end-to-end ERP solutions covering everything from accounting and production to inventory-warehouse management and sales and procurement processes. He also emphasized that, as a "Private Integrator for E-Invoice," they offer solutions for all e-document processes, and highlighted that the customizable structure of their ERP software appeals to companies of all sizes.

Suha Onay said: "Thanks to its 100% cloud infrastructure, DİA can be accessed from anywhere with an internet connection and from all devices. Moreover, with cloud technology, processes such as software updates are eliminated. DİA always stays up-to-date, and regulatory changes and similar updates can be instantly applied to the system. There is no need for server and hardware investments thanks to cloud technology. Likewise, there is no need for regular maintenance of infrastructure hardware or investing in new hardware over the years. Dozens of SMEs have experienced DİA's ever-evolving technology. The number of our SME users is rapidly increasing."



"We Provide Fast and Flexible Responses to Companies' Digital Transformation Needs"

Suha Onay emphasized that digital transformation is of vital importance for businesses' success and competitiveness, stating, "Every investment in technology enables companies to work faster and more efficiently. When offering Türkiye's most advanced cloud ERP program, our goal is not just to help businesses use technology. We also aim to contribute to their readiness for the digital future! What is important for us is not only to be a solution provider in our customers' digitalization journey but also to stand by them as their strategic business partner."

Onay continued: "With our twenty years of experience, we offer solutions that integrate all business processes and provide flexibility to companies. We provide a wide range of services, from accounting and production to inventory management and e-invoicing. Thanks to the scalability offered by cloud technology, we create an infrastructure that aligns with our customers' growth goals. Adapting to rapidly changing technology trends is no longer a choice; it has become a necessity. With the cloud ERP solutions we offer, we provide fast and flexible responses to companies' digital transformation needs."



DİA's Products and Solutions

DİA Software continues to provide the solutions businesses need for all their processes with a wide range of products. Thanks to its cloud-based infrastructure, DİA allows businesses to manage their processes from anywhere, while enhancing efficiency with its integrated solutions. DİA's products and solutions include the following:

- **ERP Solutions:** DİA Cloud ERP enables businesses to manage all their processes, from financial management to inventory tracking, payroll to production, all from a single point. Modules such as Pre-Accounting, Inventory and Warehouse, General Accounting, Personnel, and Production Management accelerate business operations.
- **CRM Solutions:** With DİA CRM solutions, businesses can easily manage customer relationships. Modules such as Mobile Field Sales, Task Tracking, Order, and Quote Management speed up sales and customer follow-up processes, increasing customer satisfaction.
- **E-Transformation Solutions:** DİA E-Transformation solutions simplify digital document processing. With modules such as E-Invoice, E-Delivery Note, and E-Ledger, businesses can securely manage their e-documents, while E-Bank integration allows them to carry out financial transactions quickly.
- **E-Commerce Solutions:** DİA facilitates e-commerce processes, enabling businesses to effectively manage their online sales with B2B, B2C, and marketplace solutions. With inventory and order management modules, businesses can continue their operations quickly and smoothly.
- **Industry-Specific Solutions:** DİA also offers specialized solutions for businesses in trade and service sectors with its Store, Restaurant, and Hotel Management solutions. Additionally, with Service Management, DİA develops solutions for after-sales service processes.



"Digital Transformation Requires a Fundamental Change in Business Practices"

DİA CEO Suha Onay concluded his remarks as follows: "Digital transformation is not just about adapting technology; it requires fundamentally changing the way business is conducted. Today, businesses must adapt more quickly to rapidly changing market conditions and increasing customer demands. We ensure that each business adapts to the digital age by producing solutions tailored to their own dynamics and needs. Facilitating and accelerating operations in line with companies' growth objectives provides a competitive advantage. This advantage not only benefits companies under today's conditions but also offers them strength in future challenges. Our goal is to create a sustainable digital infrastructure that meets not only today's needs but also tomorrow's. In this direction, in a world where digitalization is inevitable, we will continue to maintain our pioneering role and accompany all businesses on their digitalization journey."

Cloud ERP and E-Commerce

Today, cloud ERP solutions also provide fast, efficient, and scalable process management for e-commerce businesses. Cloud-based ERP software enables the management of all e-commerce operations — from order and inventory tracking to customer management and accounting — through a centralized system. Thanks to real-time data flow, sales, inventory, and logistics processes are updated simultaneously, reducing manual errors and strengthening the customer experience. Additionally, cloud ERP systems can easily integrate with multi-channel sales platforms, allowing businesses to adapt quickly and flexibly to growing e-commerce volumes. In this rapidly developing era of e-commerce, cloud ERP solutions have become a strategic investment for businesses seeking to create a competitive advantage.

"AI Provides Unparalleled Efficiency, Intelligence, and Customer-Centricity in E-Commerce"

By Ahmet Kurum | Founder, Kurum Group

The global e-commerce sector is experiencing an unprecedented transformation, driven by the rapid adoption of Artificial Intelligence. At Kurum Group, we recognize AI not merely as a technological advancement, but as a fundamental force reshaping commerce worldwide. The benefits of AI in e-commerce are profound and far-reaching, creating opportunities for businesses to operate with unprecedented efficiency, intelligence, and customer-centricity.

AI is revolutionizing global e-commerce by delivering tangible benefits across the entire value chain:

- **For online retailers,** AI-powered dynamic pricing and demand forecasting optimize profitability, while intelligent inventory management prevents stockouts and overstocking.
- **In customer experience,** AI chatbots and virtual shopping assistants provide 24/7 personalized support, reducing response times while increasing conversion rates. Advanced recommendation engines, powered by deep learning algorithms, deliver hyper-relevant product suggestions that boost average order values.
- **The logistics revolution through AI** is perhaps most transformative. For cross-border commerce, AI simplifies the complexity of customs, taxes, and compliance - reducing shipment delays in pilot markets.

"AI is Creating a More Equitable Global Marketplace"

Emerging markets benefit disproportionately from these AI advancements. In regions where traditional retail infrastructure is underdeveloped, AI-powered mobile commerce platforms enable small merchants to compete globally. Perhaps most significantly, AI creates a more equitable global marketplace. By analysing billions of data points, it helps small businesses identify and capitalize on niche opportunities that were previously only visible to major corporations. This levels the playing field in international trade - a single artisan in Istanbul can now optimize pricing for customers in Dubai as effectively as a multinational retailer.

We're particularly excited about AI's role in sustainable commerce. Smart logistics reduce carbon emissions through optimized routing, while AI-driven circular economy platforms help retailers minimize waste. These innovations align profitability with planetary responsibility - a crucial evolution for modern commerce.



"Our Mission is to Use AI to Build an Efficient, Inclusive, And Intelligent Global E-Commerce Ecosystem"

Our focus is on high-growth regions where AI adoption in e-commerce is surging:

- UAE, Saudi Arabia, Türkiye (AI-friendly regulatory environments)
- Europe Countries and UK (demand for hyper-personalization)
- Southeast Asia (untapped AI-commerce potential)

As I look ahead, our mission remains clear - to harness AI not just for competitive advantage, but to build a more efficient, inclusive, and intelligent global e-commerce ecosystem.



About Ahmet Husrev Kurum

Ahmet Husrev Kurum, a seasoned entrepreneur with over a decade of experience, specializes in assisting investors in launching and refining their businesses in the UAE, GCC Region, Türkiye, United Kingdom & Asia, leveraging his expertise in sales, international relations, business development, management, and international political economy. As the Founder of Kurum Group, established in 2022 in Dubai, he is committed to democratizing AI for businesses of all sizes, believing it to be the foundation of the next e-commerce revolution, and empowering them to thrive in an increasingly digital world.

AI-Powered E-Commerce Journey: Coursef



I began my entrepreneurial journey in 2018, working out of a small office in Türkiye with a simple belief: real problems need real solutions. Back then, Turkish entrepreneurs like myself faced major hurdles breaking into e-commerce. We had the drive and creativity, but we lacked reliable knowledge, global business infrastructure, and efficient logistics. I felt these pain points firsthand running my own Shopify stores – dealing with payment barriers and slow, costly shipping. Rather than accept these limits, I saw an opportunity and jumped in. I started a digital advertising agency to help local businesses grow online. By 2020, as the pandemic drove an e-commerce boom, it became clear that wasn't enough. Turkish e-commerce needed an ecosystem where entrepreneurs could get knowledge, global reach, and world-class logistics support right at home.

Empowering Entrepreneurs with AI and Mentorship

To tackle the knowledge gap, I launched Coursef, an online learning platform for e-commerce entrepreneurship. I poured my own lessons into Coursef's curriculum to provide the practical education I wish I'd had at the start. Coursef is not just a set of videos – it's a mentorship-driven community. Every student connects with experienced mentors and peers, so no one builds their business alone. We also integrated an AI assistant that serves as a 24/7 digital mentor, personalizing each learner's journey with tailored guidance. Since launch, Coursef has become Türkiye's largest online entrepreneurship academy with over 20,000 students. More importantly, those students have launched thousands of Shopify stores and now generate over 100 million TL in annual revenue combined. Seeing ordinary people turn their ideas into profitable businesses – and knowing Coursef helped in that transformation – is incredibly rewarding.

Floridasirketi.com: A Gateway to Global Business

As our Coursef graduates scaled up, many hit a wall trying to expand globally. They needed a way to operate in international markets – to accept payments worldwide, manage multi-currency cash flow, and optimize taxes – but setting up a company abroad was daunting. That's why we created Floridasirketi.com, a service that gives entrepreneurs here a business passport to the world. By establishing a U.S. company [often in business-friendly Florida], founders unlock crucial benefits: access to global payment systems, credibility with international partners, and an optimized tax structure for global income. Today, we're helping hundreds of new companies launch abroad each year. We've effectively leveled the playing field – now a founder in Istanbul can operate with the same advantages as one in Silicon Valley, without leaving home.

Çindengitsin: Fulfillment and Sourcing Without Borders

The next challenge was the toughest: global sourcing and logistics. Even with knowledge and a company abroad, getting products manufactured and delivered worldwide was a huge hurdle. Dropshipping through random suppliers was slow and unreliable, often leaving customers unhappy. We needed a scalable supply chain solution for entrepreneurs. To solve this, I co-founded Çindengitsin – Türkiye’s first dedicated sourcing and fulfillment company for e-commerce. We established a presence in China and streamlined the entire supply chain to handle massive volumes. Today, we ship thousands of parcels from China to customers around the globe every day, aided by AI-driven demand forecasting and route optimization. This means even the smallest online store can deliver globally with speed and low cost, competing with the giants on customer satisfaction. Çindengitsin began as a small fix for friends’ stores; now it’s powering a new generation of Turkish e-commerce brands with a community of over 40,000 entrepreneurs.

Built in Türkiye, Empowering Türkiye’s Ecosystem!

People ask why I keep these ventures based in Türkiye. The reason is simple: I’m committed to feeding our know-how back into the local ecosystem. Every success we have abroad – a store launched, a company incorporated, a package delivered – translates into knowledge we share here at home. You shouldn’t have to leave your country to build a world-class business, and we’ve proven it’s possible by reaching global scale from Istanbul. We mentor new entrepreneurs through meet-ups, workshops, and online forums, creating a virtuous cycle. As our community members grow, they coach the next wave of founders, resulting in a self-sustaining network rooted in Türkiye with branches around the world.



The AI Revolution and the Future of Entrepreneurship

In 2018, I couldn’t have imagined how pivotal AI would become. Today, AI is transforming how we learn, source, and scale businesses. In Courseful, AI tutors personalize learning for each student – something I could only dream of a few years ago. In Çindengitsin, AI algorithms help manage a complex supply chain. Beyond our platforms, entrepreneurs now use AI tools for product research, customer service, and smarter marketing. I believe AI is becoming the new co-founder for those who embrace it. The key is to use these technologies as force-multipliers for human creativity, not as replacements. Our community’s quick adoption of AI is one reason they’re scaling fast. I foresee the next phase of e-commerce being led by tech-savvy, AI-empowered, community-driven founders – and our network is already leading the charge.

A Call for Global Collaboration and Innovation

My journey has reinforced that entrepreneurship thrives when founders build authentic communities and tackle real problems. Now, on the brink of a new AI-driven era of commerce, I’m more optimistic than ever. I invite fellow entrepreneurs and visionaries everywhere to join forces with us. Let’s share knowledge, cross borders, and learn from each other’s experiences. The future of e-commerce won’t be dominated by any one country or giant corporation – it will be shaped by a network of agile, founder-led businesses supporting each other. Together, powered by technology and united by vision, we can create an inclusive global e-commerce ecosystem that lifts everyone up. If I could build all this from Türkiye, imagine what we can achieve together on a global scale. The journey is just getting started, and I’m excited to continue building the future of commerce together.

"The POD Model: A Unique Opportunity for E-Commerce Sellers"



Muhammet Emin Kantarci
Founder of Podbul

The print-on-demand (POD) industry is experiencing explosive growth — and it's only just beginning. In 2022, the global POD market was valued at around \$5.4 billion. By 2031, it's projected to surge past \$39 billion, growing at an impressive compound annual rate of over 25%. This massive growth goes beyond the brilliance of the business model itself — which allows products to be produced only after a sale is made, minimizing inventory risk and virtually eliminating upfront investment.

According to Straits Research, 63% of POD customers prefer this fulfillment model due to its reduced environmental impact. Unlike traditional manufacturing — where products are mass-produced before any sales are made — print-on-demand not only reduces financial risk but also prevents overproduction and eliminates the issue of unsold inventory sitting in warehouses or ending up in landfills.

Personalized POD Experience: Podbul

As such, the POD model presents a unique opportunity for e-commerce sellers, not only because of its low upfront risk but also because consumers are increasingly prioritizing environmental impact in their purchasing decisions. This opportunity hasn't gone unnoticed by major companies and e-commerce professionals. Not long ago, e-commerce sellers had to invest in expensive printing equipment and manage both manufacturing and sales themselves. Fortunately, today there are many POD services that eliminate the need for such upfront investments, handling the printing and logistics on behalf of the seller. However, I realized that many existing solutions lacked localized support and expertise tailored to e-commerce marketplaces like Amazon, Etsy, and eBay. That's when I envisioned building a platform that would fill this gap and provide sellers with the best possible POD experience.

I founded Podbul with the mission of breaking the language barrier between the print-on-demand industry and Turkish-speaking e-commerce sellers by offering a boutique, personalized POD experience that enables low-risk business development. We are strategically based in the United States — a region that accounts for over 40% of the global print-on-demand market share. Through Podbul, e-commerce sellers who have never set foot in the U.S. can seamlessly sell on major marketplaces like Amazon, eBay, Etsy, and Walmart. Their orders are produced within 2 days at our high-volume printing facility in New York and shipped directly to customers across the country.

But Podbul is more than just a print provider. Our enterprise-level software integrates with major e-commerce marketplaces, streamlining the selling process. With AI-based image generation features, our users can easily create top-selling designs for t-shirts, sweatshirts, coffee mugs, posters, ornaments, and more — all with a simple prompt. Within the Podbul portal, users can then generate a mockup (a realistic image of the end product) to list on marketplaces like Amazon, eBay, and Etsy. Once the product is ready, it can be listed directly from Podbul to the marketplace via our seamless integration. When a user makes a sale, the order is automatically imported into the Podbul platform, complete with all the necessary details such as shipping address, the design to be printed, the selected product, and the destination for the order.

Over 1,000 Etsy Shop Registrations

In addition to giving sellers direct access to our industrial manufacturing facility in New York and providing software as a service that integrates the capabilities of multiple standalone applications, we also educate our customers with high-quality e-commerce content available on our platform and social media channels. While print-on-demand is often marketed as a business model with minimal upfront investment, I realized it would be self-contradictory to charge for an "Etsy Bootcamp" while advertising our vertically integrated POD services. Furthermore, I thought, who could be better equipped to provide educational content on succeeding as a print-on-demand e-commerce seller than someone who has been selling on Amazon since 2013 — when most people reading this article didn't even know it was possible to sell there?

With this in mind, we have created a series of high-quality, free educational video lessons, which have led to over 1,000 Etsy shop registrations as of writing this article. More than 20% of these sign-ups have become paying Podbul customers, having made their first sale within two months. These sign-ups often become more than just customers; they turn into extremely loyal members of our growing community.

It's no longer a marketing secret that people prefer to buy from individuals, not faceless companies. In other words, they want to see a face. That's why at Podbul, we prioritize making each interaction as personal as possible. Every new Podbul sign-up receives a personalized introduction to our services and a dedicated point of contact — just a WhatsApp message or phone call away. We've managed to maintain this personalized approach while scaling our business by following a closed-box enrollment system [a controlled access model where new users are onboarded selectively to maintain service quality]. We take growth seriously but remain mindful of our capacity and capability. Our goal isn't to have 100,000 customers who rate us an 8/10 on average. Instead, we want to build a community of 10,000 active users who rate us 10/10, reflecting their satisfaction and the exceptional experience they have with our services.



"When the Workday Ends in Türkiye, It's Just Beginning in the U.S."

Localized support and fulfillment in the target country are no longer contradictory; they can co-exist. The internet knows no borders, and at Podbul, we take full advantage of this. We offer printing and fulfillment services in the U.S. while providing localized customer support in our target countries, thanks to our dedicated team of customer service specialists.

When the workday ends in Türkiye, it's just starting in the U.S. Our customer service team in the U.S. picks up right where our team in Türkiye leaves off, allowing us to provide nearly 19 hours of customer service per day, far exceeding the typical 9-5 model.

Considering recent discussions about tariff wars and shifting international economies, the importance of working with a U.S.-based supplier is clearer than ever. Our strategic location allows us to offer competitive pricing and fast delivery speeds, leveraging the geographical advantage to benefit our sellers and their customers.

As such, our goal is to expand into other countries as soon as possible, establishing fulfillment centers in major economies like Canada and the EU, while also offering localized support and marketing campaigns in emerging economies across South America.

REMS Logistics on the Future of E-Commerce: Global Delivery Empowered by Local Support



In a borderless digital commerce market, logistics is no longer a mere auxiliary service — it has become a strategic pillar of competitiveness for global brands. As e-commerce expands internationally, consumer expectations are shaped by demands for faster, more flexible services. REMS Logistics positions itself as a key partner to brands during this transformation, delivering integrated logistics solutions that enhance every stage of the supply chain—from warehousing and order management to last-mile delivery and returns. We spoke with Mehmet Ali Balyeyen, Chairman of the Board of REMS Logistics Ltd. Co., about the company's story.

With over two decades of industry expertise, REMS Logistics holds a robust portfolio of certifications, including IATA, O, K2, international ETGB licenses for both air and ground operations, and global accreditations such as FIATA. The company stands out as a pioneer in international air freight, offering direct connections to key markets like Germany, the Netherlands, the United States, and the United Kingdom. In these strategic regions, REMS enables both B2C and B2B deliveries, ensuring rapid and reliable shipment to end customers, while supporting seamless returns through its advanced logistics infrastructure. Its commitment to excellence is backed by ISO 9001:2015 and other quality management systems, guaranteeing high standards across all services.

REMS Logistics is an e-commerce logistics service provider for local and global market places and B2B, BTC shipments. Has the licence of ECCD provided by customs authority to apply all micro exports and imports for e-commerce users and market places.

“Fulfillment Is a Foundational Element of Our Infrastructure”

“Our centralized logistics capabilities enable us to manage global demand from a single hub,” said Mehmet Ali Balyeyen, Chairman of REMS Logistics. “This pushes us beyond traditional logistics, empowering us to deliver the flexible, fast, and intelligent logistics structures today’s commerce demands. Our direct flight network—spanning from Germany and the UK to the U.S. and Dubai—creates a notable competitive edge in both forward and reverse logistics.”

Highlighting their fulfillment services, Balyeyen added: “Fulfillment is a cornerstone of our logistics infrastructure. We manage the entire workflow—from order intake and warehousing to packaging and shipping. This allows brands to offload operational burdens and focus on core areas like product development and marketing. Our integrated supply chain model enhances customer satisfaction and supports scalable business growth.”



“REMS Is Now Embedded in the Strategic Planning of Our Partners”

Balyeyen emphasized that micro-export and import have become vital components of corporate transformation in the global market. “These operations demand a level of foresight, infrastructure, and planning well beyond local capabilities,” he said. “At REMS, we don’t just offer foresight—we implement it with fully integrated solutions and near-flawless execution, aside from unforeseeable circumstances. Our localized strategies ensure full compliance with country-specific customs and tax regulations.”

He added: “This system isn’t just built for today—it’s an investment in the future. With our advanced tech infrastructure, API integrations, and real-time tracking systems, our partners can oversee every step of the operation transparently. This commitment to transparency is one of the key reasons brands trust us.”

“As founder and executive, I take pride in stating that REMS is not just a service provider; we have become a strategic partner in our clients’ growth journeys. We help shape direction by understanding their industry dynamics, market goals, growth ambitions, and operational priorities.”



“We’re Future-Proofing for Tomorrow’s Commerce”

Return logistics remains one of the most challenging aspects for e-commerce brands, and REMS plays a pivotal role in addressing this. “We simplify return management through localized warehouses and international partner networks,” Balyeyen explained. “By doing so, we ease both legal and logistical aspects of the return process, strengthening the efficiency of the entire supply chain.”

“Ultimately,” he concluded, “REMS Logistics is not only responding to today’s challenges—we are actively preparing for the commerce of tomorrow. With our digital-ready infrastructure, global delivery network, and expert team, we are helping shape the future of e-commerce.”

Europe's Most Recognized OOH Delivery Network: Packeta

Packeta is a technology-focused logistics platform. Today, it is one of the most recognized out-of-home (OOH) delivery networks in Central and Eastern Europe. The company's mission is to simplify cross-border e-commerce logistics and contribute to the growth of online retailers with fast, cost-effective, and scalable solutions. Its vision is to become the go-to delivery partner for e-commerce businesses across Europe—achieved through a single system, a single integration, and a smart digital experience, connecting with consumers in 33 countries. Packeta's Eastern Europe General Manager, Alexandr Jeleascov, was a guest at WORLDEF E-COMMERCE.

"More Than 49,000 Online Stores and Sellers Trust Us"

Stating that Packeta, founded in 2010, operates a strong infrastructure with more than 10,750 automated parcel machines (APMs) and over 8,700 pick-up and drop-off points (PUDOs) in its own network, Jeleascov said, "This structure is supported by our partner network, consisting of over 150,000 delivery points and lockers across Europe. Today, more than 49,000 online stores and sellers trust us."

Alexandr Jeleascov shared the company's goals in Europe and the services they offer: "Packeta provides delivery services to 33 countries across Europe. We have a strong presence particularly in Central and Eastern Europe. We are also continuously expanding our operations in Western and Southern Europe. Our main focus is to make cross-border logistics processes simple, efficient, and accessible. Supporting the growth of Turkish e-commerce sellers across Europe is also among our top priorities.



Packeta's Comprehensive Logistics Package in Europe

- Customs clearance services
- Warehousing and order fulfillment services
- Local language customer service
- Returns and last-mile delivery services in 33 countries
- Over 10,750 automated parcel machines (APMs)
- More than 8,700 delivery points (PUDOs)
- Over 150,000 delivery points and lockers
- More than 40 distribution centers
- Over 70 last-mile logistics partners
- More than 49,000 e-commerce sellers and online stores
- More than 2,000 employees across Europe

These services are accessible through a single API integration, eliminating the need for multiple contracts or systems. Additionally, to ensure speed and precision across its operations network, Packeta uses 380 intelligent parcel sorting robots called "PackMan."

"We Promise Simplicity, Speed, and Scalability to E-Commerce Sellers"

When asked "What do you promise e-commerce sellers?" Alexandr Jeleascov responded: "We promise simplicity, speed, and scalability. We handle logistics, allowing our partners to focus solely on sales." He also listed the advantages offered to help e-commerce sellers grow their businesses:

- A single system, single integration, and single invoice for all countries
- 97% next-day delivery rate in key regions
- Local language customer service and damage/claim management
- Flexible payment options [cash on delivery, credit card, contactless payment]
- Effective return management and reverse logistics solutions
- Customs clearance and warehousing services
- Transparent parcel tracking and automated processes



Two Key Themes Shaping the Future of E-Commerce Logistics

Jeleascov highlighted two key themes shaping the future of e-commerce logistics:

"Out-of-home (OOH) delivery is becoming the standard. Consumers increasingly prefer lockers and pick-up points for the flexibility and convenience they offer. In major markets, OOH delivery has overtaken home delivery, and this trend is rapidly spreading across Europe.

Packeteta Group is committed to sustainability and social responsibility through the development of a comprehensive ESG strategy, CSRD readiness, and a decarbonization plan to be finalized by mid-2026, followed by a formal SBTi commitment. We're also introducing a unified Supplier Code of Conduct across the Group.

We act with purpose: Over 2,500 Z-BOX pick-up points in the Czech Republic run on solar energy, reducing dependency on external power. We promote circular logistics, minimize waste, and encourage biodegradable packaging. Community support includes humanitarian aid for Ukraine, environmental clean-ups, and youth sports initiatives. Employees benefit from safe, ergonomic workspaces and regular safety audits.

Z-BOX lockers contribute to lower emissions by optimizing last-mile delivery: Fewer stops, shorter routes, and 24/7 availability lead to up to 30% CO₂ reduction per parcel. Locker deliveries can reduce fuel use by 15-50%, removing the equivalent of 100 delivery vans from daily traffic. Fully solar-powered, Z-BOXes further lower indirect emissions while improving air quality and reducing noise. Packeteta continues to integrate sustainability across all areas of its operations to build a greener, smarter logistics future."



What Sets Packeta Apart from Similar Platforms

Packeteta's Eastern Europe General Manager Alexandr Jeleascov also shared what distinguishes the company from similar platforms and companies: "Our biggest advantage is combining physical reach, technological innovation, and end-to-end logistics services."

He listed the standout features and solutions: "We are one of the largest out-of-home (OOH) delivery networks in Central and Eastern Europe, with an extensive partner network across Europe. We use solar-powered Z-BOXes placed in high-demand, easily accessible locations. We utilize the 'PackMan' robotic sorting technology for speed and accuracy. We also offer seamless API-based integration for 33 markets. Alongside our smart mobile solutions—including our mobile app, which has surpassed 11 million downloads across Europe—we provide a flexible, sustainable, and growth-oriented logistics network with a single partnership."



Key Highlights from Packeta's 2024 Operations (Excluding FoxPost)

- 131 million parcels delivered
- €338 million in revenue
- 1.1 million parcels handled in a single day [record date: December 16]
- 24% year-on-year volume growth
- 25% increase in daily processing capacity
- Over 1,800 new Z-BOX installations
- 97% next-day [D+1] delivery rate
- Over 11 million Packeta app downloads across the EU

Packeteta Has a Team of 2,000 Across Europe

Alexandr Jeleascov stated that Packeta's team consists of more than 2,000 employees working in logistics, technology, customer service, order fulfillment, and operational support across Europe. He added: "We have more than 20 central distribution hubs and over 100 micro-distribution centers. During peak seasons, we manage more than 700 delivery vehicles. Additionally, our 380 'PackMan' parcel sorting robots actively support our services, enabling automation and scalability while maintaining speed and accuracy. The combination of our human resources, technological infrastructure, and logistics network allows us to deliver millions of parcels reliably and consistently."

Referring to Packeta's cooperation with WORLDEF, Jeleascov concluded:

"We truly value our partnership with WORLDEF. This platform offers a unique opportunity to connect with innovative e-commerce players from Turkey. It also contributes to the development of the sector by providing visibility, dialogue, and collaboration opportunities. We see WORLDEF as a key ally in helping Turkish sellers expand into the European market, and we look forward to continuing our collaboration."

From Transactions to Experiences: Redefining Consumer Engagement through Payment Solutions

With the acceleration of digital transformation, e-commerce has evolved from a transactional platform into a critical pillar of the global economy. Radical shifts in consumer behavior, the ubiquity of mobile technologies, and groundbreaking innovations in payment solutions have fundamentally redefined market dynamics. Companies are no longer merely competing on products or pricing, but on the seamlessness, security, and personalization of the consumer experience.

Global E-Commerce Landscape: Growth Amid Temporary Slowdown

Despite projections of a moderate deceleration in 2025, global e-commerce sales are expected to reach \$6.419 trillion, marking a 6.8% year-on-year increase, according to the latest eMarketer data. Although this growth rate trails the 7.7% seen in 2024 and 9.6% in 2023, the expansion remains notable given ongoing global economic pressures. Nevertheless, e-commerce's share of global retail sales is on an upward trajectory, forecasted to grow from 18.5% in 2022 to 20.5% in 2025, and to 22.5% by 2028, underscoring its deepening significance within the retail ecosystem.

Türkiye's E-Commerce Surge: A Market Defying Global Trends

In Türkiye, the e-commerce market is charting a robust growth path, defying broader global headwinds. As highlighted in PwC Strategy& Türkiye's latest report, the local market is projected to reach TRY 400 to 450 billion by 2026. This surge is driven by the increasing digitalization of merchants, the widespread adoption of online shopping behaviors, and the integration of innovative payment technologies. By 2026, approximately 45 million Turkish consumers are expected to engage in online commerce, signaling a profound cultural and economic shift towards digital-first consumption.



Digital Payment Solutions: Transforming Financial Ecosystems

The shift towards cashless economies is reshaping global financial ecosystems. PwC's "Payments 2025 and Beyond" report predicts that non-cash transaction volumes will grow by more than 80% between 2020 and 2025, reaching around 1.9 trillion transactions. Asia-Pacific markets lead this surge, demonstrating a 109% increase, fueled by innovation in digital wallets, QR code payments, and contactless technologies. In Türkiye, a similar momentum is evident, where mobile wallets and seamless digital payment methods are rapidly becoming preferred transaction modes.

Changing Consumer Expectations: From Transactions to Experiences

Today's consumers expect more than mere convenience—they demand security, speed, transparency, and personalization. Digital wallets, biometric authentication, and tokenization are empowering consumers with greater financial control and safer digital experiences. The rapid adoption of 'Buy Now, Pay Later' (BNPL) models and the steady transition from physical cards to smart digital platforms reflect a fundamental change in consumer finance. The future of payments will be deeply integrated with data-driven, user-centric financial services that prioritize personalization, efficiency, and trust.

Payten and Paratika at the Forefront of Innovation

Payten Türkiye Country Leader and Paratika CEO Burak Kutlu: "At Payten and Paratika, our solutions are designed to address the evolving demands of the digital economy, enhancing operational efficiency, driving revenue optimization, and enabling customer-centric business models. We have taken decisive steps to extend our mission of value creation, particularly for our corporate partners. Leveraging our robust R&D capabilities, we are committed not only to developing advanced technologies but also to building infrastructures that integrate seamlessly into the workflows of banks, fintech companies, and enterprises—driving revenue growth while reducing operational costs.

As a result of our innovation-driven approach, Payten Payment Gateway and Paratika have evolved beyond traditional payment infrastructures. Today, they serve as strategic growth enablers for a wide spectrum of customers, from large conglomerates to SMEs, by optimizing user experiences, minimizing costs, and boosting revenue generation.,

Meanwhile, Payten Fintech Suite is reshaping the dynamics of the fintech sector. With its "turnkey" and "modular" architecture, it empowers next-generation fintech startups by providing secure, compliant, and scalable infrastructures that enable rapid and secure market entry. Beyond supporting individual success stories, our platform plays a vital role in strengthening the growth, resilience, and global competitiveness of Türkiye's fintech ecosystem.

Furthermore, by extending our established NestPay Torus virtual POS infrastructure—a solution long trusted by banks—to fintech companies acquiring licenses, we are playing a pivotal role in reshaping the financial ecosystem. This strategic initiative empowers fintechs to process transactions directly with platforms like BKM, Visa, and Mastercard, eliminating dependence on traditional banking channels and symbolizing a transformative shift towards financial independence and operational autonomy."

Comprehensive Solutions for Diverse Business Needs

Paratika's extensive offerings allow businesses to effortlessly integrate card storage services, link-based payments, QR code solutions, installment payment options across nine major card schemes, multi-currency transactions, and e-wallet functionalities. Additional services such as supplier payment platforms, manual POS systems, Android-based smart POS devices, and Direct Debit Systems (DBS) further extend it's ability to meet the all requirements of an increasingly complex marketplace. Achieving payment success rates as high as 99.9%, our solutions are engineered to deliver reliability at scale.



Future-Proofing Through AI, Data Analytics, and Proactive Security

Burak Kutlu “Artificial Intelligence [AI] and Machine Learning [ML] are now pivotal in fortifying payment ecosystems. Our advanced fraud detection systems leverage real-time data analysis to proactively identify and mitigate suspicious activities, minimizing operational risks and protecting reputations. PCI DSS Level 1-compliant infrastructures reinforce our dedication to cybersecurity and regulatory compliance, providing businesses with robust protection against emerging threats. In addition, through the 24/7 real-time monitoring of global blacklists by our dedicated fraud team, an additional layer of security is established, ensuring that customers are provided with a highly reliable and resilient payment infrastructure.

By embedding AI-driven insights and predictive analytics into our service models, we also empower clients to refine customer journeys, improve conversion rates, and enhance long-term loyalty.

As digital transformation accelerates, Payten and Paratika are committed to driving the evolution of commerce and payments. Through continued investment in cutting-edge technologies, customer-first strategies, and operational excellence, we help businesses navigate an increasingly complex digital landscape. In an era where financial ecosystems are defined by speed, intelligence, and security, our mission remains clear: to empower clients with solutions that not only meet today's demands but also anticipate tomorrow's opportunities.”



Who is Burak Kutlu?

Following his graduation from Istanbul University's Computer Engineering Department in 2000, Kutlu commenced his career in Sanal Ticaret Ödeme Sistemleri. In 2009, he joined ASEE Türkiye as Head of Payment Systems Unit, spearheading the development of the first independent virtual POS solution—a pioneering innovation in banking and digital payments. In 2019, with the establishment of ASEE's Payment Division as an independent entity under the Payten brand, Kutlu was appointed Country Leader and concurrently became CEO of the newly launched payment institution, Paratika. He continues to lead groundbreaking online payment solutions while managing ASEE and Payten's Online Payments Division across 23 countries.

Omnichannel Success in a Multi-Channel World: Vinculum's Perspective



By Venkat Nott | Founder & CEO, Vinculum Group

In today's digital-first economy, brands and retailers are navigating a complex web of sales channels—marketplaces, webstores, social commerce platforms, and physical outlets. Managing product content, inventory, and orders seamlessly across all these touchpoints is no longer optional; it is business-critical. At Vinculum, we have built our foundation on solving these challenges through our omnichannel SaaS solutions, enabling brands to thrive in a rapidly evolving global e-commerce ecosystem.

Cracking the Omnichannel Code

The explosion of Direct-to-Consumer (D2C) brands, the rise of quick commerce, and escalating consumer expectations for rapid delivery and seamless returns have disrupted traditional retail models. Brands today face omnichannel chaos—fragmented systems, disconnected inventories, inconsistent product content, and limited visibility across fulfillment networks.

Vinculum addresses these challenges with a unified, scalable platform that enables brands to centralize operations across product information management, order orchestration, inventory management, and customer experience.

Product Content Management Without Borders

At the core of omnichannel success lies clean, consistent, and localized product content. Our Vin PIM (Product Information Management) solution is a multilingual, marketplace-ready repository that empowers brands to create, manage, enrich, and syndicate product content across global sales channels with ease.

With Vin PIM, brands can:

- Manage attributes, descriptions, and images in a single, centralized repository.
- Publish listings seamlessly across marketplaces, webstores, ERPs, and POS systems.
- Reduce listing errors, accelerate time-to-market, and ensure compliance with channel standards.

This capability is particularly critical in regions like the Middle East and Southeast Asia, where cross-border commerce is accelerating and multilingual content—from Arabic to Bahasa Indonesia—is essential to market entry and success.

Intelligent Order Orchestration Across Every Channel

Managing orders from multiple channels, while ensuring a consistent customer experience, is one of the biggest industry pain points. Our Vin OMS (Order Management System) consolidates orders across webstores, marketplaces, mobile apps, and physical stores into a single view, empowering brands to orchestrate fulfillment intelligently.

Key benefits of Vin OMS include:

- Centralized order aggregation across all digital and physical channels.
- Intelligent fulfillment from warehouses, stores, 3PLs, and franchise networks.
- Real-time visibility into returns, exchanges, and financial settlements.

Through Endless Aisle capabilities, sales associates can tap into enterprise-wide inventory to fulfill customer orders, even when stock isn't available in-store, ensuring no sale is lost.

Centralized Inventory Pools: Futureproofing Fulfillment

Today's shoppers expect speed, flexibility, and precision. Our Vin WMS (Warehouse Management System) empowers brands and marketplaces to automate pick, pack, and ship processes, creating a central pool of inventory accessible across all sales channels—B2B and B2C.

Vin WMS enables brands to:

- Execute omnichannel fulfillment from warehouses, stores, and dark stores.
- Gain real-time inventory visibility across all nodes in the supply chain.
- Reduce operational costs through automation and optimize inventory utilization.

Whether it's quick commerce players like Swiggy Instamart or luxury retailers like Malabar Gold, brands leverage Vin WMS to meet the demands of modern consumers with agility and efficiency.

Powering Omnichannel with AI

Artificial Intelligence is a cornerstone of Vinculum's innovation strategy. AI-driven content enrichment, intelligent order routing, demand forecasting, and dynamic inventory reallocation are being seamlessly embedded across our platform.

Our AI initiatives enable brands to:

- Recommend the optimal fulfillment source based on location, availability, and cost.
- Optimize delivery promises by predicting fulfillment capabilities in real-time.
- Improve customer satisfaction, reduce returns, and enhance loyalty through predictive insights.

By leveraging machine learning models and advanced analytics, we're helping brands transition from reactive operations to proactive, intelligent commerce ecosystems.



Vinculum's Global Reach and Target Markets

With a presence across 30+ countries, Vinculum is powering omnichannel transformation for some of the world's leading brands, including Landmark Group, Titan, Skechers, Levis, GMG, Alshamsi Group, Tradeling, and Decathlon.

Our robust multilingual capabilities, cross-border commerce readiness, and deep integrations with leading marketplaces and logistics platforms make us a trusted partner for brands expanding across the GCC, India, and Southeast Asia.

Vision 2025: Where We Are Headed

Looking ahead, Vinculum is committed to strengthening our leadership in omnichannel retail by:

- Deepening AI-driven automation across product lifecycle, order management, and inventory processes.
- Expanding ecosystem integrations across ERPs, POS systems, last-mile delivery partners, and logistics networks.
- Strengthening strategic partnerships with system integrators and consulting firms to scale into new markets.
- Launching lightweight SaaS versions of our flagship products to empower SMBs and niche D2C brands.



Industry Insights: What the Future Holds

We believe the future of retail will be defined by:

- Unified inventory pools becoming the standard for efficient omnichannel fulfillment.
- Direct-to-Consumer (D2C) models growing fastest in emerging economies, where consumers demand brand authenticity and direct engagement.
- Customer-first strategies replacing channel-first thinking, focusing on delivering consistent, personalized experiences regardless of the sales channel.
- Multilingual PIM systems becoming indispensable for brands aiming for global scalability and cross-border success.

Recognition and Industry Leadership

Vinculum's commitment to innovation and excellence has been recognized through numerous industry accolades:

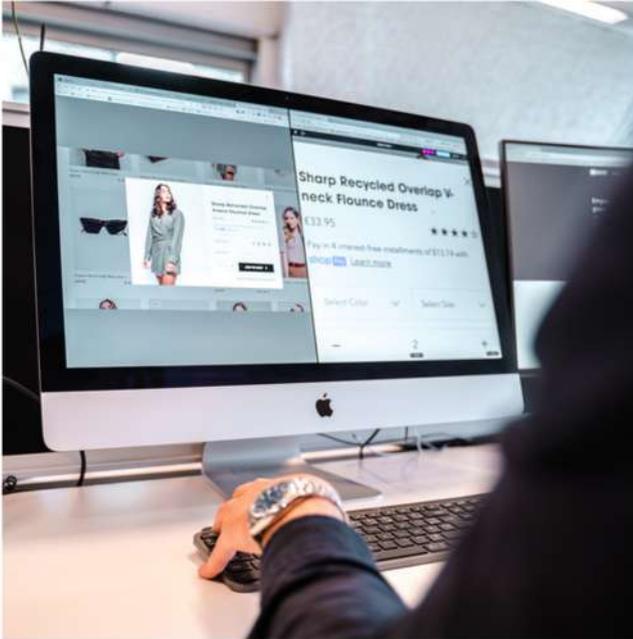
- AWS Rising Star Award 2025
- Gartner Magic Quadrant for WMS: 9 years in a row
- G2 Leader Spring 2025 (Asia, APAC, India)
- Singapore SME 500 Award 2025

About Venkat Nott



Venkat Nott is the Founder & CEO of Vinculum Group, a global SaaS company pioneering omnichannel retail solutions. With over two decades of experience in technology and retail innovation, he has led Vinculum to become a recognized leader in product information management and order orchestration, supporting customers across GCC, India, and Southeast Asia.

Bridging Borders: How Shopify is Revolutionizing Global E-commerce Expansion



By Selo Aksapli | CEO of DigiFist

The boundaries between local and global commerce have never been more blurred. As the founder and CEO of DigiFist, an award-winning Shopify Plus agency with offices in Antwerp, Istanbul, and the UAE, I've seen firsthand how technology continues to reshape international e-commerce.

When we launched DigiFist, our vision was clear: empower brands to transcend borders, turning geographical limitations into global opportunities. Today, that vision has become essential. By 2025, global e-commerce revenues will reach \$4.8 trillion, underscoring the necessity for businesses to expand internationally. Yet, successful global expansion requires navigating challenges like regulatory complexities, cultural nuances, and differing consumer preferences.

At DigiFist, we've tackled these challenges head-on by leveraging Shopify Plus—an unrivaled tool for brands aiming for international growth.

Unlocking International Growth with Shopify Plus

Serving clients across Belgium, Türkiye, UAE, the US, Australia, and Europe, we've witnessed Shopify Plus simplify global expansion dramatically. Features such as Shopify Markets offer businesses a centralized system to manage operations across borders effortlessly, handling currency conversions, language translations, and international duties.

Moreover, Shopify Plus is tailored for global e-commerce, supporting multiple languages, over 100 payment gateways, and advanced region-specific customization. This enables brands to create authentic local experiences while maintaining global standards—a critical advantage in today's diverse markets.

DigiFist's Strategic Approach

With offices strategically positioned in Antwerp, Istanbul, and the UAE, DigiFist brings a uniquely global yet locally tailored perspective. Our international team's deep understanding of regional nuances enables us to craft tailored strategies for successful market entry.

Our proven methodology includes extensive market research, targeted localization strategies, logistics optimization, streamlined payment solutions, regulatory compliance, and ongoing performance analysis. From Shopify Plus development to performance marketing, data-driven optimization, and bespoke app creation, we ensure brands authentically connect with global customers.



The Future of Cross-Border Commerce

We stand at the threshold of a new era in global commerce, one defined by bold innovations like artificial intelligence (AI), augmented reality (AR), and immersive digital experiences. AI is no longer just translating content—it's now intuitively adapting brand voices across cultural landscapes and predicting customer behaviors with pinpoint accuracy, enabling hyper-personalized interactions on a global scale.

Shopify's revolutionary features such as Shopify Magic are pushing the boundaries of what's possible, empowering merchants with automated content creation, real-time data insights, and intelligent inventory systems that dynamically adjust to international demand.

Augmented reality, anticipated to generate \$61.3 billion in retail revenue by 2031, is transforming digital shopping experiences from mere browsing to immersive product interactions. Imagine customers worldwide virtually placing products in their own spaces before making a purchase decision, bridging the gap between aspiration and reality.

Blockchain technology is also beginning to revolutionize e-commerce by enhancing transparency, security, and efficiency in international transactions. From securing digital payments and protecting sensitive data to simplifying complex supply chain processes, blockchain's impact is profound and growing rapidly.

At DigiFist, we're passionately committed to these pioneering technologies. We continuously innovate by merging cutting-edge tech with profound cultural insights and sustainability initiatives. Our goal is not merely to help brands adapt but to help them lead—shaping a future where global commerce is intuitive, inclusive, and irresistibly engaging.



Sustainability: The New Imperative

Sustainability has quickly emerged as a core component of successful international e-commerce strategies. Consumers globally are prioritizing ethical purchasing decisions, demanding transparency in how products are made, sourced, and delivered.

At DigiFist, we integrate sustainability into every aspect of our service delivery—from eco-friendly logistics solutions to advising clients on sustainable sourcing and ethical supply chain management. Brands committed to sustainable practices not only resonate deeply with global audiences but also contribute meaningfully to the well-being of our planet.

Embrace the Global Opportunity

My experience at DigiFist has shown that international expansion isn't just strategic—it's essential. The brands that will lead tomorrow's markets are those that master the delicate



About the Selo Aksapli

Selo Aksapli is the founder and CEO of DigiFist, a distinguished Shopify Plus agency with offices in Antwerp, Istanbul, and the UAE. Since 2016, DigiFist has helped numerous global brands achieve successful international expansion.

Selo began his career in digital marketing and quickly recognized the transformative

