

SESSION 03

E-Commerce Models

B2B • B2C • C2C • D2C

E-Commerce | Winter 2026 | 3rd Year Bachelor

Session 2: Introduction to E-Commerce



Definition & History

E-Commerce = buying and selling goods, services, and information over electronic networks



Key Players

Sellers, consumers, intermediaries, logistics providers, and payment processors



Advantages & Limits

Global reach, 24/7 availability, lower costs vs. security risks, logistics challenges



Trends & Morocco

Mobile commerce, social commerce growing; Morocco's \$1.8B+ e-commerce market

Session Objectives

-  Distinguish the main e-commerce models: B2B, B2C, C2C, and D2C
-  Understand the marketing and commercial specificities of each model
-  Identify real-world platforms and companies for each model type
-  Analyze commercial strategies according to the type of e-commerce
-  Determine which e-commerce model best suits a given business activity

Agenda: Understanding Models → Models in Detail → Strategies & Platforms → Morocco Focus → Choosing a Model

What Are E-Commerce Models?

An e-commerce model defines how value flows between parties online — it determines who sells, who buys, and how the transaction is structured.



B2B / B2C

Companies selling to consumers (Amazon, Jumia) or to other businesses (Alibaba, Salesforce)



C2C

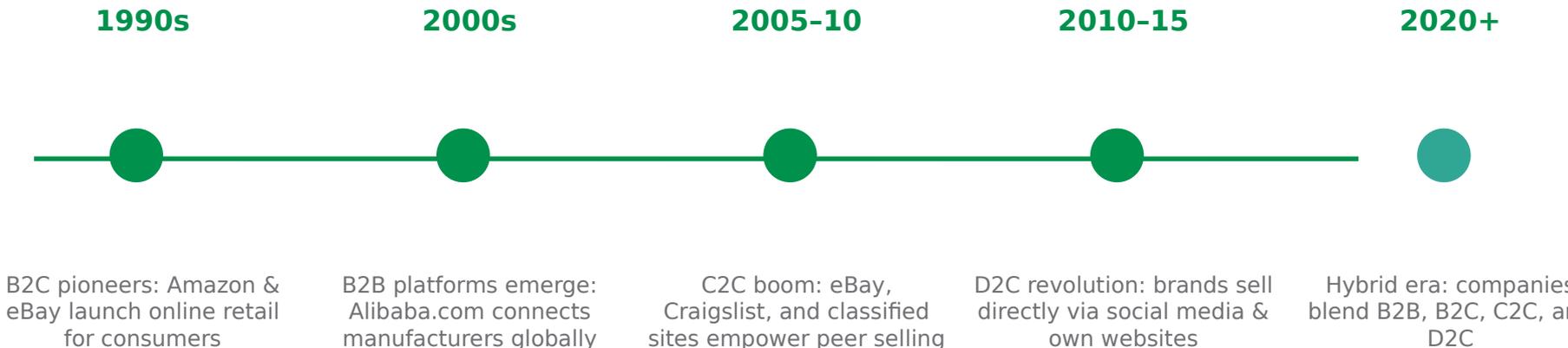
People selling to people via platforms like eBay, Avito, and Vinted



D2C

Brands like Glossier and Nike.com selling directly, cutting out retailers entirely

Evolution of E-Commerce Models



Today's leading companies like Amazon, Nike, and Alibaba operate across multiple models simultaneously

Models by the Numbers

65%

B2C Share of
Global E-Commerce

\$7.7T

Global B2B
E-Commerce Value

127M+

Active C2C
Sellers Worldwide

+40%

D2C Brand
Growth Rate (YoY)

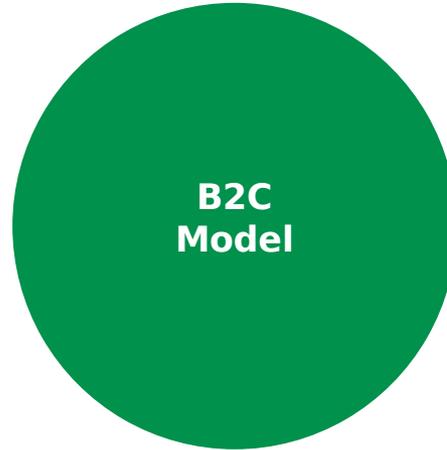
B2C: Business to Consumer



**Business /
Company**



**Individual
Consumer**



**B2C
Model**



**Marketing &
Advertising**



**Delivery &
Fulfillment**



**The most common model:
Amazon, Jumia, Zara.com,
Marjane.ma**

B2B: Business to Business

Wholesale Platforms

Alibaba.com, ThomasNet — connecting manufacturers with bulk buyers globally

SaaS Solutions

Salesforce, HubSpot — cloud software sold as monthly subscriptions to businesses

Industrial Marketplaces

Specialized B2B platforms for raw materials, components, and equipment

Procurement Portals

Corporate purchasing systems that streamline supply chain operations



Morocco B2B Focus

- OCP Group — world's largest phosphate exporter using digital B2B platforms
- Textile manufacturers selling to European fashion brands
- AMDIE promoting Moroccan digital B2B exports
- Casablanca tech hub serving B2B SaaS market
- Agriculture cooperatives using B2B platforms for export

C2C: Consumer to Consumer



Marketplace-Based

Platforms connect individual buyers and sellers — eBay, Vinted, Avito, and Facebook Marketplace



Trust Mechanisms

Ratings, reviews, and verification systems build confidence between strangers



Low Entry Barrier

Anyone can become a seller — no business registration or investment required



Moroccan C2C Landscape

Avito.ma — Morocco's #1 C2C platform • 10M+ monthly visits • Top categories: electronics, vehicles, real estate • Youth-driven, mobile-first usage

D2C: Direct to Consumer



Brand Ownership

Companies control the entire experience from production to delivery



Higher Margins

Eliminating intermediaries means more profit per sale for the brand



Data Control

Direct access to customer data enables personalized marketing and products



Community Building

D2C brands foster loyal communities through social media and storytelling



Key Insight: D2C is reshaping retail — Glossier and Warby Parker proved that cutting out the middleman works. In Morocco, argan oil and cosmetics brands are leading this shift.

Marketing Strategies by Model



B2C: SEO & Ads

Google Ads, Facebook/Instagram campaigns, influencer partnerships, and SEO optimization



B2C: Content

Blog posts, YouTube videos, newsletters, and email sequences to build loyalty



B2B: Relationship

Account-based marketing, trade shows, LinkedIn outreach, and personal networking



B2B: Content

White papers, case studies, webinars, and industry reports for lead generation



C2C: Community

User reviews, star ratings, referral bonuses, and trust badges drive growth



D2C: Social Media

Instagram, TikTok storytelling, brand ambassadors, and loyal community building

Platforms & Real-World Examples



B2C Platforms

Amazon, Jumia, Zara.com — massive product catalogs with same-day delivery options



B2B Platforms

Alibaba.com, SAP Ariba — connecting manufacturers with bulk buyers worldwide



C2C Platforms

eBay, Avito, Vinted — peer-to-peer, trust-based trading



D2C Platforms

Glossier, Warby Parker — using Shopify to own the entire customer journey



Morocco Examples

Jumia.ma leads B2C, OCP digitizes B2B exports, Avito.ma dominates C2C, local artisans go D2C



Platform Choice

The right platform depends on your model, budget, audience, and growth goals

Key Differences Between Models



Target Audience

B2C and D2C sell to individuals; B2B sells to companies and organizations; C2C connects people directly



Sales Cycle Length

B2C/C2C: minutes to hours; B2B: weeks to months of negotiation; D2C: days to weeks



Transaction Value

B2B: \$10K-\$1M+ per deal; B2C: \$20-\$200 average; D2C: \$30-\$300; C2C: highly variable



Marketing Approach

B2C: Google/Meta ads; B2B: LinkedIn & trade shows; D2C: Instagram/TikTok; C2C: SEO & reviews



Morocco Context: B2C (Jumia) and C2C (Avito) dominate; D2C and B2B exports are growing fast

Model Selection — Key Trade-offs

BENEFITS

- ✓ B2C: reach millions of shoppers instantly
- ✓ B2B: largest revenue per deal (\$10K-\$1M+)
- ✓ C2C: zero startup cost — start selling today
- ✓ D2C: full brand control
- ✓ Multi-model diversifies revenue
- ✓ Platforms lower all barriers
- ✓ Data insights across all models

CHALLENGES

- ✗ B2C: fierce price competition from giants
- ✗ B2B: sales cycles of weeks to months
- ✗ C2C: no guarantee of product quality
- ✗ D2C: expensive customer acquisition
- ✗ Multi-model adds complexity
- ✗ Each needs specialized skills
- ✗ Tax, privacy, and consumer protection rules differ by model

E-Commerce Models in Morocco

\$1.8B+

B2C Market
Size (Jumia Leads)

10M+

Monthly Avito
Visits (C2C)

35%+

B2B Digital
Export Growth

Model Landscape

- Jumia Morocco dominates B2C with millions of annual transactions
- Avito.ma is the undisputed C2C leader for secondhand goods
- OCP and textile exporters expanding B2B digital channels
- Local D2C brands emerging in cosmetics, argan oil, and fashion
- Morocco Digital 2030 strategy supports all e-commerce model types

How to Choose the Right Model



Know Your Customer

Selling to everyday shoppers? B2C/D2C. To businesses? B2B. Enabling peer trade? C2C



Evaluate Your Resources

D2C needs brand investment; B2B needs a sales team; C2C needs just a platform account



Consider Your Product

Clothes and gadgets suit B2C/C2C; software and raw materials suit B2B; unique brands suit D2C



Think Long-Term

Start with one model, master it, then expand — Amazon started B2C, now spans all four models

Hybrid & Multi-Model Approaches



Nike: B2C + D2C

Nike.com grew to 42% of revenue — pulling back from retailers to sell directly to customers



Alibaba: B2B + B2C + C2C

The ultimate multi-model ecosystem: Alibaba.com for factories (B2B), Tmall for brands (B2C), Taobao for everyone (C2C)



Amazon: B2C + C2C + B2B

Started as B2C bookstore, added Marketplace (C2C), then Amazon Business (B2B) — now #1 in all three



Apple: D2C + B2C

Apple Stores and apple.com (D2C) drive premium experience; Best Buy and carriers extend B2C reach



Key Takeaways

- 1 Your e-commerce model is your most fundamental strategic choice — it shapes everything from pricing to marketing
- 2 B2C captures the most customers, but B2B generates the highest revenue — \$7.7 trillion globally
- 3 C2C turned everyone into a potential seller — 127M+ people now sell online with zero startup cost
- 4 D2C is the fastest-growing model (+40% YoY) — brands that own the customer relationship win
- 5 Morocco's market mirrors global trends: Jumia leads B2C, Avito owns C2C, and D2C/B2B are the next growth frontiers

Homework & Required Reading

Required Reading

Book: *"How to design, create, and manage your site"*

Author: Pelet, Jean-Eric | **Publisher:** Dunod (2018)

Pages: 41 to 56

Access: <http://international.scholarvox.com>

Coming Up — Session 4

E-Commerce Platforms and Players — We will discover the different e-commerce platforms, understand marketplaces vs. merchant sites, and learn criteria for choosing the right platform.

Thank you | Questions? | See you next session!