



# Cracking the eCommerce formula

How **best performers** in e-commerce are winning?



# The **e-commerce revenue equation** that defines success

**AVERAGE  
ORDER VALUE**



**(1-RETURN  
RATE)**



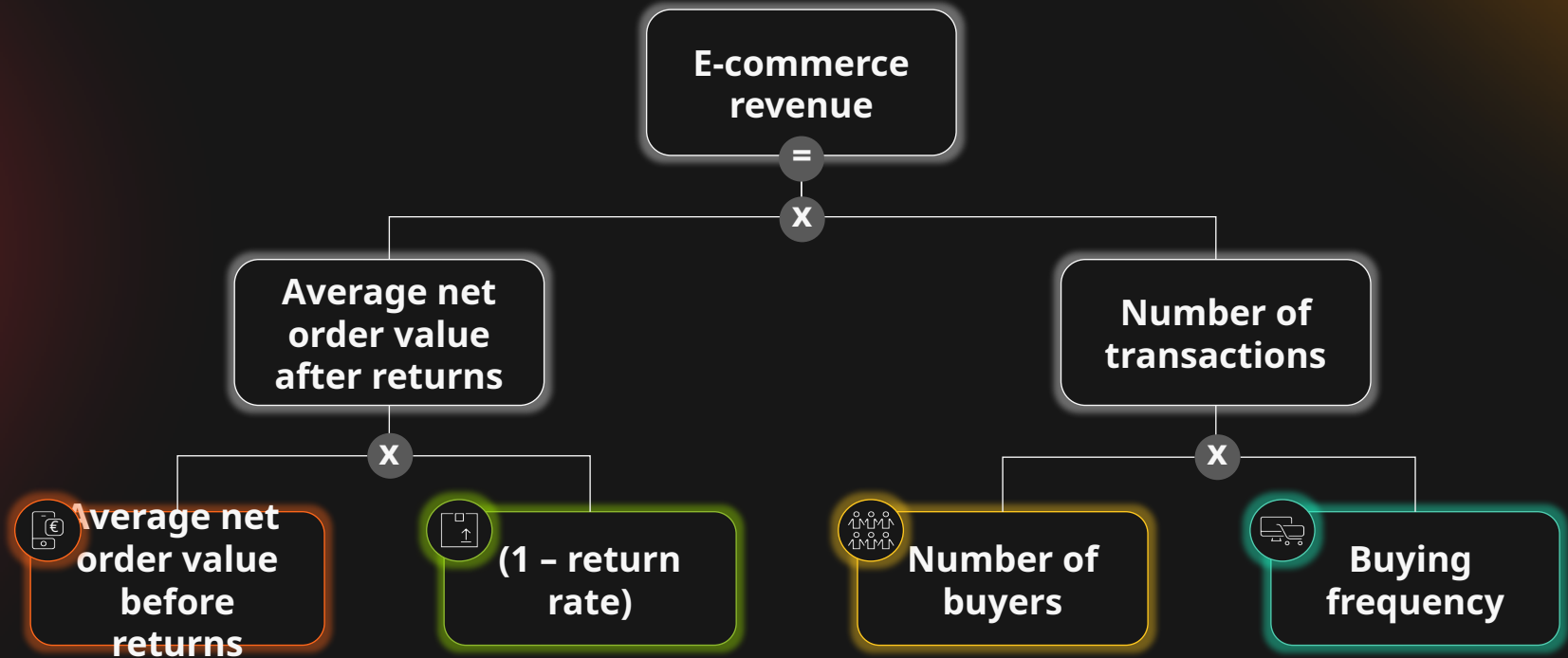
**NUMBER OF  
BUYERS**



**BUYING  
FREQUENCY**



# The **e-commerce revenue equation** includes the following drivers



# External forces continue influencing retailers & consumers

## Economic Uncertainty

- Consumers are **trading down**
- **Near-shoring/ friend-shoring** due to supply chain constraints
- **Cross border commerce development (Tariffs)**



## Sustainability

- Demand for **transparency and sustainable** practices
- Are consumers "walking their talk"?



Key themes  
shaping  
e-commerce



## Digitization & AI

- Digital and physical experiences are **converging**
- **Mobile commerce** adoption accelerating
- AI driven **hyper-personalization & agentic commerce**



## Market Outlook

- **Rebound after post-Covid slump, but growth focusing on marketplaces**
- **Shifting retail dynamics** and consolidation



# Consumer reaction influences several revenue drivers



Uncertainty & trading down



**AVERAGE  
ORDER VALUE**



Stricter return policies



**(1-RETURN  
RATE)**



Logistics & Sustainability



**NUMBER OF  
BUYERS**



Safe & secure payment experience



**BUYING  
FREQUENCY**



# Meet the **three player types** illustrating the **effect of each driver** in the revenue equation



## Mass incumbents

Mature players with average performance

Modest growth rate, with average unit economics



## Traditional champions

Established players with dynamic performance

Modest growth rate, with unit economics above market



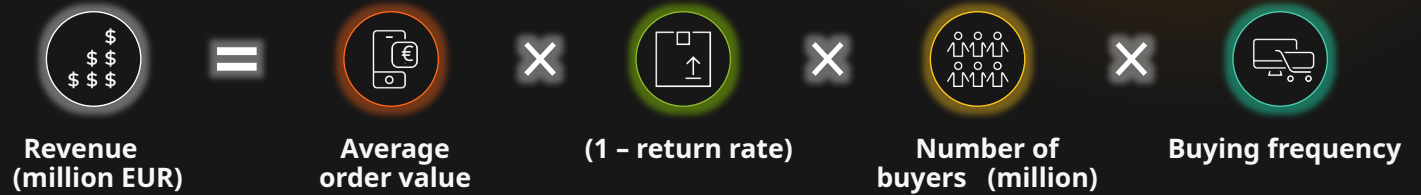
## High-growth entrants




Rising players with dynamic performance

High growth rate, with advancing unit economics



# Let us look at some numbers

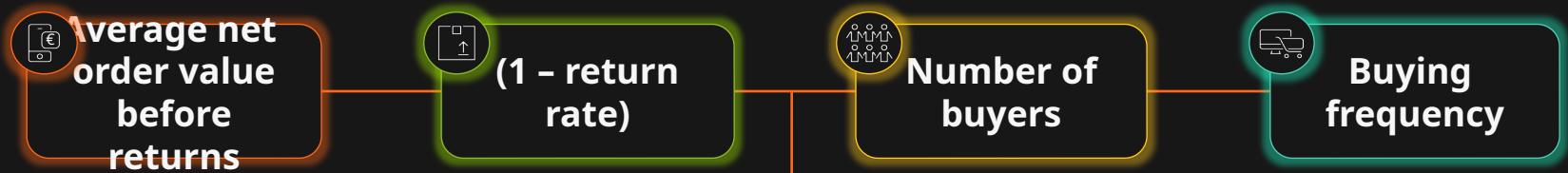


 High-growth entrant	3 125	=	47.1	×	78%	×	18.9	×	4.5
 Traditional champion	2 579	=	84.6	×	63%	×	11.8	×	4.1
 Mass incumbent	759	=	131.2	×	36%	×	7.3	×	2.2

ILLUSTRATIVE



# Mastercard's extensive data and global footprint enable insights across all e-commerce revenue drivers



**More than just payments:** Mastercard can support merchants with solutions that influence before, during and after the transaction



Let's connect



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Download the  
Mastercard x ECDB  
report



The state of  
ecommerce in  
Central Europe

