

Session 1A – Strategic Challenges of e-commerce

- **Which challenges and for who?**
- **NRAs** are meeting a series of **concerns** –
 - 1. Consumers' protection issue** – how do NRAs interpret consumers' needs in a continuously changing market environment?
 - 2. Postal regulation issue** – how should NRAs consider and thus intervene on different services offered by a number of very heterogeneous players?
 - 3. Competition regulation issue** – how do NRAs work to make sure that new dynamic, «platform ecosystems» or vertically integrated businesses in ecommerce fit in competition rules?
 - 4. Innovation promotion issue** – how can NRAs develop/implement rules that do not suffocate new business creation?

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- “Firms no longer compete as solely autonomous entities, but rather as **supply chains**” (Lambert and Copper, 2000:65)
- Relevant market identification and definition of a *level playing field* is critical
 - Significant variety of operators and actors in the e-commerce dimension, with different impact on consumers (not always negative!)
 - Consumer is an evolving figure and cannot be easily identified
 - Relevant differences at Country level (market players historical composition, different legislative framework, etc.)
 - One-size-fits-all-solution are not easy to foresee, especially to determine market failure and potential solutions

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Questions –

- Is e-commerce a regulatory toolbox challenge, **but who in the market needs to be regulated?**
- The “urgency” of an ex-ante regulatory approach: **how NRAs can avoid regulatory failures?**
- Transparency at any cost: **where and which transparent information concretely helps the final consumer to make informed choices?**