

Sell. Sneakers.





Introduction to payever for the Sports Retail Industry

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you Dreamed of all
on one Platform**



01

Industry Research

The Sports Retail business **specializes** in sporting goods, athletic and fitness wear, fitness equipment, and related products. The major driver behind the sporting goods retail market is the fact that globally, people of all ages are more aware of the health benefits of leading healthier and more active lives.

Although the more **mature markets remain robust** and more disposable income is bolstering emerging markets, a few retailers are struggling to be competitive in markets where large brands like Nike and Adidas are already major players. The increasing influence of e-commerce giants like Amazon also has an effect on newcomers who want to start a small business in a hugely competitive industry.

The Sporting Goods sold in the industry includes many different product types such as:

athletic footwear

exercise equipment

licensed sports merchandise, and

athletic apparel

The retail industry does however not include recreational transportation items such as bicycles, pleasure boats, RVs, and snowmobiles. The major products sold in the sports Industry seem to be sports apparel and footwear which comprise 36% of the market in the United States of America alone.

Market size

The sports industry is now estimated to be
worth over \$500 billion.

In retail, the biggest seller is sports apparel and footwear.

According to [Statista](#), the Global Market size of Sports Apparel generated around

**181 billion U.S. dollars
in revenue in 2019,**

an increase of more than seven billion U.S. dollars on the previous year. Rising revenues are forecast to continue and estimated to reach

**around 208 billion
U.S. dollars in 2025.**



Nike and Adidas were the leading sportswear companies worldwide in 2018/2019, generating combined revenues of

around \$64 billion.

In the US the retail sporting goods industry has

**about 21,000
establishments**

which are single-location companies and units of multi-location companies with

**combined annual
revenue of about
\$42 billion.**



Industry Growth

The [global sporting goods market](#) is anticipated to grow at a compound annual growth rate of 4.1% over the forecast period i.e. 2016-2023.



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North America market is estimated to reach USD 35 billion by the end of 2023 and the market is anticipated to reach a market share of 40% to the global market by the end of the forecast period.

The Asia-Pacific market for the industry is projected to grow even faster over the forecast period due to the developing sports infrastructure of these countries

as well as the government initiatives to promote sports activities in the region.

The global sports equipment market is expected to reach \$82 billion by the end of 2023 which is due to an increased sale through E-commerce

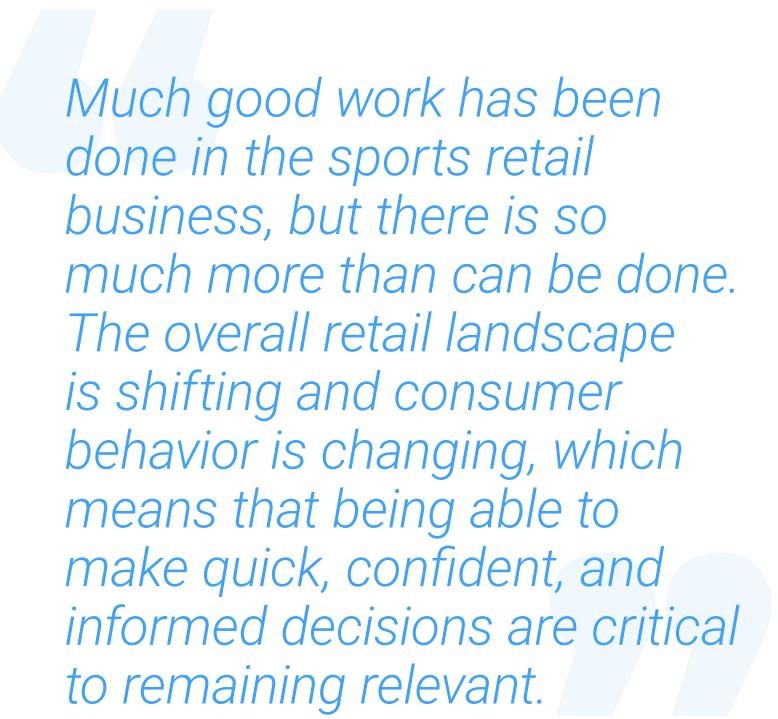


The sporting goods retail market is expanding at a CAGR^{4Y} of c. 4%, and is forecast to remain at that level until 2022.

The drivers in growth are the emerging markets, casual fashion trends, women's lifestyle sports, and rising participation rates.

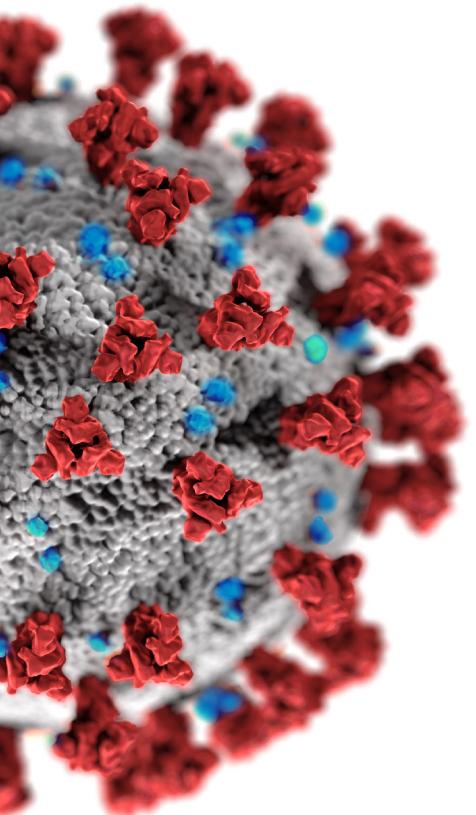
The sports retail market is however not without its challenges,

as small businesses struggle to compete with well-known brands (like Nike and Adidas). They also **struggle to compete** with giant online marketplaces like Amazon which are underlined by a series of high-profile bankruptcies in the US, where the market is more saturated.



Much good work has been done in the sports retail business, but there is so much more than can be done. The overall retail landscape is shifting and consumer behavior is changing, which means that being able to make quick, confident, and informed decisions are critical to remaining relevant.

(Matt Powell Senior Industry Advisor at NPD)



Impact of the Coronavirus Pandemic

We don't know what impact COVID-19 will have on the sporting goods retail industry, but one thing is certain. If you don't have an online store, the impact on your business will be that much larger. The ability to upload products onto your e-commerce store and to sell them online will be very much in your favor. Payever is also positioned to help you with all these changes in consumer behavior in the sporting goods retail market. Let's take a closer look:



PESTEL analysis

Before we discuss the PESTEL analysis for the Sporting Goods Retail Industry, we first need to understand what a PESTEL analysis is. A [PESTEL analysis](#) can quite simply be described as a framework or tool which is commonly used by marketers to analyze and monitor the macro-environmental (external marketing environment) factors that have an impact on an organization.

The results of such an analysis are used to identify threats and weaknesses which are used in a SWOT analysis.

The acronym stands for:

**Political
Economic
Social
Technological
Environmental
Legal**



Now let's take a look at the PESTEL analysis for the sporting goods Retail Industry.

The sporting goods industry is one of the most competitive in the world.



Political Factors

As always political factors do play a significant role in any industry where a business is conducted.

Government regulations like taxation, labor policy, and excise duties have to be adhered to in any country and by all industries. These factors may be a threat, as these policies will change with the change in government.

Political factors that can make a significant impact on the Sporting Retail Industry's long term profitability in a certain country or market are among others the different types of political environments and the political system risks in each country in which they operate in. To achieve success in such a dynamic industry, as the sporting goods industry, businesses in this industry, across various countries should diversify the systematic risks of the political environment of any particular country.

The following political factors should be analyzed before entering or investing in a certain market:

**The political stability
and importance
of the Sporting Goods Stores
sector in the country's
economy**

The risk of military invasion

**The level of corruption
especially the levels of
regulation in the Services
sector**



**Bureaucracy and interference
in the Sporting Goods Stores
industry by government**

**The Legal framework
for contract enforcement**

Intellectual property protection

**Trade regulations & tariffs
related to Services**

Favored trading partners

**Anti-trust laws
related to Sporting
Goods Stores**
**Pricing regulations –
Are there any pricing regulatory
mechanism for Services?**

**Taxation -
tax rates and incentives**

**Wage legislation -
minimum wage and overtime**

**Work week regulations
in Sporting Goods Stores**

Mandatory employee benefits

Industrial safety regulations in the Services sector

Product labeling and other requirements in Sporting Goods Stores

Governments devise rules and regulations and its citizens, businesses and the entire retail industry (inclusive of the goods Industry) have to adhere to these Rules. [Laws and Regulations](#) can have a detrimental impact on the profit and revenue stream of businesses. If the government raises sales taxes, then it would increase the prices of the product and services. People will be more thoughtful when making their purchases which can lead to a decrease in sales. Fewer sales mean smaller profits.



In the case of Adidas,

the political factors that play a significant role are for example the volatile trade policies and political unrest in many countries. If a company wants to maintain its financial as well as global performance, that business has to deal with political factors such as these as the company's products are exported all over the world.

Adidas and other sporting goods companies also have to deal with numerous different forms of government and taxation systems. Some companies may outsource the development of their products to another developing nation as it may reduce manufacturing costs.

Trade wars

such as the import and export tariff restrictions imposed by the Trump administration can act as a major barrier for companies such as Adidas and others, as Germany is a major exporter. The restrictions can cost Germany up to 20 billion euros.

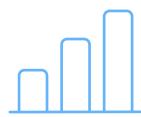
The worldwide presence of some brands has the effect that for example complex supply chain management issues must be overcome as well as various laws and procedures.



Other factors such as

war, terrorism, expropriation, and nationalization

can also play a role as these factors can lead to loss of significant time, effort, and money if they are not stable.



Economic Factors

Economic volatility can obviously affect the sales and profits of any industry or sector. The Global Financial crisis of 2008 is a case in point and so is Brexit, the US-China Trade War, and the impact of COVID-19.

All of these have an impact on the global economy and subsequently on the spending behavior of the Consumer and consequently on the spending habits of other businesses.

These factors lie outside the control of the business owner and small companies need to adapt fast in order to stay in operation and to stay competitive. The way in which they adapt to these challenges will determine their ability to differentiate themselves from their competitors and their overall success in the industry.



Economic factors in the sporting goods retail industry are all those that have an effect on a country's economy

such as for example changes in the inflation rate, the foreign exchange rate, the interest rate, the gross domestic product, and the current stage of the economic cycle.

All of these factors, and consequently the impact which they have on aggregate demand, investment, and business confidence, in general, have the potential to make any business in the industry either highly profitable or extremely likely to incur a loss.

All of the Macro environmental economic factors which play a role to determine the aggregate demand and aggregate investment in an economy and which may impact the industry are factors such as the:

Inflation rate

Savings rate

Interest rate

Foreign exchange rate and

Economic cycle

Sporting Goods Companies can use the following economic factors of a country to forecast the growth trajectory of the sector and the organization.:

The growth rate

The inflation rate

The industry's economic indicators such as the industry growth rate, consumer spending, etc.



Other economic factors that should be considered are:

**The type of economic system
in countries of operation
in other words what type of
economic system there is and
how stable it is**

**A Government's intervention
in the free market and related
Services sector**

**Exchange rates & stability
of host country currency**

The efficiency of financial markets particularly of the business needs to raise capital in the particular local market

The infrastructure quality in the Sporting Goods Stores industry

The comparative advantages of the host country and its Services sector

The skills level of a workforce in the Sporting Goods Stores industry

Education level in the economy

**Labor costs and productivity
in the economy**

**The business cycle stage
of a country,
for example, is it in a stage
of prosperity, recession, or
recovery?**

Economic growth rate

A sluggish economy leads to a decrease in consumer confidence and can cause people to spend less, a decline in sales, and will lead retailers to sell their products at lower prices. **Economic and governmental factors often overlap** in areas like corporate taxation, import and export laws, and inflation, which can also result in a decline in consumer purchasing power.



Social Factors

Socio-cultural factors also have an inevitable impact on any industry and the Sports Products Retail industry is no different. The public is more health-conscious these days which is the main social factor that a business must monitor closely. Changes in social values and trends impact the products which are sold by retailers and also how these retailers relate to their consumers.

In companies such as Adidas and other sporting goods retail companies, social factors such as culture, religion, lifestyle affect the performance of a brand.

These factors also affect the brand image of the company in the market which in turn impacts customer loyalty.



Companies in this Industry's core target audience are normally health-conscious.

The more people are focused on maintaining a healthy lifestyle, the better the sales of the company will perform.

In order to maintain their customer base, the businesses in the sporting goods retail industry have to keep up with the preferences and the latest trends in the industry to retain existing customers and to acquire new customers.

Another factor to take account of is the increasing impact of social media on the Sporting Goods Retail industry.

The world of marketing is has changed and social media has made the biggest difference in any industry today (including the sports retail business). The role of the **social media influencer** has come to the fore and risen in importance.

Brands such as Nike controversially used Colin Kaepernick as the face of one of its ads which saw their market value rise to an all-time high of \$6 billion as a result.



Social media is used especially by the so-called millennials

in the 16-24 age group and social networks are the top product research channel. Sports and fitness brands are taking advantage of this and using influencers to show tangible results of health and fitness, as well as relatable and inspirational content.

According to [Stewart, 2018](#) a study by the affiliate network Awin, of 1,193 business owners or marketing teams within the sports and fitness wear sector proved that of those that used influencer marketing, 49 percent said that they had seen an improvement in sales, while 16 percent said they had not and 35 percent was not sure if there had been any difference or not. On average, there was consequently an increase in sales when influencer posts were used of up to 53 percent.

Social media's impact on retail trends and customer spending habits

has in view of the above findings been increasing in line with its own growth in popularity and use. 98% of digital customers use social media, and more than half of these follow brands on these sites. More people are using social networks for research into the products they buy, a statistic that is the highest amongst 16-24-year-olds, with 50% of these confirming the practice.



Other social factors are:

Demographics and skill level of the population

Class structure, hierarchy, and power structure in society

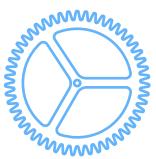
Education level as well as education standard in the industry

Culture (gender roles, social conventions, etc.)

Entrepreneurial spirit and the broader nature of society

Attitudes (health, environmental consciousness, etc.)

Leisure interests



Technological Factors

Sales, marketing, and consumer choices (the buyer's journey) are all affected by globalization, IT, and the internet.

The internet has almost no borders (apart from authoritarian governments), which makes the buying and selling process much faster, more efficient, and more readily available.

Technology also creates an opportunity for new products for sport products retail companies to sell. Technology however also plays a huge role in changing the way retail companies do business. **Technological advancements** such as the internet offer retail customers additional shopping options.



Technology can impact a business either negatively or positively.

With the introduction of new sporting goods products, new technologies, and services, a particular marketplace can have a tough time adjusting. It is consequently important to assess the technology from all angles.

Specific items that need to be investigated include the spending of a government and a business on any technological research, the life cycle of current technology, the role of the internet and how any changes to it may play out, and the impact of potential information technology changes.

It's also not a secret

that brick and mortar retail is “going out of fashion”. Even industry giants like Macy’s, J.Crew, J.C. Penny is closing hundreds of stores. Listen to [this video](#) of what Millennials had to say about the future of sports retail and “brick-and-mortar” stores.

It is also clear from the above discussion of the social factors, which overlap in this regard, that Millennials prefer to shop online.

According to a [report by Technavio](#), retail stores that sell sporting goods (Academy Sports + Outdoors, Amazon.com, Alibaba.com, DICK’s Sporting Goods, and Walmart) are the main merchants in the global online sports retailing market.



This industry research report also analyzed the market by product (sports equipment, sports apparel, and sports footwear) and by geography (APAC, Europe, North America, and ROW) and found the following:

The global online sports retailing market will grow steadily at a CAGR of close to 4% by 2021.

Due to the increasing penetration of the internet, an improved economy, and the increase in purchasing and delivery options,

there is an increasing preference for shopping through smart devices like a mobile phone and tablet.

The report also found that due to the focus of e-commerce platforms on providing information on products (like their quality, safety measures), consumers prefer online shopping. The rise in online spending will be one of the major factors that will positively influence the growth of the online sports retailing market.

Other technological factors that can impact on the industry are:

Recent technological developments

Technology's impact on product offering

Impact on cost structure in the Sporting Goods Stores industry

Impact on value chain structure in the sector

Rate of technological diffusion



Environmental Factors

Everything people use these days inevitably impacts on the environment, including sporting goods.

[Companies like Adidas](#) claims that their factories and manufacturing units do not produce any restricted products. The company can consequently also claim that they are reducing volatile and compound emissions.

Adidas has also developed a “low waste initiative program”, where they focus on two aspects:

The choice of the materials and how they are manufactured in order to reduce their carbon footprint.

Avoiding oil-based plastic which can help to reduce carbon emissions.



**Adidas also gives
the assurance of the ethical
sourcing and supplying
of the resources**

and has developed regulations, to ensure that supplies follow these regulations in every country that the company has operations in.

The above Adidas PESTLE Analysis sets out the environmental elements which impact its business performance and the same impact with the same company measures can be applied by any sporting goods retail brand.

Some of the other environmental factors that sporting goods companies should consider before entering a market are:

The weather

Climate change

**Laws regulating
environment pollution**

**Air and water
pollution regulations
in the Sporting Goods
Stores industry**

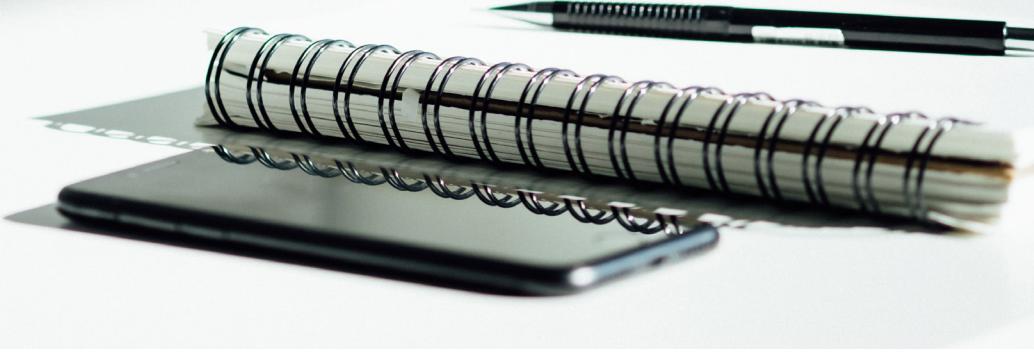
Recycling

**Waste management
in the services sector**

**Attitudes toward “green”
or ecological products**

Endangered species

**Attitudes toward and support
for renewable energy**



Legal Factors

Just like any other Industry in any Country, the sporting goods industry is subject to Laws and Regulations. The Industry is subject to the same customs and excise, and taxation laws than any other industry in operation today. The same Labour Laws apply as well as import and export restrictions.

In a number of countries, the legal framework and institutions are not robust enough to protect the intellectual property rights of an organization. A business should consequently evaluate the market before entering it, as it may lead to theft of the organization's copyright on certain products and therefore its competitive edge.

Some of the legal factors that sporting goods businesses should consider while entering a new market are:

Anti-trust law in the Sporting Goods Stores industry and in the country as a whole

Discrimination law

Copyright, patents / Intellectual property law



**Consumer protection and
e-commerce**

Employment law

Health and safety law

Data Protection

02

**The Biggest
Obstacles
Faced by
Business
Owners within
the Sporting
Goods
Retail Industry**



Significant changes took place in the sporting goods retail industry over the past few years.

Sporting goods retailers that operate online are growing in popularity. The amount of revenue that can be created by taking your business online makes it a necessity. In order for your business to grow e-commerce should be an integral part of your sporting goods retail business.

In making their purchasing decisions,

consumers are increasingly looking for a seamless and positive experience. And that applies to the sporting goods retail industry as well.

Let's answer the question of whether or not you should take your business online (irrespective of the Industry involved):



**More than
80% of people go online
to review a product before
deciding to purchase it.
Review sites, blogs, and forums
provide a lot of information to
consumers and will influence
their purchasing habits. If
they don't find your business
online (product or service), you
stand the risk of losing a lot of
potential income.**

**If you decide to take
your business online-only,
you save overhead costs,
like rent and the payment
of salaries to salespeople
and managers. Taking
your business online
can potentially save you
thousands of dollars.**



The Internet is perfect for marketing. Online marketing and advertising are a lot cheaper than Billboards and Radio and Television ads. You can also track your marketing efforts whilst the same can't be said of other traditional marketing methods.

You can reduce the carbon footprint of your Company as everything can be done electronically (people can work from home, leading to fewer carbon emissions) and stored online (which saves paper).

Going online and especially having an online store (irrespective of the industry you are in), means your business is open for business around the clock and every day of the year.

You can build a much better customer relationship as customers will be able to communicate with you through social media channels and your website.

Your business can go global.
The Internet knows no borders
and if you have an online
business people everywhere
around the world can view
your products and services
online.

**You can even conduct your
business while you are on
holiday and with the recent
events in mind, while you are
in “lockdown”.**

These days, if a client or consumer looks for your website and doesn't find it, you lose credibility and they may go to your competitors who do have websites.

Now that you know it is a necessity and not a "nice-to-have" to take your business online, we can take a look at the top challenges in the online sporting goods retail industry as well as any other business owner that wants to take their business online.



Content: **Photography/Videography**

In order for you to distinguish your business from the others in any highly competitive industry, you need to know what your customers want.

Customers in online business, in general, want to stand out from the crowd and they want to feel that they are unique. How do you as an online business owner accomplish that?

Customers and clients in other industries are also looking at the manner in which businesses are putting themselves forward on the Internet. Here it matters what the content of your website looks like and how your products and services answer the pain points of potential customers.

Think of the Internet as your shop front or the display of your services.

Tools like “Google-my-Business” adds to the effect. People don’t go to the yellow pages anymore, they visit websites, online business listings, and social media platforms. You can’t display your business properly if you don’t have a website. Even if you have a website, and you display tiny pixelated images and poor content, your customers will go to your competitors.

Visual experiences are regarded to be of great importance to the online consumer (in any Industry) and they need to view the product from different angles to be able to gather all the necessary information on a particular product during their online shopping expedition or in their quest to find an appropriate service delivered by a B2B Company. With a services website, customer experience is equally important.

Online product presentations with

stunning photography or videography and integrative image technologies like zoom and 3D viewing, are important attributes of websites that sell products as they provide visual product information.

To meet the challenge of providing the best possible online experience, the main barriers for small and medium online enterprises in relation to professional photography and videography is the high cost of purchasing or leasing the equipment. Uploading high-quality images and videos of your products and services are, however, a requirement.

Low-quality images and videos can damage your brand's image.

Statistics have proven that 62% of consumers have a negative perception of a brand after experiencing a poor-quality video, while 60% no longer want to engage with the brand and 23% hesitate to make a purchase. A low-quality image or video can make your business seem to be of a low quality itself.

Taking good quality images and shooting high-quality videos can however add up and make it impossible for a small and medium-sized business owner to afford.

Let's have a quick look at the costs involved in conducting a photoshoot.

Photography Fees

**Session
\$50 to 300 per hour**

**Prints
\$24 to 76 per
8x10 inch print**

**Licensing Fee
10% to 100% of photo
production fees**

Digital image files
\$200 to \$1,500

Travel Fees
\$25 to \$200 based
on distance

Retainer Fees
50% of the project

Photo editing
\$25 to \$150 per hour

To rent the Photography equipment

and do it yourself can be even more expensive as you need to rent the right type of camera, like Canon or Nikon and the various lenses (you use different types of lenses for different angles) and the support gear like lighting equipment, tripods, backdrops, etc. These kinds of **rentals** add up to separate prices for the separate gear.

Let's look at what it costs to rent a camera with two lenses and a tripod.

**Canon EOS 5D
Mark IV Digital SLR**
\$125.00 for 7 Days

**Canon EF 24 70 mm
f/2.8L USM II Lens**
\$61 for 7 days

**Canon EF 50 mm
f/1.2L USM Lens**
\$58 for 7 days

**Sachtler Ace M
Fluid Head Tripod**
\$75 for 7 days

When considering other Industries

(retail and business), you need to know what professional photographers charge.

Photographers charge between \$25 and \$500 per hour. Prices largely depend on their skill level and what type of event they are shooting. Extra costs include travel time, prints, digital image files, and photo editing fees.

A photographer's **day rate** can be anything between \$300 and \$3,000 depending on the number of hours worked on the project, the number of hours to do the setup, and how many images the client requests.

Per image, the photographer can also charge you between \$150 to \$500.

In the services industry, you need professional portrait photographs taken of the owner and other people who play a pivotal role in your business. A [portrait photography](#) session can cost anything from \$150 to \$500.

For any product photography session (Consumer Electronic Retail, food, vehicles, furniture, and any other retail products), photographers charge between \$35 to \$170 per image.



As a small and medium-sized business owner,

you are probably already cringing and you are not to blame. The costs of renting the lighting (strobes and continuous lighting), flashes, light stands, and camera mounts and insurance have not even been included in the above pricing table.

Renting the right kind of video gear is even more expensive, for example renting a [Canon XC15 4K Professional Camcorder](#) amounts to \$141.00 for 7 days and then you also need to add additional equipment like lighting and tripods.

Renting a Photography Studio

In order to do your product shoot, you will need a controlled environment with the right models and the right kind of props which will add to further costs.

You will need to rent a studio that is flexible and meets your needs and vision. To [rent such a studio](#) can range from anything between \$100 an hour to \$500 an hour.

In order to take your photos with the right kind of lenses and lighting and shooting your videos at the right kind of angles, you will need a proper understanding of the equipment and once the photos have been taken and the videos recorded, you will need the technical know-how to process them. For this, you will also need very expensive software like [Adobe Photoshop](#) which comes at a price of between \$11.49/month and \$60.94/month.

When one considers the PESTEL analysis above and from that take the fact that website designs and attributes change regularly, you may have to multiply these costs by at least four times. These costs alone make it almost impossible for a small or medium-sized online car and motorcycle dealer to make a profit.

We will now discuss the other requirements to set up a successful online retailing business.



Design

Online stores are extremely competitive in nature. They have to not only compete with large established brands like Adidas and Nike but also with the smaller more "mainstream" Competitors. All of these brands (including yours) are vying for the attention of online businesses and shoppers.

The websites of the best brands, irrespective of whether they are big or small have some things in common:

**They visually
communicate with
their customers in a
very effective manner**

**They sell
a specific look**

**They all use product
and category descriptions**

**Their “About page” is
appealing and tells
a story**

**They don't sell
products on their
Home Page**

**New Products
are introduced
on a regular basis**

**Customers are invited
to be part of their
community**

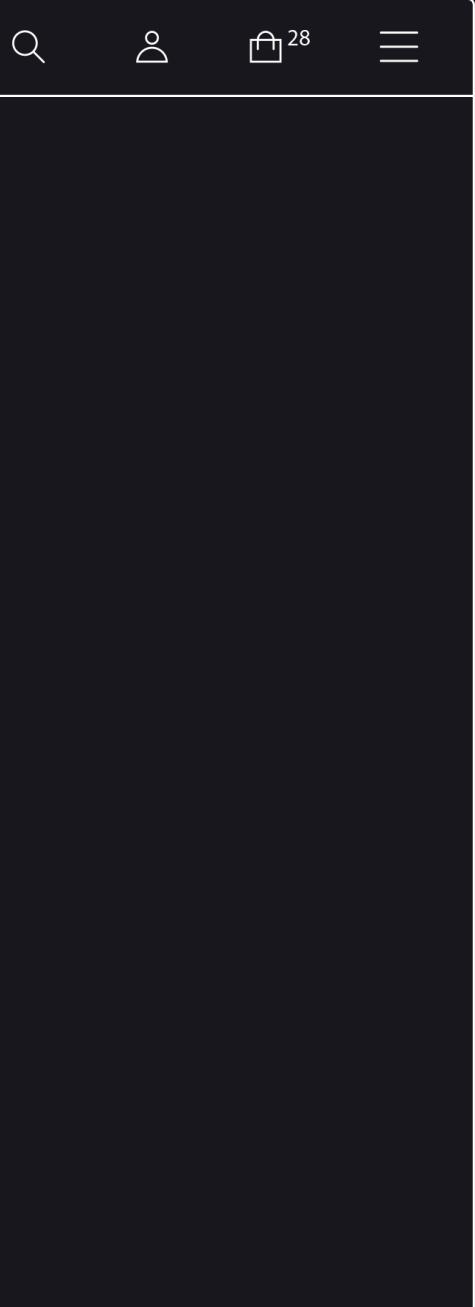
**Shoppers and business
people don't have
any difficulty
in finding and buying
the right sports gear for
themselves**

**Customer Reviews
are leveraged to sell
their products**



By now you would have realized

that an online shop or a website is a necessity and beautiful content is a requirement. To post that content can't just be limited to a Facebook and Instagram Page. You need a beautifully designed website, with e-commerce capabilities and a look that makes it stand out from the rest.



How do you get a Website that meets all of these requirements?

In general, you will have to approach a website design agency that is able to design your website and develop it to have the e-commerce capabilities you need.

Website Design Agencies do not come cheap. On average, the design and development of an eCommerce website (irrespective of the industry) cost [between \\$20,000 and \\$210,000](#).

These costs are for the basic type of e-commerce website and do not include custom features like a search functionality or monitoring stock levels, which are all features that an online sports products retailer will need. You will also not have a beautiful website with the banners and customer engagement capabilities that other brands have.

It is safe to say that the costs involved in designing and launching such a website are almost insurmountable for small and medium-sized businesses and can be regarded as one of the biggest stumbling blocks of launching your new business.

Technology

Why would you need to hire a Website Design Agency in the first place? The fact of the matter is that most people starting out with a new business (other than a Website Design business) do not have the necessary coding knowledge or the time to figure it out.

Let's say you do decide to do it yourself. You will need to firstly decide on what the look of your website (regardless of whether it is for retail or services) should be, browse the various online stores selling website themes, and then you must buy a license to use that theme which has to be renewed on an annual basis. Now you have to learn to incorporate platforms such as WooCommerce with your new theme.

None of the themes bought off the shelf have all of the features that a professional-looking online retail shop or business needs. You will have to learn PHP, HTML, and any other necessary coding language and do it fast because every day that passes is money down the drain. In the end, you will decide to go the Agency route which brings you back to square one and all the costs discussed under "Design".

The Alternative to a Professionally Designed Website

The alternative to a professionally designed website is to choose a generic shop system subscription. This subscription-based shop system usually comes at a monthly rate. Shopify, for example, charges anything from between [\\$29 per month to \\$299 per month](#) that doesn't allow you to personalize your website without paying developers on top - so ultimately there are a lot of hidden costs involved.

The problem with choosing to go this route is that such an option does not allow for any personalization and within a competitive market, your business will fade into the background. You will consequently have to hire a developer, in any event, to help you to make your site more competitive.

The Hidden Costs

There are a number of hidden costs that new business owners may not be aware of when they decide to design and launch a new website.

These are:

You need to purchase a Domain Name. That is the name that comes after the www. (like www.google.com). A domain name is used in a URL to identify your web page. Choosing a domain name is very important, not only to identify your business but for search engine optimization (SEO).

There are different domain name extensions. The most popular one is .com. This is also called a top-level domain and is obviously the most expensive. There are many other options like .org, .net, .tv, .info, .io, and more. If you want to buy a domain name that somebody already owns, it may cost you a lot of money. Alternatively, you can buy a brand new domain name. The average cost for a brand new domain will typically be anywhere from \$10-12, depending upon the registrar you choose and the length of your registration contract. The domain has to be renewed on an annual basis.

Website Hosting

In order for your website to be active on the Internet, you need to have website hosting. A **web hosting company** makes it possible for your website to be accessed by everyone on the internet. You can, for example, buy shared server hosting space or dedicated server hosting space. Hosting companies are, for example, Bluehost, HostGator, GoDaddy, etc. Shared hosting costs anywhere from \$2.75 – \$15/month, and dedicated **hosting costs** between \$80 – \$730/month. It will depend on the size of your website and more importantly the speed and uptime of your website, what kind of hosting package you will need to buy.

For hosting you also have a cloud-based solution that you can consider, or you can have a physical server that stores and runs all your data. Physical servers can be very expensive and require a lot of upfront costs so it doesn't make sense for business owners starting out or that are just growing their business.

Cloud-based solutions give you more benefits since users can access the application from anywhere over the Internet. Business owners, therefore, do not have to worry about hosting & data security and are not tied to a specific device. Maintenance and software updates are also done automatically. The benefit of cloud hosting is also that your website stays intact and doesn't stand a chance of "breaking" or going offline. Cloud-based services are provided by companies such as Amazon, Google, or Microsoft.

An SSL Certificate

If you don't want your website to be blocked by Security Software or search engines like Google Chrome, you will need to get an SSL certificate. Your website then gets that [little green lock in the URL bar](#) of a browser.

This is also required for any website handling financial transactions, or where users need to login to the website. As your website will be an online Sporting Goods and Products retailing site, you will be required to get an SSL certificate. The [costs for SSL certificates](#) range from free to \$450 per year, with an average price of around \$50.

Plug-Ins, Updates, and Templates

Content Management Systems (CMS) like WordPress come with limitations. There is always a need to customize the general template. Costs are incurred for the buying of:

A Theme

The license of the Theme

Plugins for functionality

Website security

Website Maintenance

**(WordPress, the themes and plugins
need to be updated regularly and the
security of the website also needs
regular maintenance and updating)**

**The installation of
WooCommerce functionality
The integration of Payment Gateways**

All of the above products and functionalities come at a price. The price also varies in relation to the fact whether you purchase a basic or a pro version. The price will depend on the type of functionality and the quality and look of the website.

Search Engine Optimisation

As a business owner, it is very important that you are aware of the importance of search engine optimization (SEO). If you want to **boost website traffic**, reach more customers, and increase conversions on your website, SEO is a necessity. You do that with the strategic use of keywords, URL names, page titles, meta descriptions, headings, and site content. Agencies **charge on average between \$400 and \$10 000** for an SEO Project (optimizing your website for search engines).

Alternatively, you need to make use of SEO Plugins like Yoast, where the license (which has to be renewed annually) comes at \$89. In respect of Yoast, it will be a necessity to purchase the Premium version if you want to save a lot of time, and if you want accurate Content insights.

Digital Marketing

SEO is part of Digital Marketing and has been dealt with already. According to [Investopedia](#), “digital marketing is the use of the Internet, mobile devices, social media, search engines, and other channels to reach consumers.”

There are 8 types of [digital marketing efforts](#) that can be utilized to market your business. These are:

Website marketing
(Designing and launching a professional website)

Pay-per-click advertising
(Google AdWords)

Content marketing
(SEO)

Email marketing
(for example MailChimp)

Social Media Marketing
(Facebook, Twitter, and
Instagram Ads)

Affiliate Marketing
(Influencers promote other
people's products for money)

Video Marketing
(YouTube, Facebook Videos,
IGTV and TikTok)

SMS Messaging

For marketing and driving traffic to your website

you either have the knowledge and experience of running paid advertising on channels like Facebook, Instagram, Google, Youtube, Linkedin, Pinterest, Twitter or you have to hire a marketing agency or a freelancer to run the ads for you.

The average digital marketing **budget ranges from anything between \$30 000 to \$145 000.**

In addition business owners need to deal with Google Analytics, Social Media Analytics, retargeting traffic, and setting up a marketing/sales funnel.



Logistics

An online business or retailer in most cases can't serve their end-customers on the Internet without overhauling their existing logistics network. The challenge is to meet high customer service expectations at relatively low costs.

E-retailing has different fulfillment characteristics from traditional offline retailing. E-retailing demands an agile, high velocity, accurate, and customized approach to logistics. The typical customer is, for example, someone who buys something on impulse or according to seasonal demand, price, and convenience. You will have to ship that order to the customer anywhere in the world. Tracking the information of the shipped products at any given time along the supply chain has its own challenges and then you will also have to deal with customer inquiries and product returns. This must all be done at speed at far lower costs compared to traditional shipping and fulfillment.

Logistics can, therefore, be extremely time-consuming

if you don't have your own fulfillment process set up because you have to ship everything yourself. Once you start to scale your business the handling of the logistics becomes unsustainable. On top of that if you don't have a logistics provider you have to pay for storage and shipping which is also expensive.

Payments

A [payment gateway](#) is a service provided to online merchants. It processes credit card payments for e-commerce sites. Popular payment gateways include PayPal/Braintree, Stripe, and Square.

There are generally three kinds of payment gateways:

Redirects (PayPal)

**Checkout on site,
payment off-site
(Stripe - the front-end
checkout occurs on your site,
but the backend processing
happens through
Stripe's back-end)**

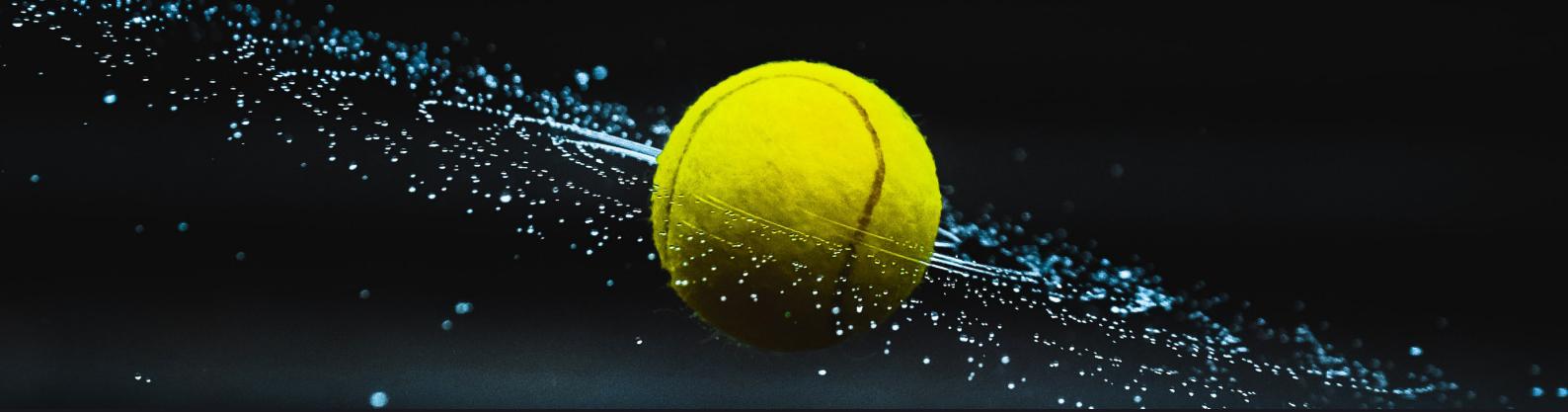
**On-site payments
(the checkout and payment
processing all happen on
your site)**



As an online retailer,

you know that every variable counts. Retail has a [cart abandonment rate of 75%](#). As a business owner, you consequently need to make any improvements you can possibly make to the shopping experience of your customer without negatively affecting your bottom line.

Integrating a wide range of payments to your website increases your conversion rate since it grants potential customers more options to choose their preferred payment method.



Statistics/ Data

Analyzing and storing data and statistics can be expensive and can require software or programs that will allow organizations to take advantage of the data they possess to uncover business opportunities and increase revenue. Software such as Capterra will, however, cost business owners additional money over the costs they already need to incur when they launch their business online.

Analytics

The retail business is incredibly competitive. Keeping up with industry trends is consequently essential to stay ahead of the market particularly in such an omnichannel business space as online retail.

Retailers are also supposed to be very customer-centric and they are therefore under constant pressure to improve customer service and to retain them for longer periods.

It is for this reason that retailers need analytics. They need to be able to understand business information and gain meaningful insights to be able to overcome any challenges by making data-driven decisions.



Retail analytics

is the process of studying retail business information and providing actionable insights on the various critical aspects of retail, such as supply chain, inventories, customer demands, and more.

It is evident that analytics requires experience and technical know-how to be able to use your existing statistics to make data-driven decisions. This costs more time and money. Should you decide to hire a freelance data Scientist to do the job for you, the average project can cost you [up to \\$400](#). Should you, however, decide to do it yourself, the average costs of Business Intelligence Software are [about \\$3,000 per year](#).

3rd Party Solutions

An **omnichannel** is a multichannel approach to sales that seeks to provide customers with a seamless shopping experience, whether they're shopping online from a desktop or mobile device, by telephone, or in a brick-and-mortar store.

Being able to integrate 3rd party solutions into your online business is also important in order to guarantee that you have all your preferred solutions available on your website. These integrations include Payment Gateways such as PayPal and Stripe and integration with shopping platforms such as Google Shopping, eBay, and Amazon. These integrations will allow you to become a successful omnichannel retail seller.

03

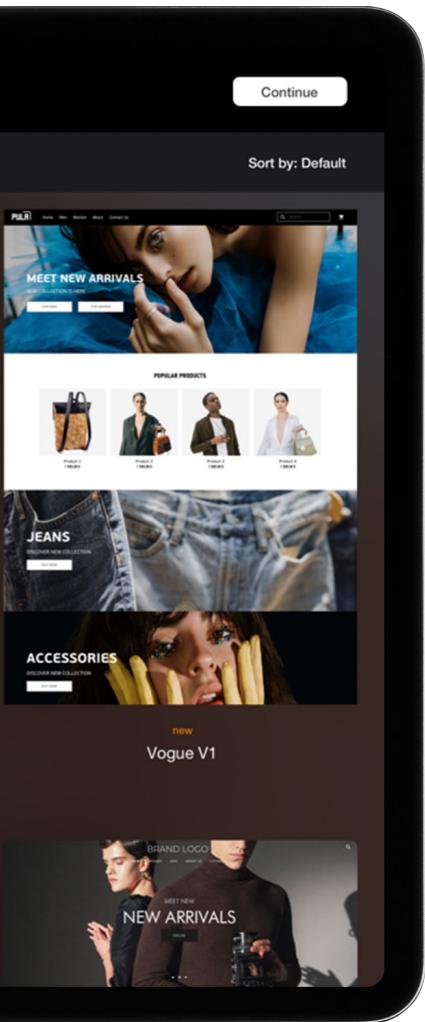
**Inspirational
Solutions
Offered by
payever to
Business
Owners
within the
Sporting
Goods
Retail
Industry**

Who and what is payever?

Founded in 2013, payever started with the simple idea of creating an all-in-one business solution for People and Businesses to buy and sell their products online with the minimum hassle and the maximum success.

payever has the right solution for any business of any size and any industry which include:

**Enterprise
Fashion
Mobility
Home
Electronics
Beauty
Sports
Toys
Family
Household
Travel**



Today it is a successful Open Commerce Platform

which allows their Customers from around the world the opportunity to create their fortunes without having to create a significant business infrastructure.

payever is a unique commerce solution that covers the [entire sales cycle](#), from online shop and point of sale software to payment, customer relationship management, marketing, inventory, and shipping tools. All of these solutions to the obstacles discussed above, interlock seamlessly.

When you start using payever, you have all the departments at your fingertips, which large retail businesses have after years of trading. You can also scale your business at any stage and with comfort. When your business grows, the intuitive platform just grows with you. payever prides itself as an intuitive Business-centric Platform that offers the right solution for businesses of any size and in any industry all on one platform.

What makes payever unique?

Everything you need is on one single dashboard which changes the way you do business.
The Platform offers:

**You can build
your online shop**
(no matter what kind of
industry your business is in),
without any knowledge of
website coding.

**You can allow your
customers and clients**
to pay on any one of their
own devices (mobile, tablet,
laptop, or desktop computer)
using the payever
Self-checkout function.

With payment gateways (PayPal, Stripe, SEPA, and many more) already integrated onto the Platform, you can offer any payment option your customers could possibly desire. This limits “cart abandonment”.

You will be able to retain your customers and clients by sending them personalized offers and newsletters online.

**payever Studio
is fully equipped**
to offer you a Photo and Video studio without you having to rent one yourself. Professional photos and videos are taken of your products (in any retail Industry) without you having to rent or buy the equipment. We do everything for you. It's professional studio photos and videos without the Studio! Professional portrait photographs can also be taken in our studio or at your place of work.

Logistics and shipping
methods are already
integrated onto the Platform.
You can manage your
shipping, connect to carriers,
and get auto-filled shipping
labels all on the same
Platform.

You will be able to manage
and track your inventory
across all of your sales
channels.

Using the same Platform
where your independent
online shop is situated, you
can also sell your products
on Amazon, eBay, and add
many other third-party
solutions.

As a small and medium-sized business owner, you don't have the time for marketing. Let payever do it for you. The same platform continues to surprise and delight business owners. With payever, you can run ads on Google, Facebook, and Instagram.

You can also analyze
and segment your customers.

Synchronizing your
communication
is a breeze with payever.

**You can basically
run your entire online
store or Sporting Goods
Retail business with just
one click!**

payever already
has more than 5000
merchants and
business owners who
use our platform for
business success.

Are you in the Sporting Goods Retail, B2C, and B2X business?

payever can address all Sporting Goods Retail, B2C, and B2X B2B, B2C, etc.) scenarios on a single platform:

Support Self-Service websites

**Quote-to-Order portals
to Sporting Goods Retail
Marketplaces**

**payever is your one-stop
solution for your Sporting
Goods Retail business.
From product pictures
and designs
to the technical
implementation of your
shop, marketing, and
logistics.**

With payever you have everything for
your business available on one Platform:

**Zero Coding
required**

**Great Design
provided**

**Hosting & Support
Included**

**Fair Pricing
which is affordable**

**Customers can pay via
SMS or Email**

**All payment options
are already integrated**

**All-in-one Solutions
to any of the obstacles
set out and discussed
above**

A Simple to Use
platform

Your tablet
can become your till

Mobile Responsive
displays

Customers can pay
via QR Code

You can connect your business to anything (Payment Gateways, Couriers and logistics, business analytics and statistics)

You can become an omnichannel business (payever provides the opportunity to connect your online store to eBay, Amazon or Google Shopping)

You get world-class support from a platform that has been designed and developed in Germany.

Your and your customers' data is protected.

I felt so alone and unsupported until I found payever. Basically they did everything for me. They were so helpful and knowledgeable and seemed to know about all the problems that small businesses face. After talking with them was when I really felt comfortable. I felt that my dreams had come true. They could help me with all the problems I faced, from website design, photographing my products, and uploading them to doing digital marketing. I would definitely recommend payever. I believe that every small business owner needs them.

- Beryl Amar-Aigbe, Story London.

Let's take a closer look at all the solutions offered to business owners by payever.

04

The Business
Solutions you
Dreamed of
all on one
Platform:

Content:
Photography/Videography



payever Studio

As can be seen from our discussion of the obstacles business owners face, shooting professional photographs and videos requires a lot of expensive equipment. You need a camera, lenses, lighting, tripods and the right space to do the product shoot. You can, however, save the entire costs and effort with payever Studio. It's all on the same Platform you registered on to start your journey to business success.

payever invested a 5 figure amount in a fully equipped professional studio to be able to provide world-class, professional photography and videography for customers interested in shooting not only their individual products but also the content of their website and their team.

We invested in state of the art equipment ranging from:



Cameras
**(a Sony a7iii camera
and a Blackmagic 4k
pocket cam allowing
RAW footage)**

Lights
(Broncolor lights)

Lenses

**The studio setup
(the entire studio
infrastructure inclusive
of multi-colored
backdrops)**

**On-site photography
and videography**



With professional photography of your products,

you can showcase them perfectly, regardless of their size. Detailed shots or all-round views of your products are made available by our professional photographers. payever can provide all this and much more for your modern online presence. Should you prefer that, we can also visit you directly on-site with our studio equipment.

payever also has a team of post-production Editors so that clients have full access to the shooting and processing of top-quality photos and content. Clients of payever are consequently able to display their products in a professional manner and at the most affordable price possible.

With payever Media, businesses will also have access to a database of content produced by payever that will give them content to use for their brand, ads, and social media.

Design

As discussed under the obstacles to the small businesses above, the online stores of retailers are extremely competitive in nature.

payever has created on its Platform a wide variety of state of the art designs. We have literally adapted the highest converting online shops per industry and created personalized themes from them for your individual brand.

Our team of website developers and designers around the world has analyzed hundreds of the most popular websites per industry and we've taken all of this information to provide you with a countless number of proven themes that will be able to drive conversion and sell products in the consumer electronic retail industry. Yes, you are still on the very same Platform that you registered to start your journey. Photos and videos have been taken of your products and now a professional and modern website design of your online shop is made available to you at a fraction of the cost of hiring external designers or website design agencies.

With your website and online shop designed by payever you get:

Cloud Hosting

An Individual Design

A modern online shop

An SSL Certificate

**The Plugins and
Themes you want
and need.**

**High-speed
loading of products
and virtually no
downtime**

Technology

payever Shop

payever Shop provides the best customer services to your clients. You can literally build your professional online shop at the speed of light, without a Design Agency and with no knowledge of coding.

The most stunning themes are available for every kind of product that you sell. With just a few clicks your online shop is ready to trade!

Texts and objects can be inserted and edited easily and images and videos can be inserted, exchanged, or deleted with just one click. As a merchant, or service provider you can create and link any number of pages and subpages as well as assign names and URLs for all subpages manually which is important for SEO. The shop is cloud-based so all maintenance and updates are taken care of. Technical support is included and there are no hidden costs on top.

Browsers are turned into buyers with the widest variety of tools (already integrated onto the Platform) available at your fingertips and with our competitive pricing structure you only pay for what you use.



payever Point of Sales (PoS)

With payever PoS, you simplify life for yourself as a merchant. The system which is fully integrated onto the Platform (yes! You are still on the same Platform), is convenient, simple, and practical to use. There are no queues, waiting and bad service and you have more time left for your customers. With cloud computing you can use it virtually anywhere you go. It's ready and available at your fingertips. Customers can actually pay on the go!

The PoS allows for the following:

Merchants can offer all payever payment methods (remember all the Payment Gateways that are already integrated onto the Platform?) at the point of sale without special hardware.

**Customers can use
their phone or a tablet.**

**Transactions processed
via the PoS
also appear under
payever Transactions
and are tracked in
payever Products.**

**Your tablet can be used
as a modern point of
sales system.
QR codes are available
and can be used to direct
your customers to your
website for checkout.**

**Payment links are sent
directly via SMS or
email.**

**It seamlessly integrates
your offline business
with your online
business without the
need for additional
hardware.
It's self-checkout
so won't have the
necessity to buy a card
reader or any other
accessories.**

Your customers can either complete the payment directly on your tablet or computer, or on their own smartphones.

Your customers receive proof of payment by email.



payever Products

payever Products is a practical tool for inventory management, which allows for (yes, you are still on the same Platform):

You can take photos of and upload all your products

You can automatically track your inventory.

**Whenever you sell
online, offline, or
withdraw an item,
your inventory is
automatically adjusted
Sold out products are
made invisible.**

**You can automatically
synchronize all your
inventory throughout
all sales channels all in
one place.**

**You won't have to
manually update
inventory and keep
track of what you've
sold or where you've
sold it.**

**You can manage and
track your inventory
across all of your sales
channels.**

Marketing

payever has a motto: "We are your one-stop solution for your Sporting Goods Retail business. From product pictures and designs to the technical implementation of your shop, marketing, and logistics. All our solutions come with an all-round service, so there's no need to hire an agency!"

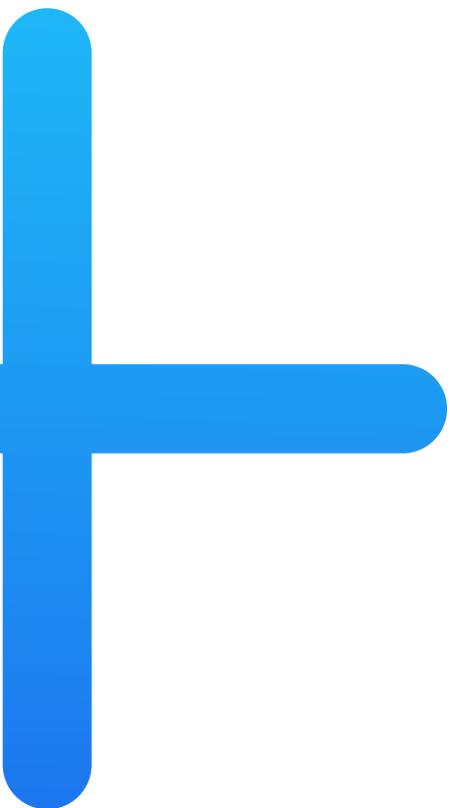
With this motto in mind, let's take a look at what payever (yes, you're still on the same platform and we're right there with you), offers in terms of Marketing solutions:

We offer:

**Automated marketing
to new and existing
customers.**

**With payever,
we help you gain
new customers for
your local and online
business automatically
and without technical
understanding via online
marketing channels.**

**We help you to sell
more to your existing
customers via personal
offers and automated
reminders.**



payever Social

We manage your social media content strategy by leveraging the content we produce for your business using payever Studio. We also distribute the content for you throughout all of the major social media channels so you can keep brand awareness up to date.

Ad

payever Ads

We run ads for businesses throughout the relevant channels (inclusive of Google and Facebook) either by using your own content or the content we produce for you with payever Studio. payever Ads not only includes setting up and running the ads themselves but the system also handles retargeting and the analytics behind it.



payever Mail

Email marketing is still considered to be one of the most successful online marketing channels. With email marketing, you can segment your customers into different lists based on their preferences to send personalized content. This is not always easy to do. You must know the right way to set up a campaign and also how to segment your subscriber lists. While you are still on the same Platform, payever helps you to create your newsletters, set up personalized offers, and sell your products directly via Email - without you having to code anything!

You can create, manage, send, and analyze your email campaigns without any coding skills. With a simple drag-and-drop feature, you can:

Pick from a large variety of design templates.

**Profit from the
experience of our
professional designers
and get modern and
appealing designs for
your email campaigns.**

**Add pictures
and videos.
Simply upload an image
or video and position it
with your mouse.**

Create objects.

Edit texts.

Add Products.

The emails are optimized

for mobile phones so that you can send emails and newsletters that look good on all devices. You can also schedule your campaigns and send your emails even when you're not at work. Our system makes it easy to manage your email campaigns.

Retain existing customers by sending them personalized offers with the existing data you have in your shop. payever Mail allows you to segment your clients and send them personalized offers based on data so that you can increase re-purchases.



Logistics

You are still on the payever Platform. With payever, we help you with everything needed for your shipments. Choose your preferred parcel service and print your shipping and return labels by simply clicking a button or you can commission us with the entire fulfillment process - from shipping to returns. With payever shipping:

**You can manage
the shipping of
your products**

Connect to carriers

**Get auto-filled
shipping labels**

MERCHANTS CAN TRANSFER TRANSACTION DATA TO SHIPPING PROVIDERS

through an interface, giving them an automatically filled shipping label to print in seconds. We also have our own storage and fulfillment center so once you make a sale our integrated software directly fulfills your order without you having to do it manually.



Hosting

Remember that when we discussed the obstacles, we mentioned hosting your website and online store, as one of the obstacles which business owners face.

In order for your website to be active on the Internet, you need to have website hosting. The problem with shared hosting is the inevitable downtime your website faces as well as throttling by the hosting company when they think you have exceeded the time that you are entitled to as only one of many other website owners on a single shared server. This affects the time you are afforded to upload your stock onto your website.

We also mentioned website security when we discussed the various obstacles business owners face. With a shared server, you will need to install security plugins and manage the security of your site so that hackers don't get access to your and your customers' data.

With cloud hosting all these problems go away.

Your website stays up and you have access to it 24/7 no matter where you are or what kind of device you are using.

payever runs the platform (still the same one which you have not left since you have registered) on the Microsoft Azure cloud so that all security, maintenance, updates to the software are done automatically. You don't have to waste even a single minute of your precious time to worry about setting up servers or doing website maintenance.



Payments

With payever Checkout (you're still on the very same Platform), you can accept a wide variety of payment options in your online shop without any complicated integration plugins and processes.

It is a simple fact that 88% of customers cancel the checkout process when none of their preferred payment options are available. With payever Checkout, you have the widest variety of payment options to offer your client already integrated onto the Platform.

A long and complicated process can induce your customers to drop out. With our user-friendly Checkout, you won't lose a single customer again! Your customers will be able to complete the checkout with just a few clicks.

The system is easy to use, optimized for mobile devices, and customizable for you to use your own logo, steps, fields, and buttons.

payever Checkout bundles a wide variety of payment options and providers in one tool. This means you'll need to integrate only once and the user interface will look exactly the same regardless of which payment option your customers choose.

Your customers' payment data is guaranteed to be safe and there are no additional transaction fees and no fixed monthly fee.

payever Checkout allows you to provide a wide range of payments for your customers, including installments. We allow the possibility to offer Stripe (Credit card and direct debit), PayPal, Sofort, Santander Installments, Santander Invoice, and Santander Installment Factoring.

Statistics/data

With payever Statistics:

**We can analyze all
data for you so you
can make data-driven
decisions for your
business.**

**We can provide
integrations with
Google Analytics**

**Our system also
analyzes your existing
customer data so that
you can make informed
business decisions.**

Third-Party Solutions

Do you want to scale your business and go big? With payever (you're still on the single Platform) you can do that and more. With payever Connect we provide a modular solution that will enable you to also sell on the big marketplaces like eBay, Google Shopping, or Amazon.

With payever Connect and our integrations with external solutions, you can become an omnichannel business.

The Business Solutions you Dreamed of all on one Platform:

payever is your online Powerhouse.

With payever Sports, you can enhance your Sporting Goods Retail business with everything you need for the entire sales process available on one single platform. You can launch your business, get it online, and start selling with one click and it doesn't stop there. With payever you can photograph and upload your products, market and sell them and ship them anywhere in the world. When you go to sleep at night, you know your stock levels and you know your business statistics. You can scale your business and literally connect to anything, including Google Shopping, eBay and Amazon!

Beryl Amar-Aigbe summed it up:

They could help me with all the problems I faced, from website design, photographing my products, and uploading them to doing digital marketing. I would definitely recommend payever. I believe that every small business owner needs them.

**Do you want
to start using
payever?
It's easy and more
than affordable:**

**You can run your
entire business with
just one click. The
affordable pricing
starts at 29€.**

payever provides 4 Packages for you to choose from.
No payment upfront, no risk - you only start paying
once your shop is up and running:

Essential
(for beginners)
at 29 Euros per
month with 2%
transaction fees.

Plus
(for growing
businesses)
at 79 Euros per
month with 1%
transaction fees

Pro
(for Professionals)
at 299 Euros per
month and 0,5%
transaction fees

Enterprise
(for Enterprises)
at an individual
quoted price and
transaction fees

Just to summarise what you get by registering with
payever:



payever Studio

The professionals take photos & videos. You can showcase your products just the way you want them, regardless of their size. Detailed shots of any of your products, all-round views of products like sporting apparel, or equipment - our professional photographers can provide all this and much more for your online presence. For a more straightforward process, we can visit you directly on-site with our studio equipment.

payever Design

A web design just for your business designed and developed by our creative website designers will create a personal and modern online presence for your business. Based on proven designs of the websites of well-known brands, an individual adaptation of your web design is possible.



payever Point of Sales

You can turn your tablet or PC into a modern payment system, and there is no need to buy a card reader or other accessories. Your customers can either complete the payment directly on your tablet or computer or their smartphone. Your customers receive the payment confirmation by email.

payever Marketing

With payever's automated marketing, we help you gain new customers for your local and online business without any technical understanding of the online marketing channels. Also, we help you to sell more to your existing customers via personal offers and automated reminders.



Ad

payever Ads

We create ads on Google, Facebook, and Instagram to attract new customers, and we use search engines and social networks to get potential customers' attention. With payever Ads, you can control your ads and budget across all marketing channels in one place.



payever Logistics

We handle the entire logistics process via our partners. With payever, we help you with everything you need for your shipments. You can choose your preferred parcel service and print your shipping and return labels by merely clicking a button, or you can commission us with the entire fulfillment process - from shipping to returns.

The payever Platform provides everything you need for your business:

**Zero Coding
required and
Great Design!**

**Head over to
getpayever.com
and register.**

**If you start
now there is no
payment upfront,
no risk - you only
start paying once
your shop is up
and running.**



