

## DEVELOPING THE BUSINESS CASE AND MONETIZATION STRATEGY FOR A GLOBAL B2B ECOMMERCE PLATFORM

### NEXTRADE WORKS WITH INTER-AMERICAN DEVELOPMENT BANK'S CONNECTAMERICAS AND MASTERCARD

#### THE PROBLEM

*Inter-American Development Bank's ConnectAmericas platform and Mastercard wanted to define the business case, market opportunity, and monetization strategy for ConnectAmericas to serve as a B2B ecommerce marketplace.*

ConnectAmericas is the first social network for businesses in the Americas, dedicated to helping small and medium-sized enterprises (SMEs) grow through international trade. Established by the Inter-American Development Bank (IDB) in 2014, ConnectAmericas enables SMEs in Latin America and the Caribbean and beyond to learn about exporting and connect with potential clients and suppliers.

The platform and its core partner Mastercard needed to understand the value proposition and business case for transforming the platform into a transactional B2B marketplace, and the financial and economic gains the marketplace could deliver to LAC companies and economies.

#### OUR SOLUTION

*Nextrade developed analytics on the value proposition of the B2B platform to ConnectAmericas users; a model on the platform's global market opportunity in 2018-23 among SMEs engaged in trade, and the platform's monetization strategy.*

Nextrade developed a series of surveys and interviews to understand the pain points of ConnectAmericas users in cross-border trade and the value proposition of different possible platform features, such as cross-border payments, trade finance facilities, and logistics services. We then developed a model to measure and forecast the growth of the market of SMEs engaged in trade in over 80 countries Latin America, Asia, Africa, and the Middle East in 2018-23. On the basis of these data and a series of workshops with the clients, we developed the business case for the proposed platform, analytics on the addressable market, monetization strategy for platform, and options for its governance and fundraise. Nextrade also assessed the potential economic and social impacts of the envisaged platform on SME exports and job-creation in Latin America.

Nextrade packaged the recommendations an executive summary and a 70-page report to communicate the strategy effectively to clients' management teams and IDB Board of Directors.

#### IMPACT AND RESULTS

*Clients were able to **validate the business opportunity for a B2B platform and develop the features most desired by ConnectAmericas users.***

*Clients **accessed proprietary country-specific forecasts on the target market – SME exporters and importers of goods and services – in >80 countries in four world regions, so as to prioritize countries for go-to-market.***

*Clients were positioned to **sell the plan to create a proof of concept and build the platform to their management teams.***