

SKILL GAPS RELATED TO E-COMMERCE IN SPAIN

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I. STATE OF THE ART OF THE COMMERCE SECTOR ON E-COMMERCE, OPPORTUNITIES, BARRIERS AND CHALLENGES: STATISTICS.

1. THE COMMERCE SECTOR IN SPAIN

This report has been developed in the frame of ALL-ECOM project “Sector Skills Alliance to set European Standards for qualifications and skills in the e-commerce sector” funded by the European Union within the Erasmus+ Programme.

Overall in Spain, within the commerce sector (CNAE-2009 G section) it involves three subsectors: Motor vehicles and motorbikes Sell and repair, wholesaling and commerce intermediation, and retailing.

For the sake of this report it will be only taken into consideration the activities of wholesaling and retailing.

The information and data of this report has been taken from the Spanish National Institute of Statistics (INE in Spanish) and the Annual Survey of Commerce, related to 2013. This statistical survey gives information about the structural and economical features of the activities above mentioned and represents the best way to know about the economic impact within the commerce sector overall and each and every one of the subsectors integrated.

The economic sector is one of the most dynamic and strategic sectors within the Spanish economy. It is a roughly 12% of the Spanish GDP. Looking at the European level, Spain is the fifth country in the European Union regarding turnover generated within the commerce sector, with an estimate overall of 8,2%.

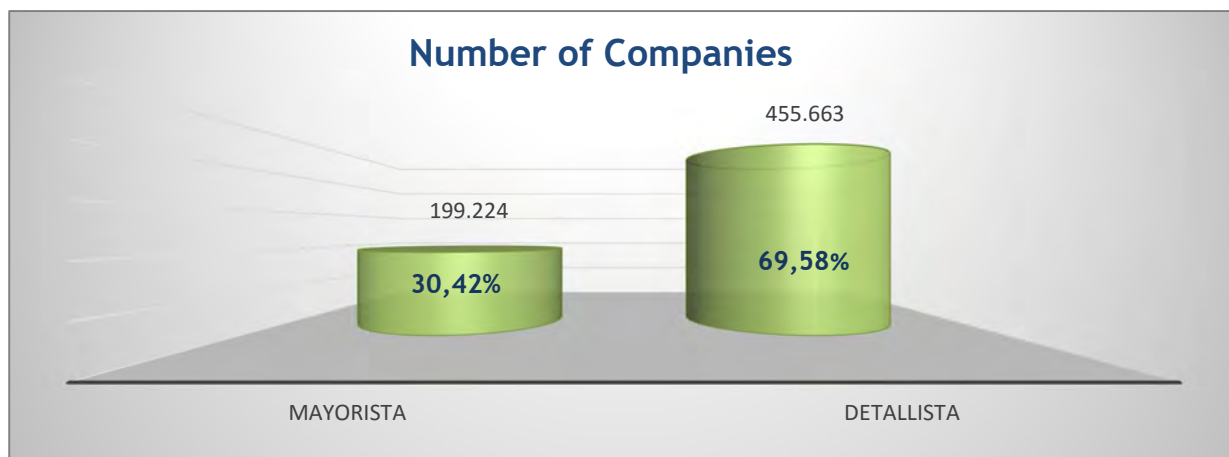
The crisis effects regarding the downfall of the sales has been noticeable in some of the commerce activities. The turnover within the commerce sector has been around 565,503 million of euros in 2013. During that year, the turnover fell approximately 1% regarding the previous year. The number of business opened fell around 1, 8% and the staff employed fell around 2, 4% from 2012. Nevertheless, during the last months of that year the key indicators went up slowly but steady.

The target of this report is to know, under the point of view of companies, employees, political actors and other agents involved in the sector, the necessities of training and qualification that are displayed within the commerce sector in order to achieve a properly implementation and development of e-commerce in Spain.

2. GENERAL STATISTICS OF THE SECTOR

2.1 Number of companies

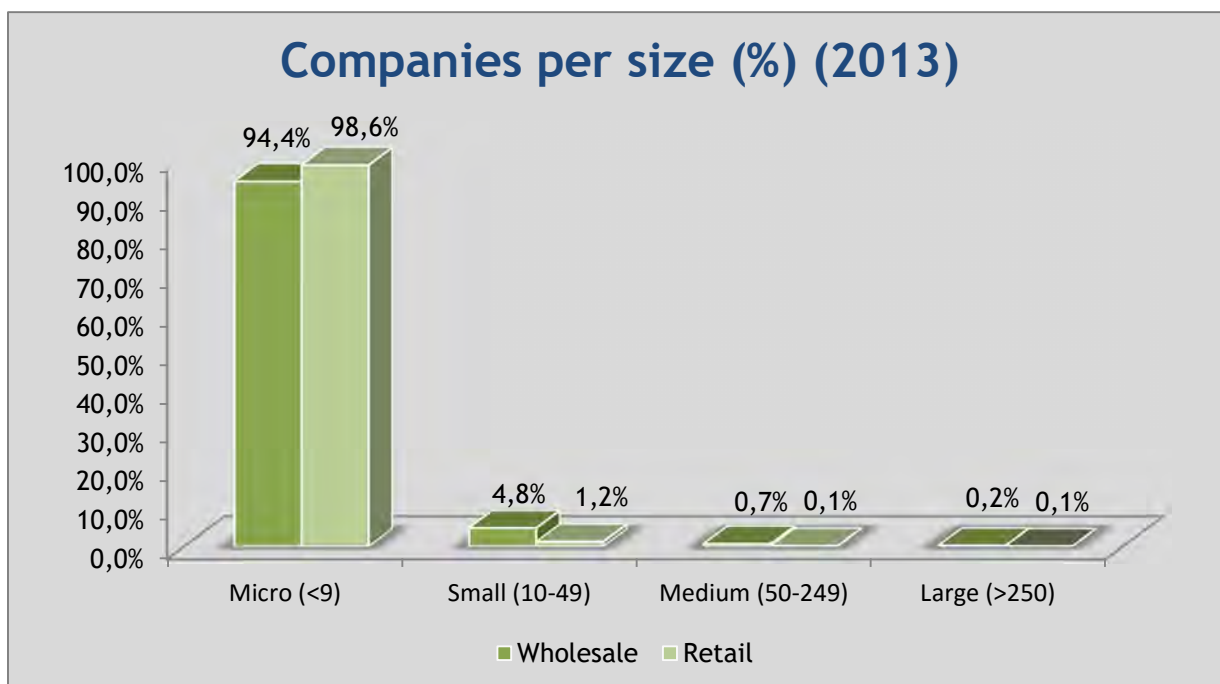
In Spain there are 654.890 companies which operate within the commerce sector. The 455.663 related to retailing sum up a 69, 58% of the final amount of companies in the sector. 7 out of every 10 companies are within the retailing sector.



Source: Spanish National Institute of Statistics (INE) - 2013

2.2 Number of companies per size

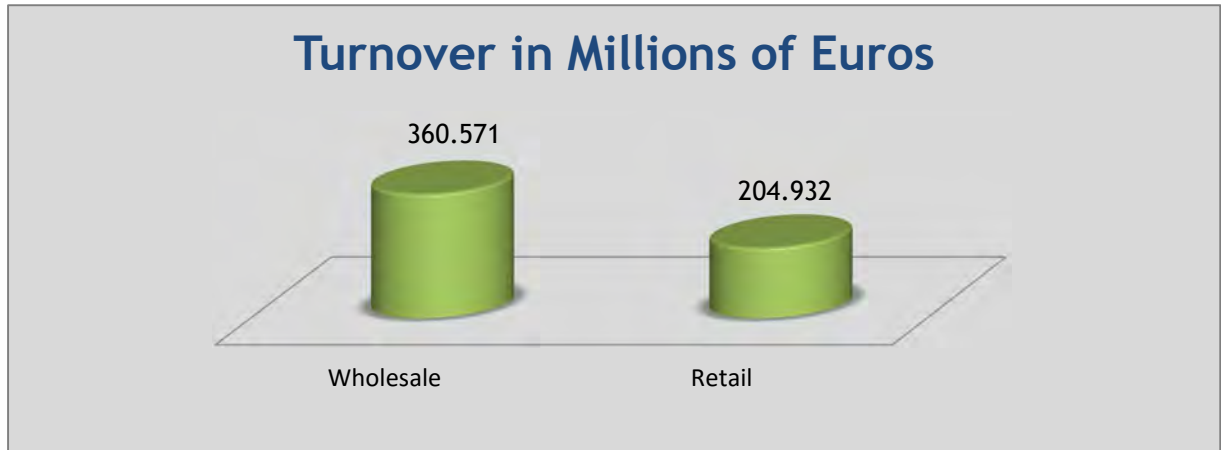
Within the commerce sector, more than 90% of the companies are micro. That means, less than 10 employees in staff. The number of companies shrunk in 2013 about a 1.8% over 2012.



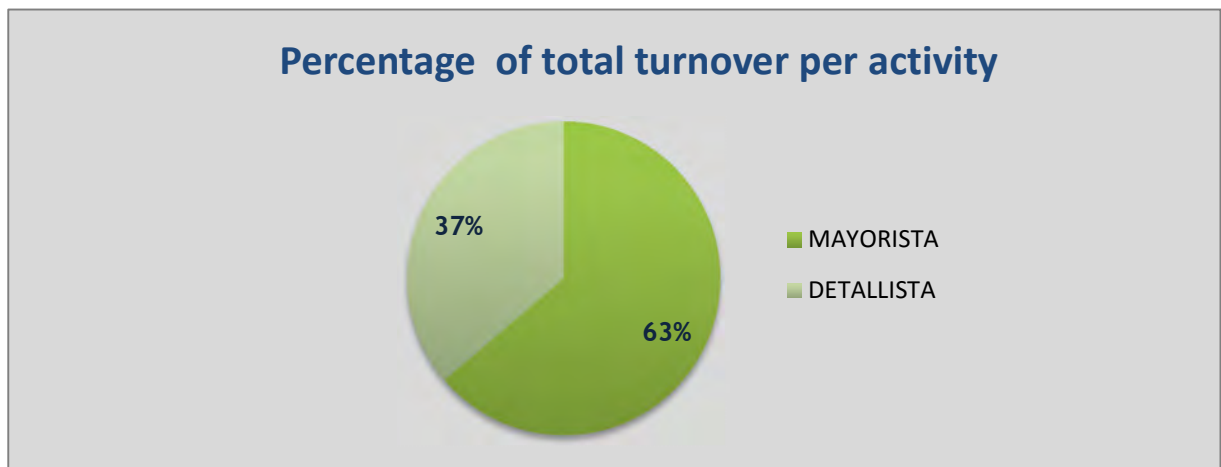
Source: Spanish National Institute of Statistics (INE) - 2013

2.3 Turnover

In 2013, the commerce sector in Spain accounted for 565.503 million in turnover. The 63% of this turnover came in wholesaling, which is the most productive activity within the commerce sector.



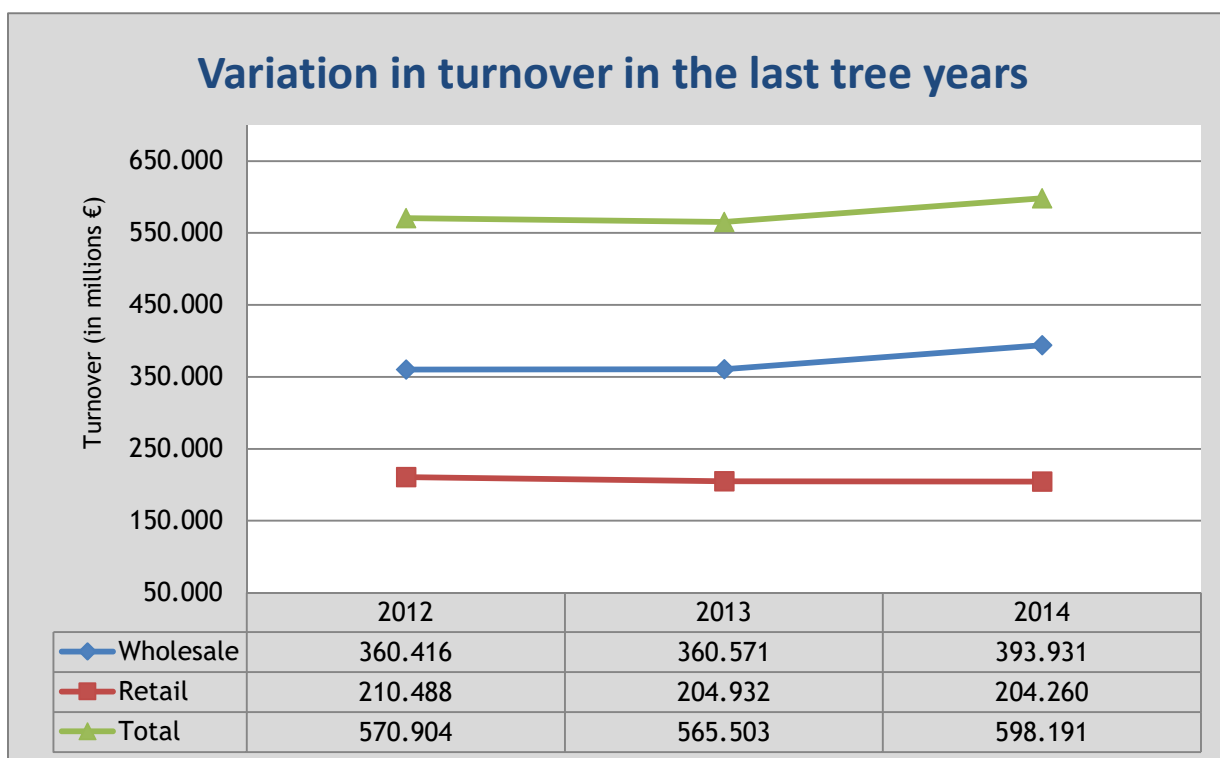
Source: Spanish National Institute of Statistics (INE) - 2013



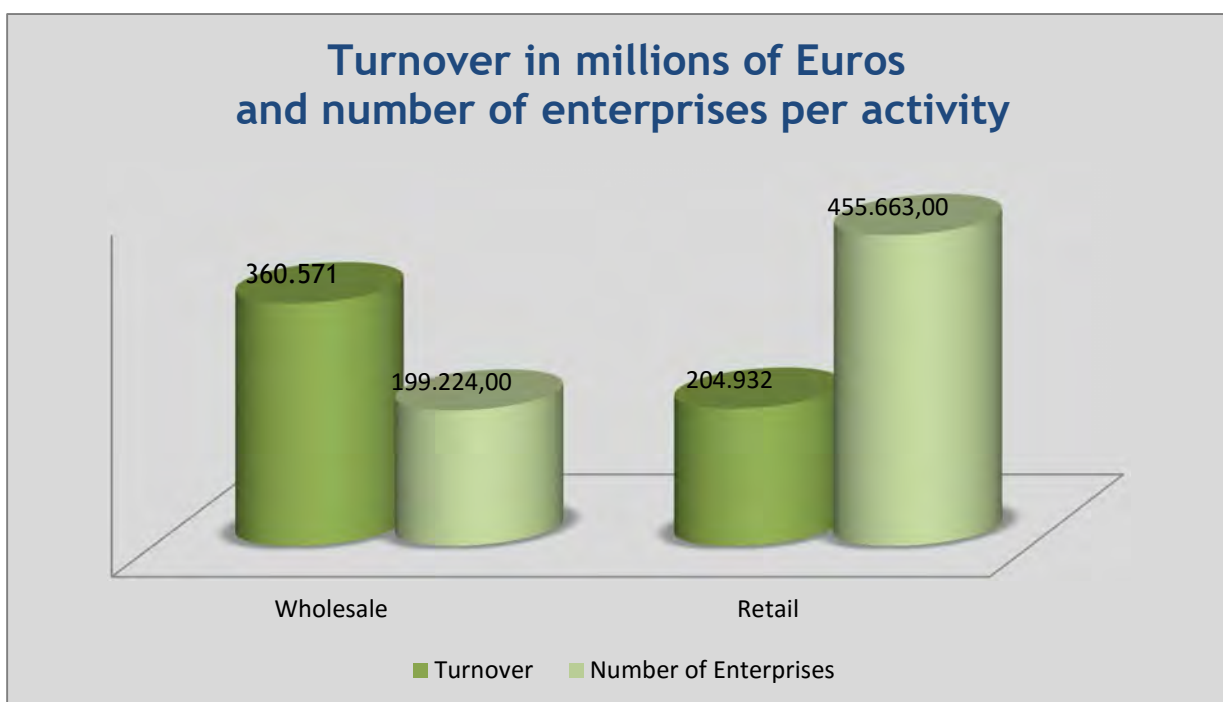
Source: Spanish National Institute of Statistics (INE) - 2013

The turnover in 2013 in the whole commerce sector was down about 1,0%. The wholesaling, which represents more than half the overall billing within the sector, was changeless from the previous year, whereas the retailing was down about 2.6%.

The retailing represents the 37% of the overall turnover within the sector and the 56.2% of the overall staff employed. It is worth remarking that 6 out every 10 companies within the sector were retailers.



Source: Spanish National Institute of Statistics (INE) - 2013



Source: Spanish National Institute of Statistics (INE) - 2013

After analysing this two variables it can be observed that, even after Spain having more than twice the number of companies in retailing, the production of this companies are lower than the wholesaling.

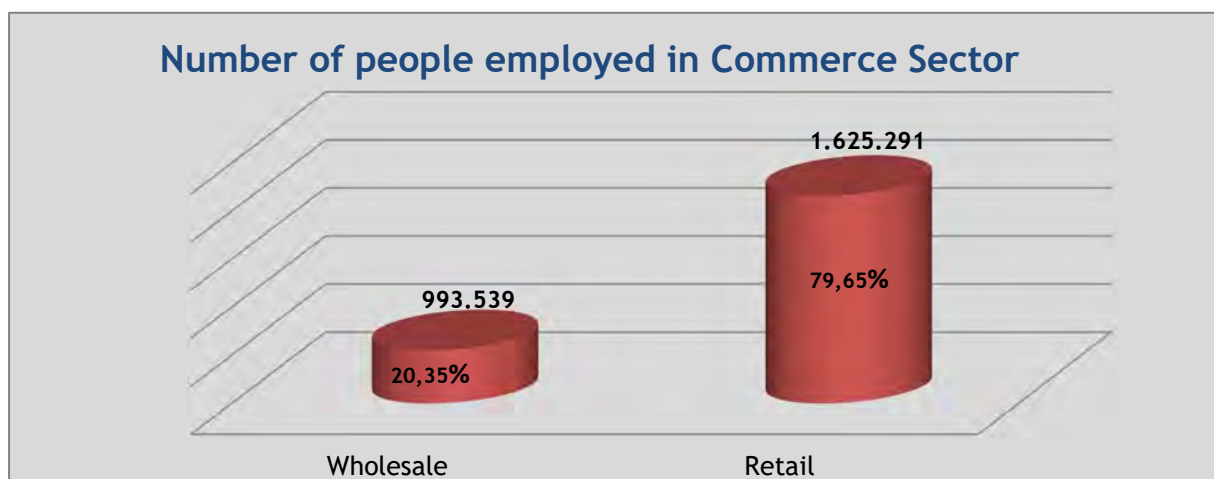
Commerce is characterized by the prevalence of small companies, in fact, in 2013 more than the 95% of the companies within the sector had less than 10 employees. These companies employed around the 48.9% of the overall staff but its billing was merely one third of the overall turnover within the sector.

On the other hand, the big companies (250 employees or more) were the 0, 1% overall within the Commerce sector and billed the 30, 3% within the sector.

3. EMPLOYMENT SITUATION IN THE SECTOR

3.1 Number of persons employed

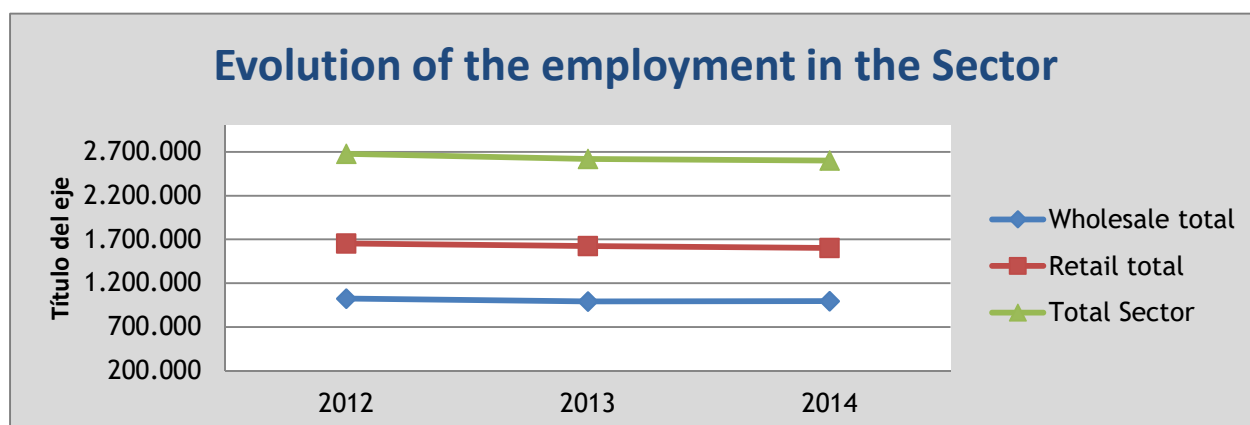
The number of people employed within the commerce sector in 2013 was 2.618.830



Source: Spanish National Institute of Statistics (INE) - 2013

Regarding the evolution in the number of people employed within the sector in the last three years. The staff employed was down about 2.9% in the wholesaling sector and 1.8% in the retailing from last year. Nevertheless, in the last months of 2013 it was noticeable the recovery of the sector after the crisis, and even the employment level.

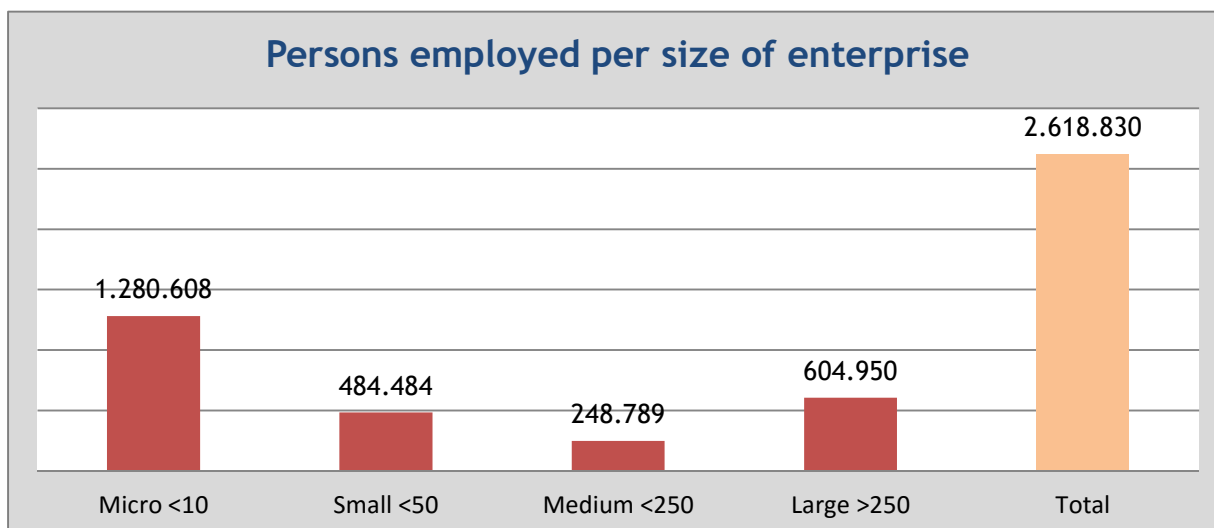
Evolución del número de trabajadores en el sector						
Fuente: Instituto Nacional de Estadística (INE)						
	2012	Variación anual (%)	2013	Variación anual (%)	2014	Variación anual (%)
Mayorista	1.023.526	-0,03	993.539	- 2,9	997.134	0,4
Detallista	1.655.084	0,01	1.625.291	- 1,8	1.602.044	- 1,4



Source: Spanish National Institute of Statistics (INE) - 2013

3.2 Number of persons employed

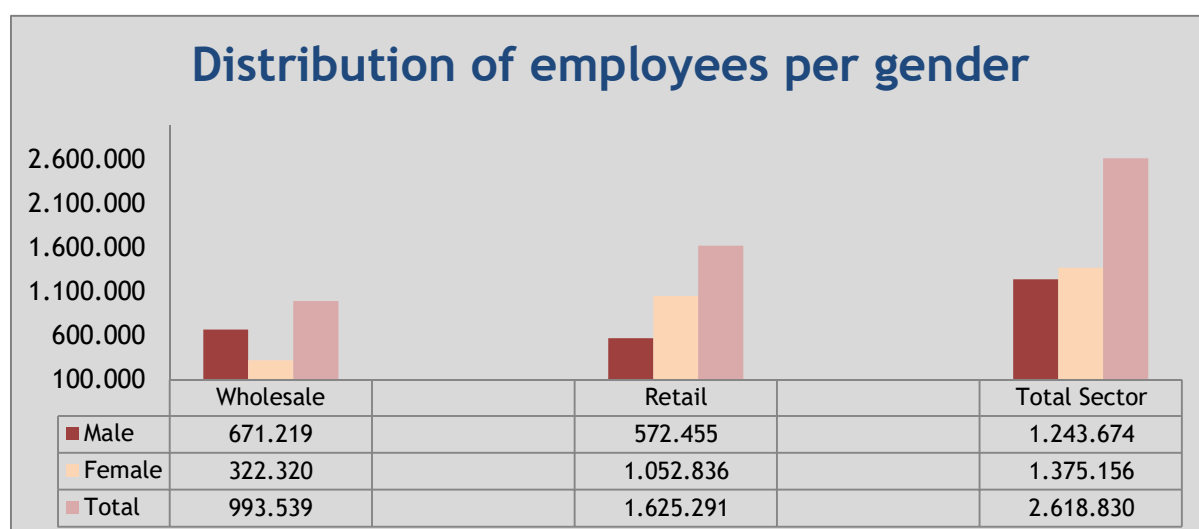
As pointed before, within the commerce sector more than the 95% of the companies have less than 10 employees and employs the 48.9% of the overall staff involved.



Source: Spanish National Institute of Statistics (INE) - 2013

3.3 Number of persons employed and gender

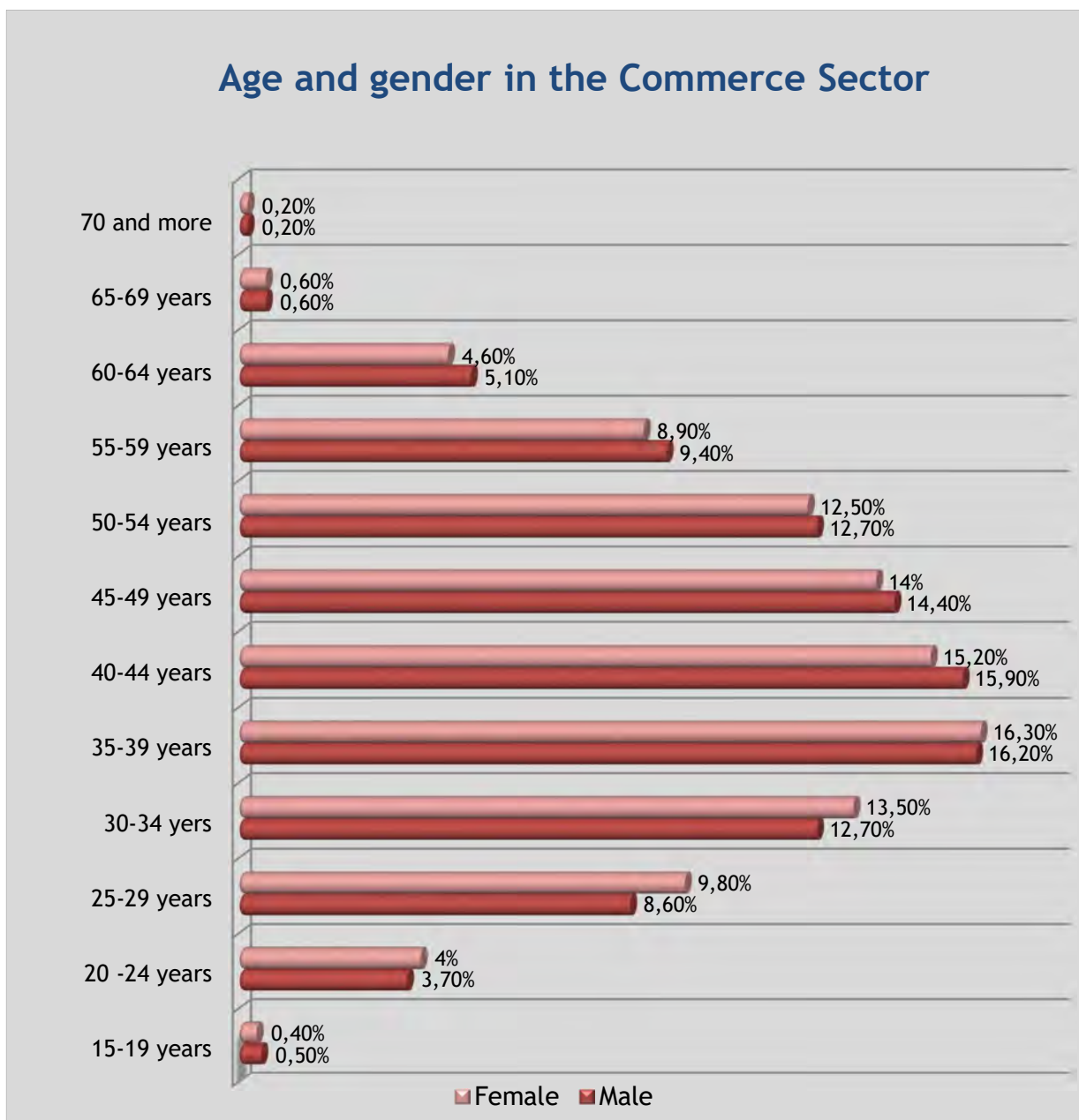
In the following graphic it can be seen how it is distributed the gender within the commerce sector in every branch of activity. As it can be seen, the presence of women regarding the commerce branch in retailing is considerable higher than the men's presence. Meanwhile, in wholesaling it is just the opposite, the presence of men are visibly higher than the women's.



Source: Spanish National Institute of Statistics (INE) - 2013

3.4 Number of persons employed and age

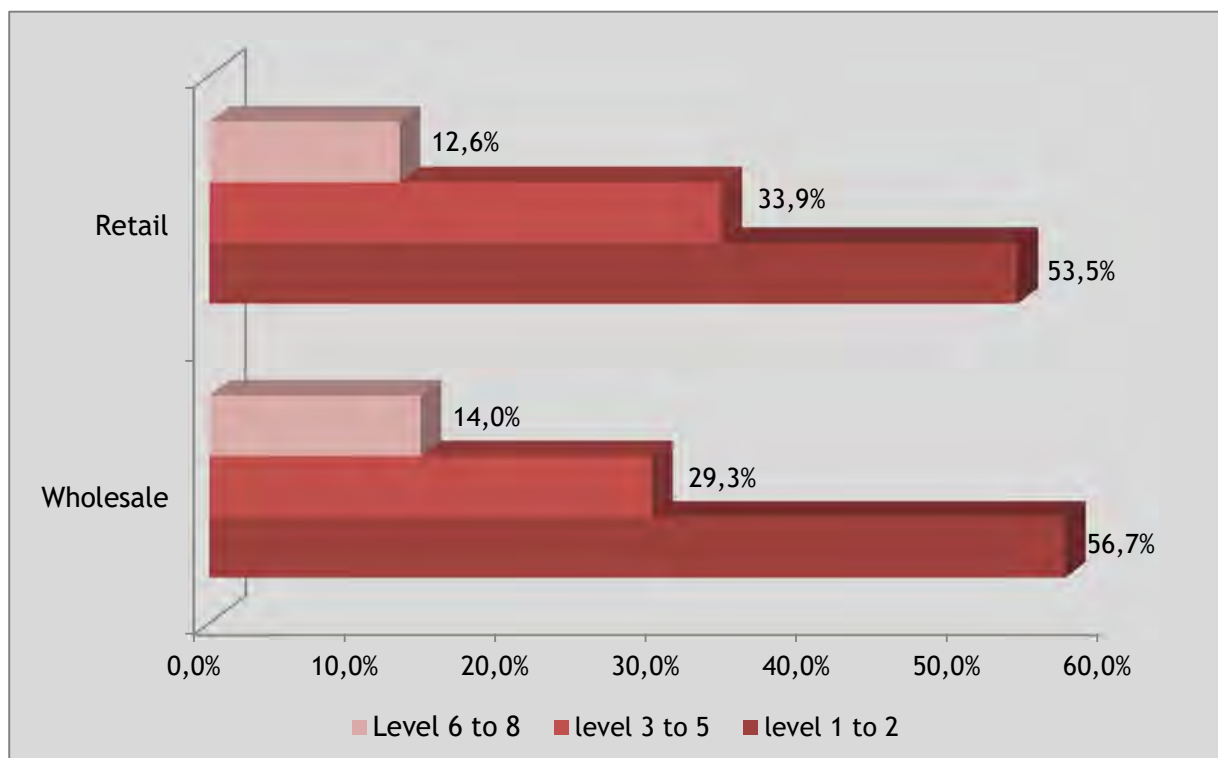
In this graphic it can be seen the Age group who has the higher trend is the Spanish population between the 35 and 39 years. After that, it follows the ages between 40 and 44 years



Source: Spanish National Institute of Statistics (INE) - 2013

3.5 Number of persons employed and qualification level

Even the activities in wholesaling as the retailing are within the levels 1 and 2 related to the ISCED (Classification International Normalized for Education) which is linked with the lower levels of qualification, belonging to elementary education and secondary school.



Source: Spanish National Institute of Statistics (INE) - 2013

4. USE OF ICT BY ENTERPRISES

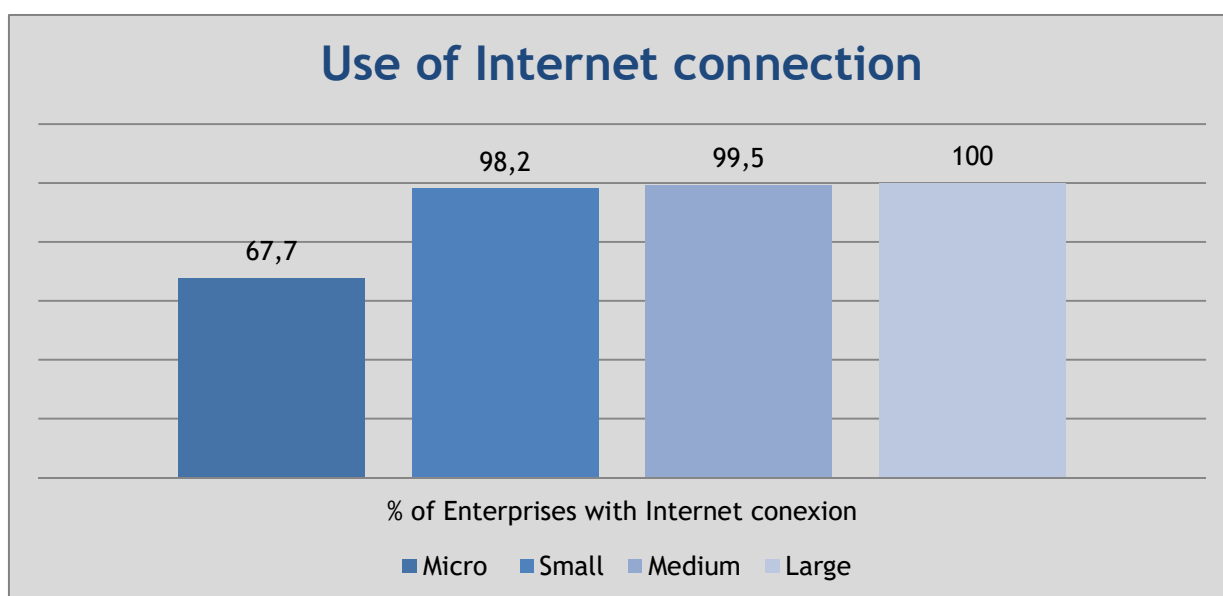
New technologies of information and communication (TIC) have a key role in the society: its impact not only has changed the way of interact between people but also it has meant a revolution to the commercial sector. Within this sphere, e-commerce it's growing faster than ever, so as to more than a third of the population in Spain has purchased something on the internet in 2013.

The information provided in this report are based on the results from the survey regarding uses of TIC and commerce by companies in 2013 (from the National Institute of Statistics). The main results of this survey related to the commerce sector in 2013 are exposed in the following tables and graphics.

4.1 Enterprises with internet connection

The 98.2% of the companies within the Commerce sector with 10 or more employees have internet connection. 7 out of every 10 have webpage.

Using internet connection Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Small <50	Medium <250	Large >250	Total
Number of enterprises	431.489	14.925	1612	854	448.880
%	67,7	98,2	99,5	100	73,08



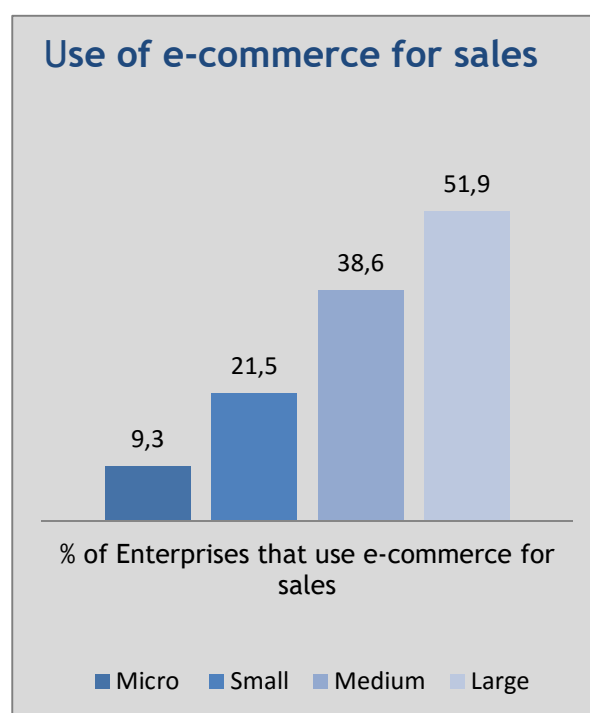
Source: Spanish National Institute of Statistics (INE) - 2013

4.2 Use of e-commerce (to make and/or receive orders)

A 32.4% of the companies with 10 or more employees did purchases through e-commerce via website in 2013. A 21.5% of this companies did sells via ecommerce.

Using ecommerce for purchases Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Micro <10	Micro <10	Micro <10	Micro <10
Number of enterprises	59.274	4.870	586	424	65.154
%	9,3	32,4	35,5	49,7	25,38

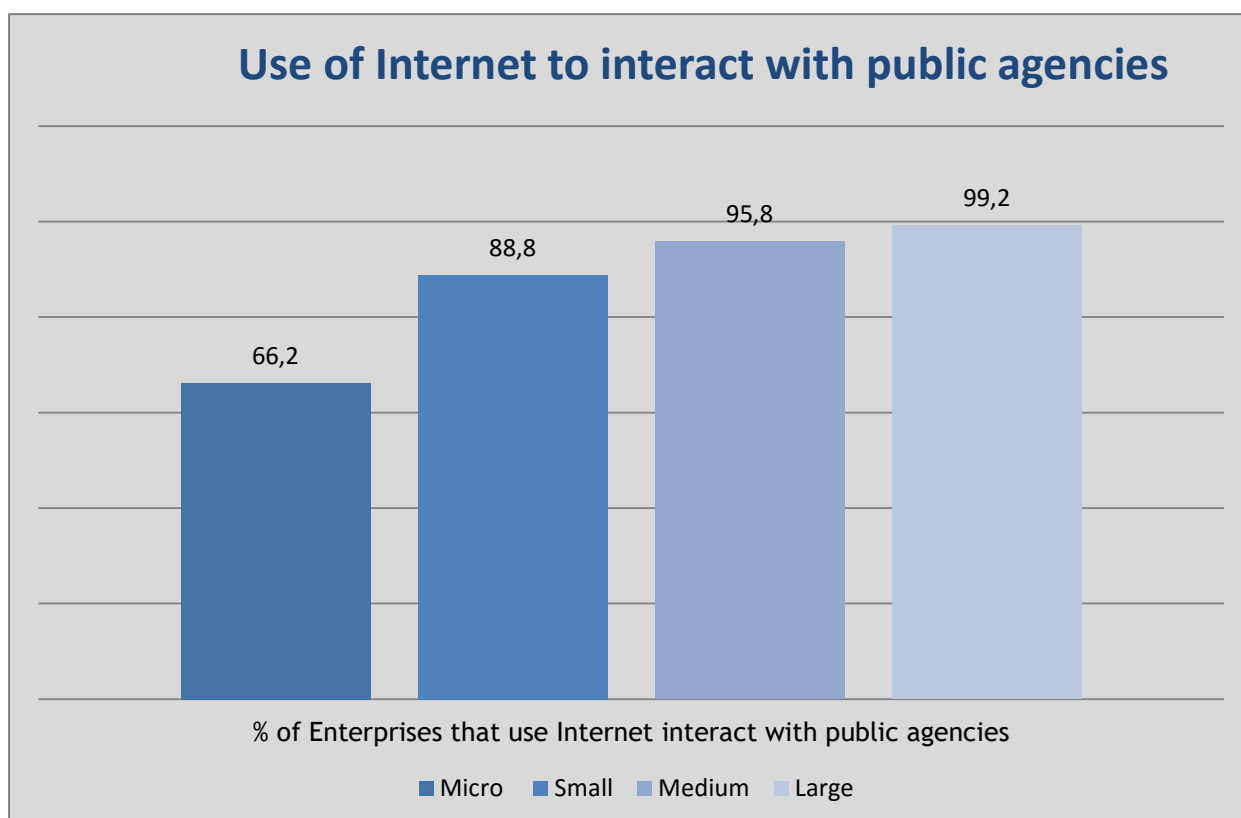
Using ecommerce for sales Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Micro <10	Micro <10	Micro <10	Micro <10
Number of enterprises	22.307	3.231	638	443	26.619
%	3,5	21,5	38,6	51,9	23,10



4.3 Enterprises using the Internet to interact with public agencies

The 93.0% of the companies with 10 or more employees interacted through internet with Public Administrations in 2013.

Using Internet to interact with public agencies Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Micro <10	Micro <10	Micro <10	Micro <10
Number of enterprises	421.928	13.347	1.583	847	437705
%	66,2	88,8	95,8	99,2	70,00



Source: Spanish National Institute of Statistics (INE) -2013

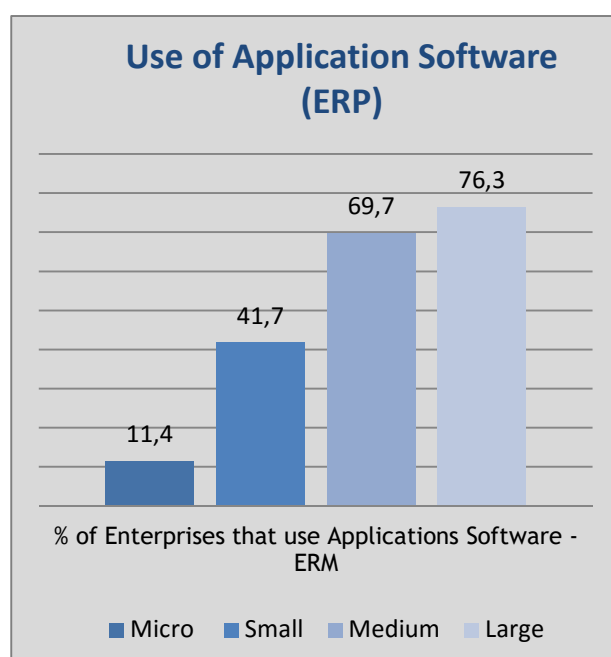
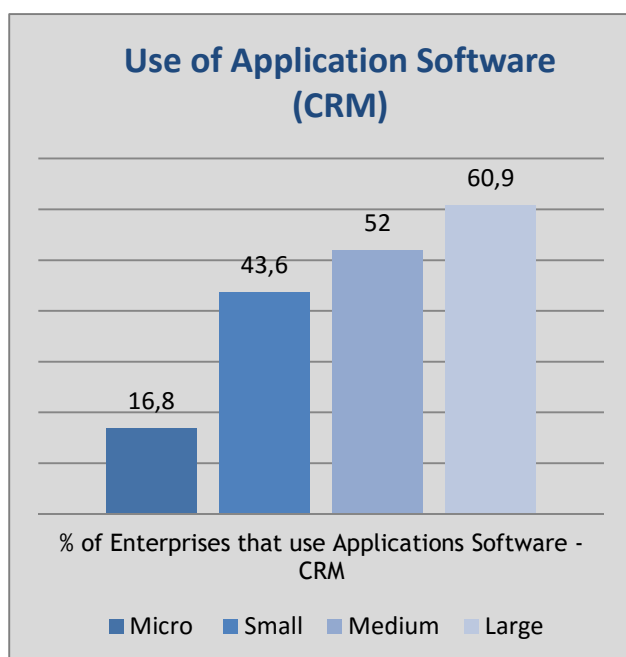
4.4 Enterprises using application software (CRM- Customer relationship manager) and (ERP- Enterprise resource planning)

The 43.6% of companies with 10 or more employees used in 2013 Software applications to manage the relationships between its clients; whereas only the 16.8% of the companies with 10 or less employees used this applications.

Meanwhile, the 41% of the companies with 10 or more employees used Software applications to business management; whereas the companies with less than 10 employees, only a 11.4% did use this applications of planification and resources management.

Using application software (CRM) Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Micro <10	Micro <10	Micro <10	Micro <10
Number of enterprises	107.075	6.553	859	520	115.007
%	16,8	43,6	52	60,9	34,66

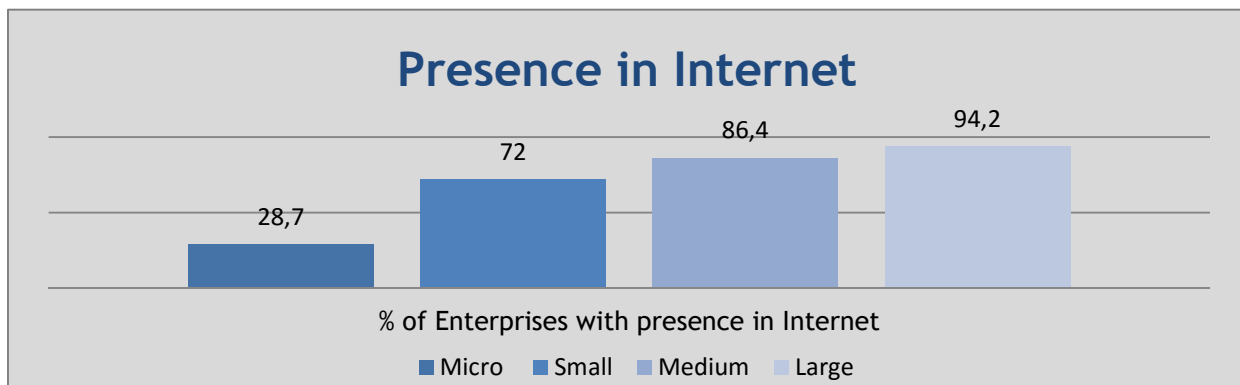
Using application software (ERM) Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Micro <10	Micro <10	Micro <10	Micro <10
Number of enterprises	72.658	6.268	1.151	652	80.729
%	11,4	41,7	69,7	76,3	39,82



4.5 Enterprises with a presence on the Internet

The 28.7% of the micro companies with internet connection have a webpage; whereas a 72% of the companies with 10 or more employees have a webpage, mainly regarding the welcome page of the company, but also to access the product list and prices.

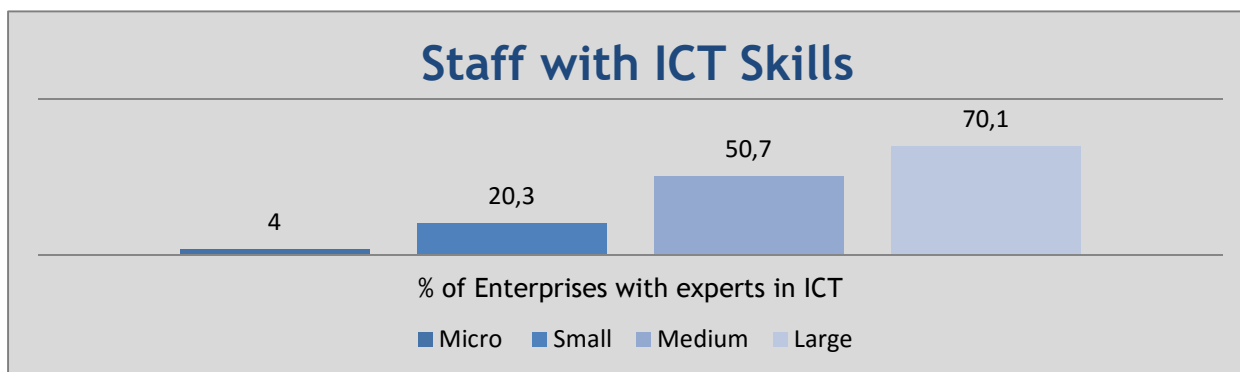
Presence on the internet Year: 2013 Source: Spanish National Institute of Statistics (INE)					
	Micro <10	Micro <10	Micro <10	Micro <10	Micro <10
Number of enterprises	182.921	822	1.427	804	185.974
%	28,7	72	86,4	94,2	56,26



4.6 Enterprises with human resources with ICT skills per size of enterprise

Only the 4% of the companies with less than 10 employees used specialist in TICs in 2013. The 20.3% of the companies with 10 or more employees have staff with TIC experience.

Personal con competencias en TIC Año: 2013 Fuente: Instituto Nacional de Estadística (INE)					
	Micro <10	Pequeña <50	Mediana <250	Grande >250	Total
Nº empresas	25.494	3.051	838	599	29.982
%	4	20,3	50,7	70,1	29,02



5 TRENDS IN THE SECTOR

5.1 Employment opportunities in the sector

According to the annual report of "Observatorio Nacional de las Telecomunicaciones y de la Sociedad de la Información" (2014) it is necessary to professionalize the commerce sector both face-to-face and online, using new technology, because in many cases, this job is seen as a crossing point.

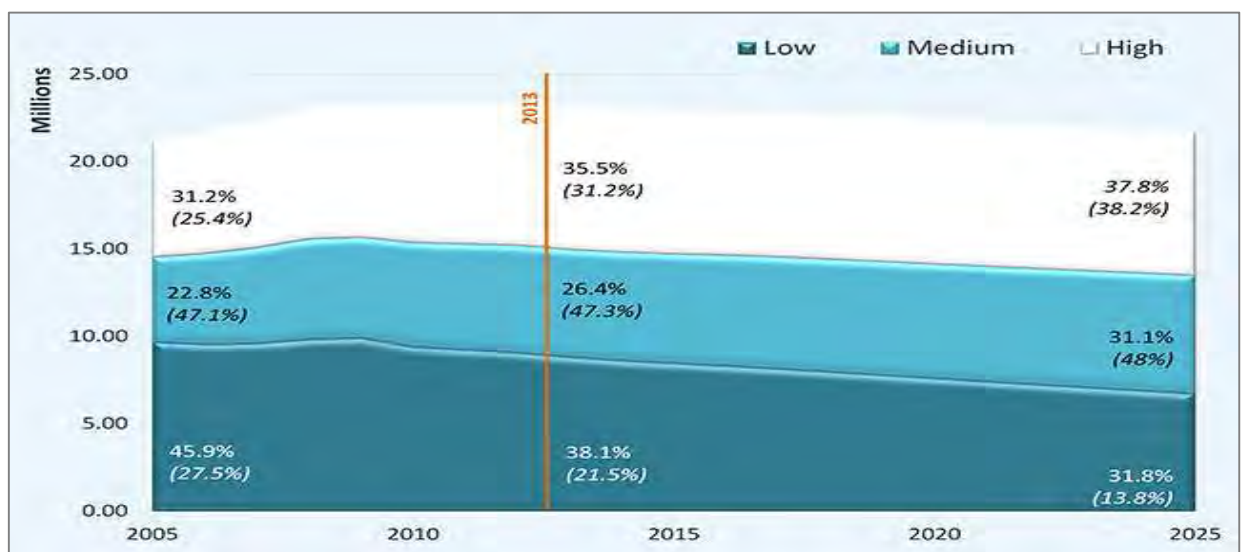
5.2 Development of employment by qualification levels

According to Cedefop's forecasts, by 2020 in Spain, around 41% of 30-34 year olds will have high level qualifications, above the EU educational attainment benchmark of 40%, but lower than the national target of 44% by 2020.

Most job opportunities in Spain will require high-level qualifications (ISCED 97 levels 5 and 6) However, there will also be significant numbers of job opportunities requiring medium-level qualifications (ISCED 97 levels 3 and 4).

Spain's labor force is becoming more highly qualified. This is explained by older less qualified people leaving and younger more highly-educated people entering the labor market. By 2025, the share of Spain's labor force with high-level qualifications is forecast to rise to 37.8% compared to 35.5% in 2013 and 31.2% in 2005. People with medium level qualifications in 2025 will account for 31.1% of the labor force compared to 26.4% in 2013. The share of the labor force with low-level or no qualifications is forecast to fall from 38.1% in 2013 to 31.8% in 2025.

Labor force trends by qualification 2005-2025 (%)



Source: CEDEFOP Skills forecast (2015)

The "State Public Employment Service - SEPE" (2014), also points the same for wholesale activities Spain's labour force is becoming more highly qualified.

5.3 Variation in the employment by qualification levels

According to the "State Public Employment Service - SEPE", the employment shares of managers and elementary occupations have declined in the recent years. Job losses have been concentrated in certain age groups and three out of four young job seekers were unemployed. In fact in 2010 Spain already complied with the EU benchmark for tertiary attainment for 2020 (40.6% of the 30-34 year-old population should have higher education qualifications), the national target is more ambitious: 44% by 2020. Also the percentage of 25 to 34 year-old in training is higher than in other EU countries.

5.4 Jobs opportunities by qualification levels

A Cedefop report estimating future skill needs in terms of qualifications levels needed for the Spanish labour market in 2020 (4F 6) points to an increasing demand for intermediate and advanced level qualifications, higher than the EU average.

5.5 Employment trends and anticipated vacancies

According to the Report Spain Skills forecast (CEDEFOP-2015) in Spain, between now and 2025 most job opportunities, around 27%, will be for service and sales workers, much higher than the 16% forecast for the EU as a whole.

5.6 Identification of change drivers on the jobs

According to the annual report "Observatorio Nacional de las Telecomunicaciones y de la Sociedad de la Información" during 2014 e-commerce has shown an average increase of 21,8% compared to the previous year. It means that shopping habits are changing. In the context of ecommerce, Smartphone sales are becoming a strong part of the online business

6. COMO AFECTAN LAS NUEVAS TECNOLOGÍAS A LOS EMPLEOS DEL SECTOR DEL COMERCIO

6.1 Kind of impacts

According to the rapport of Informe ePYme 2014. Análisis de implantación de las TIC en la pyme española", increasingly the digital divide is being shortly between large and small companies. Retail companies consider as the main benefits of digital technologies improvements in short order cycles, in communications, data exchange.

In relation to wholesale activities, the report "Informe ePYme 2014. Análisis de implantación de las TIC en la pyme española", points that technology has a significant impact on the distribute activity and certain trading forms. The sector should be updated.

6.2 What new jobs

According to the "State of the Innovation Union 2012. Accelerating Change, Directorate General for Research & Innovation", Technology systems play a major role in respect of inter-firm retail functions and many "intelligent technologies" have emerged during the past few years supporting a number of retail functions (business analytics, mobile purchase process, big data technologies,...)

In relation to wholesale activities, the report "Informe ePYme 2014. Análisis de implantación de las TIC en la pyme española", points that Wholesale is currently fully adapted to the IT, being necessary to develop an effective business management process both related to suppliers and customers communications.

6.3 What new skills

According to the "Informe ePYme 2014. Análisis de implantación de las TIC en la pyme española", Technology that contributes to the effective carrying out of tasks requires: having a range of basic IT skills, applying IT as a management tool, using IT to organize data.

II. SKILLS, COMPETENCES AND TRAINING NEEDS RELATED TO THE USE OF ICT

1. RESULTS FROM QUALITATIVE RESEARCH

FOCUS GROUP 1: WORKERS

PARTICIPANTS:	6 workers from Ikea, Leroy merlin, el Corte Ingles, Achan, Fetico, C&A
DATE:	The first focus group was made on September the 15th. Due to some doubts with the information gathering the focus group was celebrated again on 10th of December to contrast data.
PLACE:	Headquarters of Fetico (c/Orense 8, Madrid)
DURATION:	About 80 minutes
DISCUSSION TOPICS:	E-commerce and the training in the commerce sector in Spain
GENDER AND AGE:	4 men/2 women. Ages: 23, 25, 32, 35, 44, 44 years.

The conversation focused on several topics, all related to e-commerce or training in any of its forms but overall it was a constructive experience and the participants gave their opinion in these matters.

The main idea that can be raised is that the e-commerce is something diffuse that not everybody has a clear vision of what it is. Some of the participants can identify the companies that in fact DO e-commerce, Amazon or E-bay for example, but they cannot identify all the actions or the process needed to carry this out. In general younger participants had more information and knowledge of e-commerce than the older ones because nowadays, it is quite understandable that the younger generation are getting more in touch with the latest technologies.

When talking about the e-commerce almost every one addresses the main problems in Spain about new technologies: education, training and financial crisis. Spain is widely considered one of the main engines in the UE but not for its R + D or its network of big technological companies. Spain has the tourism holding up the economy and when the budget cuts has occurred due to the crisis, the R + D has been the one taking the big chunk. Spain has not the will to invest in technological progress or, at least, not in the down years of the economy. So, in one part, the interviewed blame the government (this government and the former government) for this lack of investment.

One of the participants in particular talked about Germany. "They are the main engine economically in Europe, they have a lot of big companies who are from Germany and they are employing a lot of

local talent, investing, trying another things; just the opposite as Spain, the big Spanish companies in the commerce sector are old, with ideas from the past century, just going with the flow instead of investing. They are like dinosaurs, slow”. Other participant added that even the not so big companies, they are not copying the progress made in Europe. For example selling to the outside, helping the use of other methods of payment away from the credit card, and thinking outside the box. Another added: “Maybe it’s about the motivation. Things are going OK right, why change?”

The training has been one main topic as well. One of the participants recalls that she is not so old but she cannot fully understand the working of the e-commerce so that she didn’t learn it at the school or at the university. When she was studying, that things wasn’t taught.

One of the topics arisen by the interviewer was if the fear has taken any part in the slow incorporation of the e-commerce in Spain. Almost every one pointed out that fear is a big threat, but not for the employers or the big companies but for the customers. They still have fear about buying thins on the internet or leaving a message in the website of a company, paying...mostly fear but also lack of knowledge of how it works. The government hasn’t made a lot of campaigns and there is overall lack of information about it.

So, after this warming up the following question was very clear: what can the government, the companies, the sector...do to make it safer or at least bridge the gap in Spain. The main answer was that maybe the companies could make a bigger effort to bring it nearer to the customers although they acknowledge that they have seen recently TV spots about buying and shopping on the internet. If they could show the upside of this technologies, they could add a lot of customers to their cause.

One of the problems, on the other side, said one of the participants is that is hard to substitute the “shopping experience”. She put an example of getting up one day, strolling across one main avenue, enter the shops, see the shop-windows, trying on things...it is really impossible to match up this experience. Another added that returning things bought could be a problem.

In this point of the focus group the topic was shifted towards the customer experience instead of the overall e-commerce topic. So, trying to bring it back, the moderator asked about training.

The six people group understand that working with e-commerce or interacting with e-commerce require some skills; this skills must be learnt somewhere, they are very hard to achieve alone because some are intuitive but other aren’t. In their companies the training offering is good, some of them offer outside training, other in-company and others not training at all.

One of the most interesting topic arise at this moment when one of the participants asked why the companies which want to operate under e-commerce don’t offer training, or at least most of them. The employers prefer the employee brings this skills to the job so the company don’t have to spend

money or using the employees work time learning about this new techniques. That requires some specialized profile obviously.

Other said that he knows some situations that the worker had to learn this “on the fly”. The company started to sell via website and they didn’t offer any training. The workers had to take courses or study manuals to understand some of the new features.

Furthermore, they acknowledge that the workers must change the attitude when facing this new situations. E-commerce is a new business niche and they have the opportunity to get specialized in something new that could make the difference searching a new job. One of the participants added that mixing some training offered by the company and some willing by the worker to learn this new technology, even in their spare time, could be the perfect blending to upgrade the e-commerce in Spain. He said by two meanings: first because the sector will get more specialized and the companies will pay more money to their workers yet they could have something different from other candidates. Secondly, the e-commerce will get better in the terms that the companies will do a better effort to enhance the experience and there will be more jobs available.

Thus, new hires must be aimed at both positions in the field of information technology as technical and marketing, bearing in mind the internal training of the company as essential for a drive on the client-facing work tool.

When speaking about the particular case of Spain in this training abilities, they didn’t have a firm opinion. Some of them talked about the lack of training in schools. Computering, informatics, IT stuff isn’t a priority when study at school. Often it is a one or two year thing. They learn basic Word, Excel... something about the hardware of a computer, some basic programming and just it. The schools, they don’t get too much in this thing because they don’t consider them important.

Other blame the college education saying that if you want to know about e-commerce you have to study 4 years to have a degree in informatics or you have to spend your university years studying marketing or advertising just to have one or two subject regarding e-commerce. They think that e-commerce is a big thing nowadays so they government should allow the existence of 2 years studies that allow the students have a degree.

They compare the e-commerce to the informatics studies back in the day. If you wanted to learn programming or computering (they don’t say it as a personal experience but as to what they have listened or watched in movies) you had to study on you own; go to a library, buy books, now you can surf on the internet, and be a self-taught person. There is a lack of regulated studies from an educational standpoint.

At this point, the debate is focused on the deficiency of said above as necessary for the performance of e-commerce (computer engineering , marketing, etc.) runs , since all training is circumvented

somehow related to electronic commerce , which undoubtedly It implies the need for specific training by companies in addition to the degrees, concluding that they should modified educational plans.

When speaking about the main benefits regarding e-commerce, the main problem arises in the definition of e-commerce, because the group doesn't agree on a definition. They don't know if e-commerce is any transfer of information via the internet, or even to purchase through electronic media the physical store.

However, all agree that Spain is a country where the use of information technology has been introduced more slowly in comparison to others. This involves the reluctance of some potential customers the use of such means, they presuppose the complication associated with the use of this technology. That is why the challenges to overcome are the customer approach of these new tools easier to use and begin to adapt to this new market, which will certainly be produced gradually.

This requires encouraging investment and the use of new methods in this area, without which it is not possible to approach the average consumer.

FOCUS GROUP 2: POLÍTICAL ACTORS (experts, associations, schools and public organizations)

SUBJECT MATTER:	Training in e-commerce sales
DATE:	28th October 2015 10:00-11:30h
LOCATION:	SOC (c/ Llull, 297-307 4ª Barcelona 08019)
CONSULTANT:	Gemma Aguyé Ribera
PARTICIPANTS:	6 political actors

VOCATIONAL TRAINING OFFER IN SPAIN

According to the National Qualifications Institute, in Spain the offer of qualifications in vocational training relating to the electronic commerce are three Certificates of Professional Standards (training for employment):

COMV0108_2 RETAIL ACTIVITIES

General competence: To be able to develop the sales activities through different commercial channels which include electronic commerce in such a satisfactory way for the customer and also reaching the objectives of the organization concerning customer loyalty.

Qualification level: 2

Duration of vocational training: 590 h

COMT0411_3 COMERCIAL SALES MANAGEMENT

General competence: To be able to organize, execute and control of the commercial operations establishing a relationship with the customer through the information and communication technologies using, if necessary, English language. It also includes the coordination of the sales team monitoring the promotional campaigns, communications and public relations activities, advertising, etc.

Qualification level: 2

Duration of vocational training: 610h

COMM0112_3 MARKETING AND COMUNICATION MANAGEMENT

General competence: to participate on the organization, diffusion and supervision of the promoting actions, marketing and communication plan, with the aim of building a stronger brand using, if necessary, English language.

Qualification level: 3

Duration of vocational training: 810h

QUALITATIVE STUDY RESULTS (Focus Group)

The focus group aims to give a response at the following items:

REASONS WHY IN SPAIN E-COMMERCE HAS NOT BEEN SIGNIFICATIVELY INTRODUCED COMPARED WITH OTHER EUROPEAN COUNTRIES

On one hand, some of the participants believe that the reason why in Spain people don't use electronic commerce as a sales channel with the same regularity that in other countries of European Union is due to the lack of information from small and medium enterprises. They don't identify little use of new technologies with lack of competitiveness.

On the other hand, it is generally agreed that there is a cultural matter. There is a lack of security and distrust with payments and there is also a certain complexity in the purchasing process. They also realized that people in Spain like to touch the product before buying. Therefore, there is typical Spanish to "go shopping". It is social fact. People like to go shopping with friends or family during their spare time.

COMPETENCIES AND SKILLS TO INCORPARE ELECTRONIC COMMERCE INTO THE BUSINESS

Participants agree with the competences and skills available for the electronic commerce. In short, the prepositions have been:

Technologic competences:

Competences is: Marketing online/offline, commercialization of online products and services, knowledge of social networks, promotional marketing SEM. SEO and analytics web, design and web programming, email-marketing, contains marketing and brand positioning.

Transversal competences:

Information management; general technology expertise.

It's expected to be skilled in offering products or services with a competitive advantage added in comparison with the traditional commerce. Therefore, it's important to focus the web page to the shopper typology expected.

BY IMPROVING THE QUALIFICATION SYSTEM, THE NUMBER OF PEOPLE INTERESTED IN ECOMMERCE TRAINING WILL INCREASE

Currently there are three professional certificates which empower people to work in the following context: sells activities, commercial management, marketing and communication management.

Participants in the focus group agree with the suggestion that by improving the qualification system, the number of people interested in ecommerce training will increase, as long as it will be supported by the labor market needs. In Spain, most of the small or medium business that start their online activity go hand in hand with other companies specialized in creation of Web Pages and internet sites. It is expected that people who work in traditional commerce (physical shop) could be competent in designing their own online business.

TYPE OF APPROPRIATE TRAINING TO FILL THE GAPS OF COMPETENCE NEEDS

There is a quite unanimous view that it is necessary to professionalize the commerce sector both face-to-face and online, using new technology, because in many cases, this job is seen as a crossing point. The contents of the training should be designed with the approval of the commercial sector and they should work to meet the actual needs

ELECTRONIC COMMERCE BENEFITS

For the customer:

Advantages:

- Access to interactive catalogue
- Price list and direct and interactive selling
- The possibility of finding products at lower cost
- Easier and quicker purchases
- Easy way to compare products or services anytime

Disadvantages:

- Difficulties in case of exchange or return purchased
- The seller recommendations are lost and also the display of product availability
- By accessing to a large number of products and services, false needs are generated

For the company:

Advantages:

- Reduction in administration work
- Quickly and detailed commercial transactions
- Reducing distribution costs
- Not stolen items
- Economic benefits all the year, 24 hours per day
- Wider target of consumers

Disadvantages:

- Less communication between seller and consumer which leads to loss customer loyalty
- Higher relevance of price and distribution instead of personal treatment

CONCLUSIONS

The answers to mainly questions are common to many of the group members. People's attitude is positive and they are open mind to listen to new ideas and opinions.

The actual range of training courses are not still sufficiently developed as required by the sector. Concerning the three current professional certificates, they offer some of the main competences in sale and electronic commerce but they are far for complete as a whole.

Participants support the urgent needs to aid new knowledge to existing professional qualifications or even better, design a new professional certificate on electronic commerce. They agree to take into account the needs of the labor market.

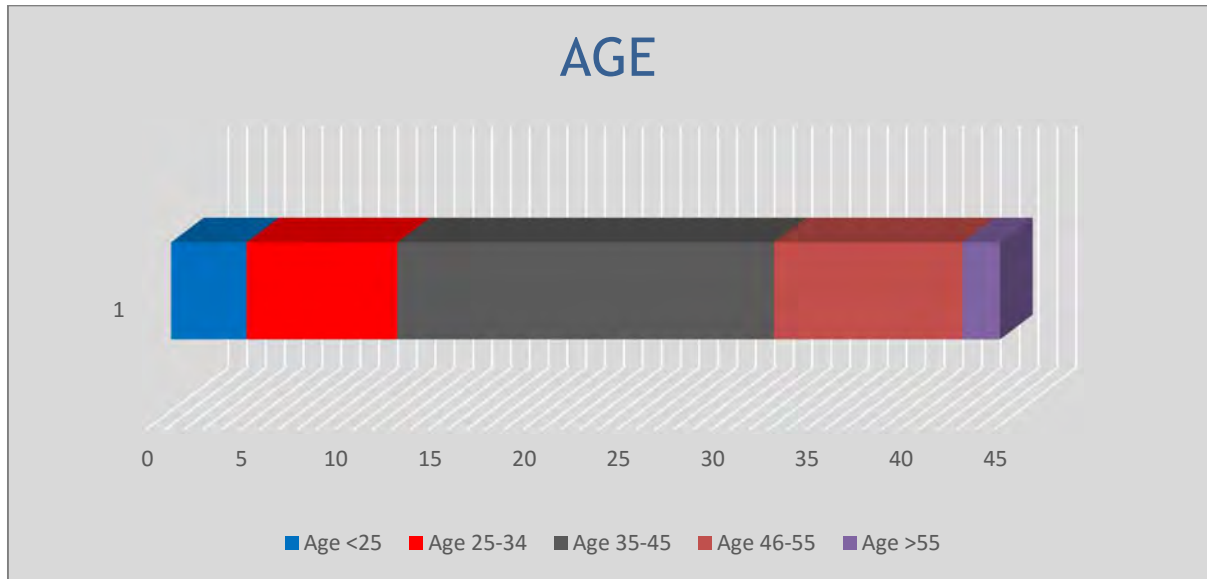
They feel that there is a clear need to inform both enterprises and potential users of vocational training to improve the contents and adapt them to the market needs.

It is important to highlight that during the meeting, the participants show a lack of knowledge on the electronic commerce training from the labor market needs.

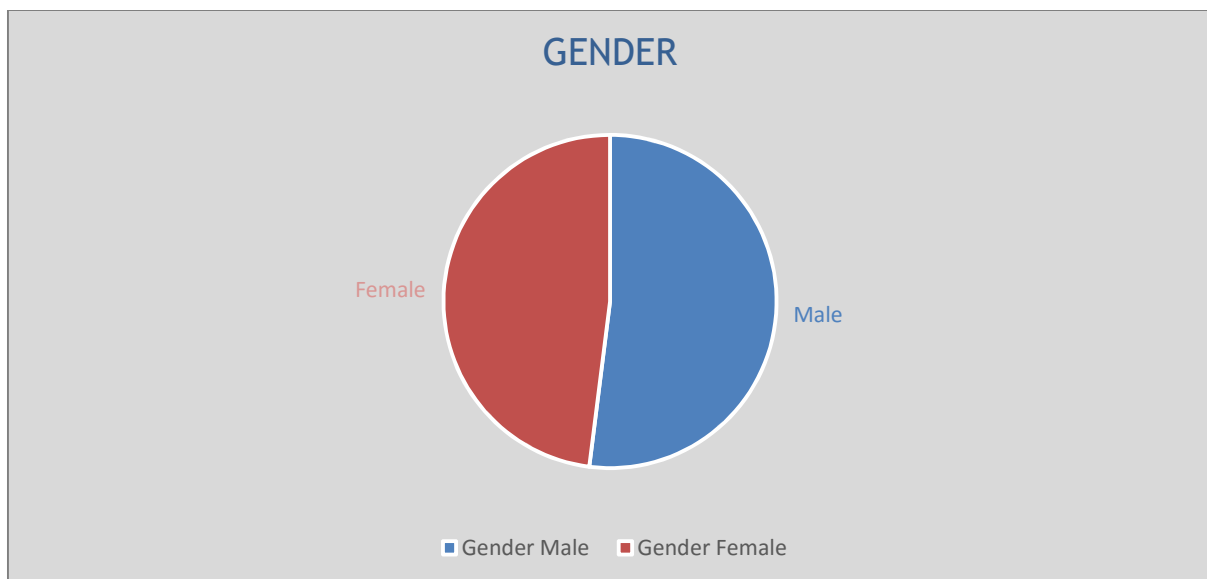
2. RESULTS FROM QUANTITATIVE RESEARCH

2.1. Results from Employers questionnaire

Not all the interviewed were owners per se. There were a few of them who belongs to big companies and have high positions within the Company.

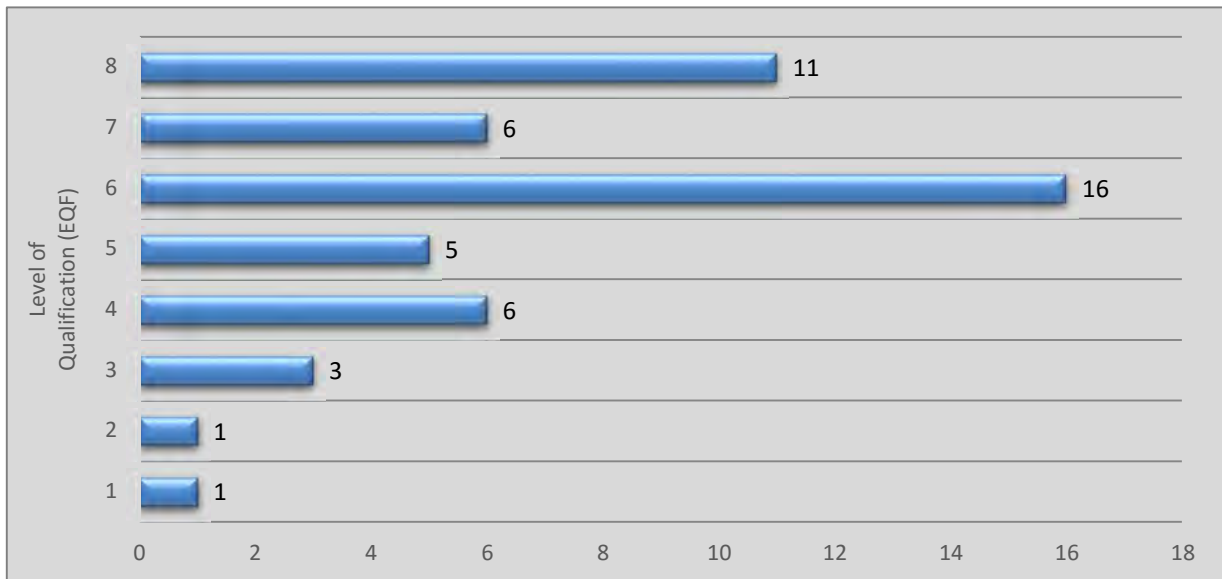


Out of the 50 interviews, there were 6 of them that didn't want to tell the age. Only 4 employers were under 25 and 8 beyond 25. The 60% were between 35 and 55. Only 2 were above 55.



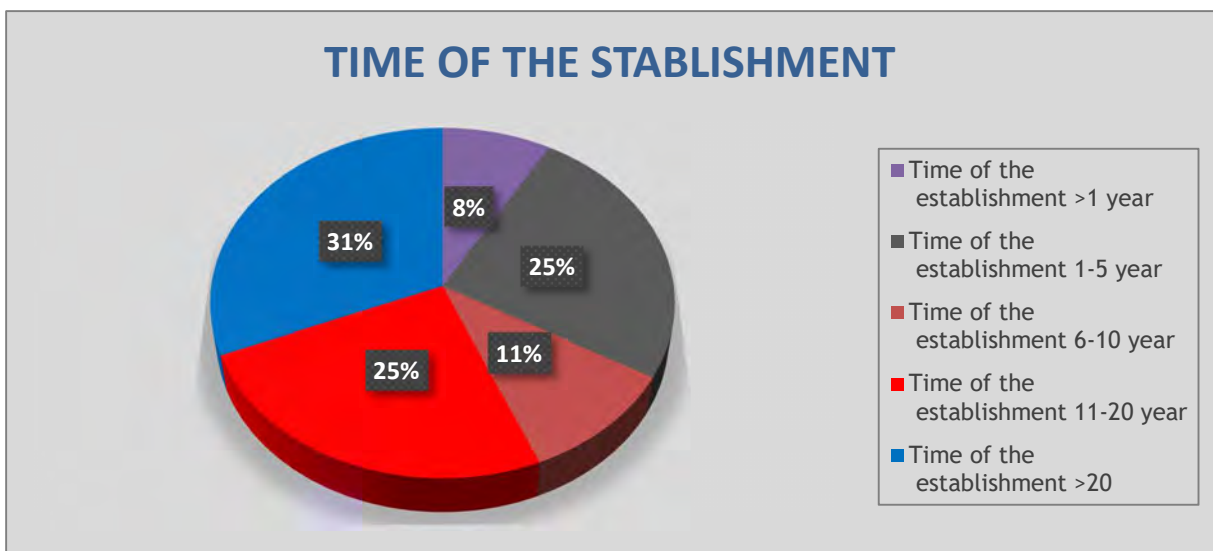
Regarding the gender, the difference is slightly in favour of the male, 26 to 24.

LEVEL OF QUALIFICATION



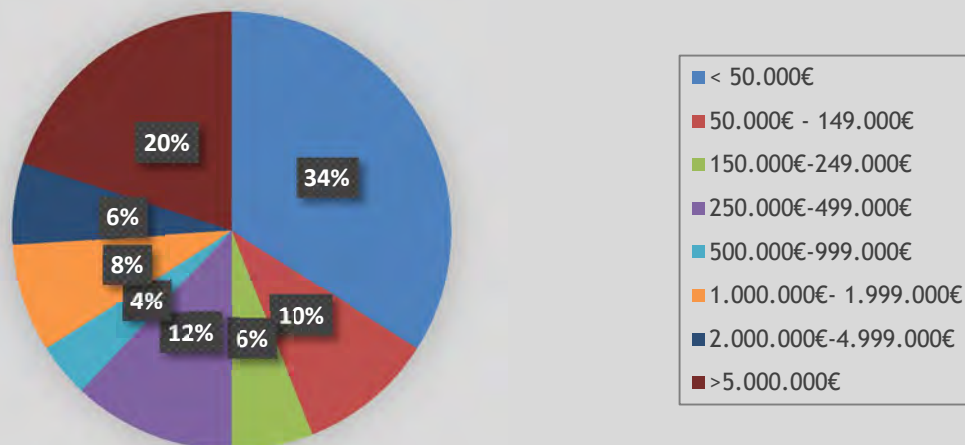
It is noticeably that comparing the employees were didn't appear level 7 and 8, in this case there are 6 and 11 interviewed within this category. Furthermore, the level with the most answers is level 6 with 16. Also is noteworthy that level 1 and 2 only have 2 answers (1 each). Levels 3, 4 and 5 have 3, 6 and 5 respectively. Only one interviewed didn't want to tell the level.

TIME OF THE STABLISHMENT



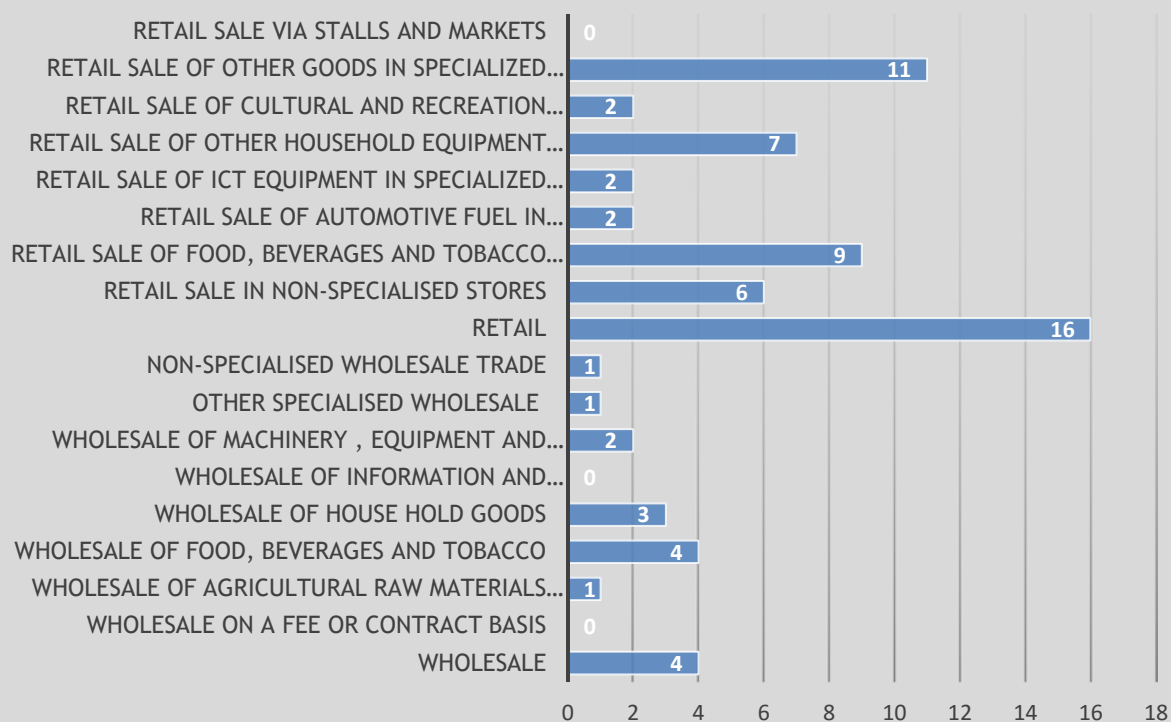
The time of establishment are high, 15 participants come from companies established over 20 years, and 12 are from a company between 11-20 and 5 from companies between 6-10 years. This means that two out of three employers are from companies established longer than 6 years ago.

ANNUAL TURNOVER



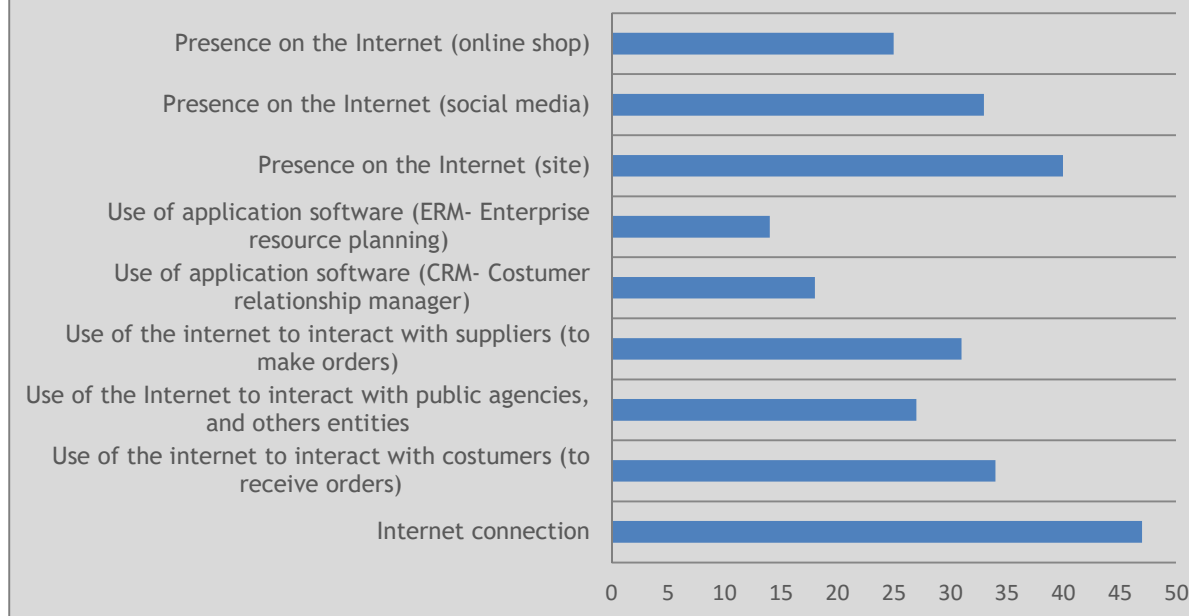
17 of the interviewed were from companies with a turnover under 50.000€ and 10 belonging to companies with turnovers over five million.

SECTOR



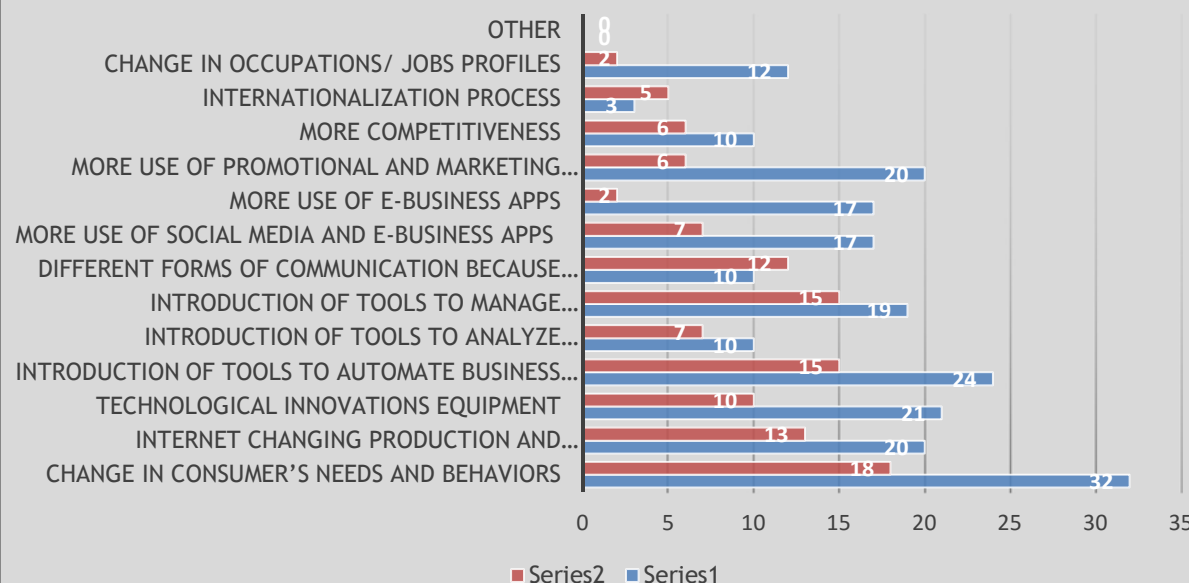
In this graphic there are mostly companies belonging to the Retail (27), where Retail sale of food, household equipment, and non-specialized were also high picked (9, 7, 6).

PURPOSE OF THE USE OF ICT



The main purpose of the use of ICT was Internet Connection (47) and Presence on the Internet (40). Afterwards, the interaction with costumers (34), and presence on social media (33), and the contact with suppliers (31). On the middle are the interaction with public agencies (27), and the online shop (25). The use of CRM and the ERM, were the lowest chosen (18 and 14 respectively)

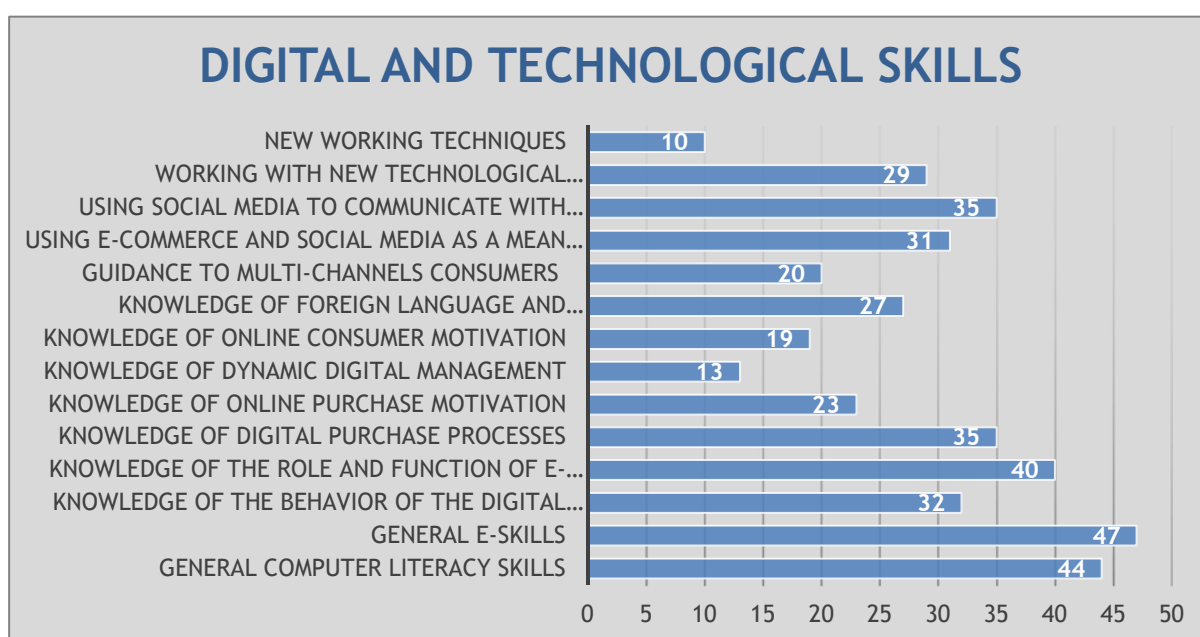
DIGITAL AND TECHNOLOGICAL CHALLENGES



The overall picture shows that employers think that the digital and technological challenges are more needed in the sector than in the own company. Which is not so surprising. The categories more mentioned are the changes in consumer's needs and behaviors (32) and Introduction of tools to automate business processes (24). The rest of the categories are well speeded but for Different forms of communication because of multi-channel consumers (10), More competitiveness (10), Introduction of tools to analyze performance (10) and the Internationalization process (3). Within the Company, which is more difficult to find something to change because of the inner view (is easier when you have an outside view) is correlated with the sector. The more are Change in consumer's needs and behaviors (18), Introduction of tools to automate business processes (15) and Introduction of tools to manage relationships with customers and suppliers (15). More use of e-business apps (2) and Change in occupations/ jobs profiles (2) have the lowest.

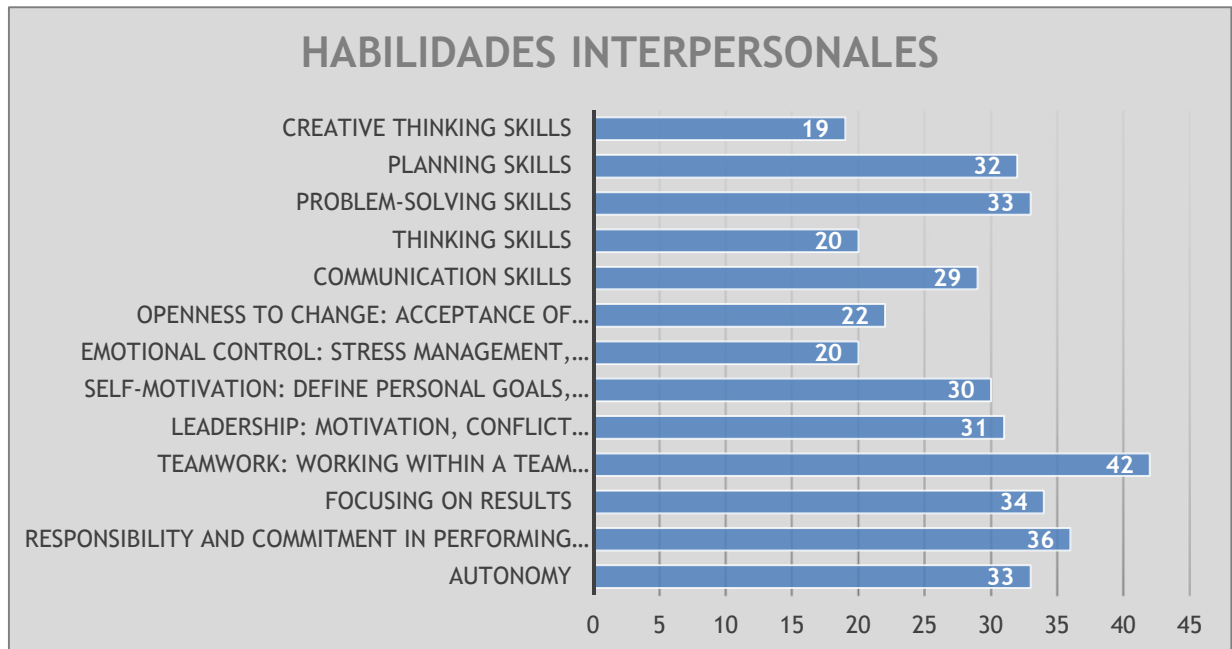
Existing skills

This category has been divided in two for its better comprehension:



In the existing skills, the two categories that were the highlighted the most are General e-skills (47), General computer literacy skills (44) and Knowledge of the role and function of e-commerce (40). Above the middle are Using social media to communicate with clients (35), Knowledge of digital purchase processes (35), Knowledge of the behaviour of the digital user (32), Using e-commerce and social media as a mean to increase sales (31), Working with new technological applications (29). Around the middle are Knowledge of foreign language and intercultural skills (27), Knowledge of online purchase motivation (23) and Guidance to multi-channels consumers (20). The lowest are Knowledge of online

consumer motivation (19), Knowledge of dynamic digital management (13) and New working techniques (10).



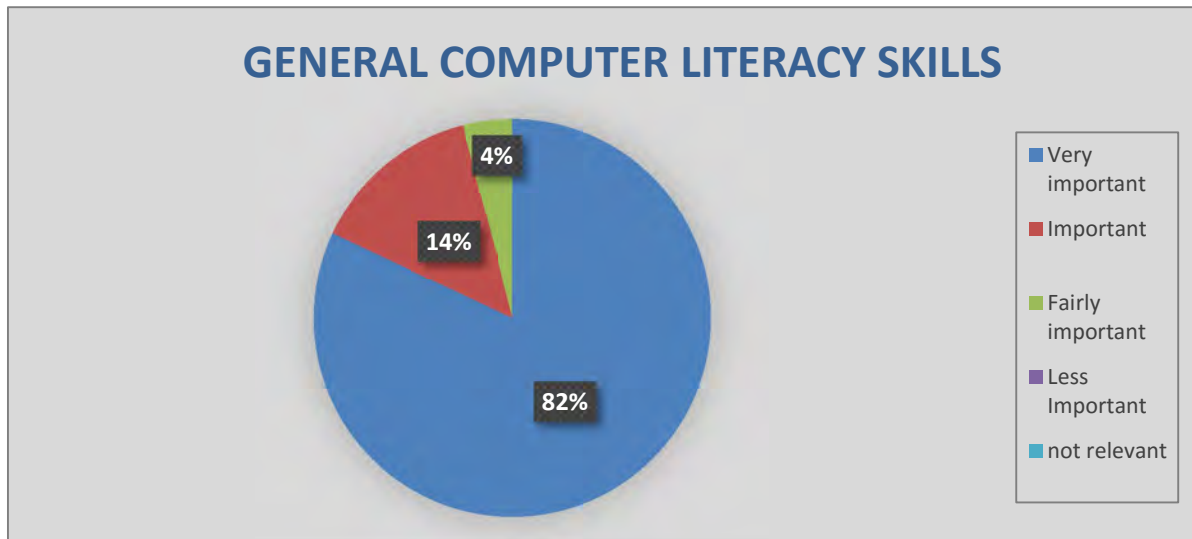
Regarding the Soft Skills the categories were picked higher. Teamwork: working within a team environment, cooperation, positive communication (42), Responsibility and commitment in performing tasks assigned (36), Focusing on results (34), Autonomy (33), Problem-solving skills (33) and Planning skills (32). Around the middle are Self-Motivation: define personal goals, proactivity (30) and Communication skills (29). Above the 25 mark are Openness to change: acceptance of diversity, collaboration in change (22), Emotional control: stress management, emotional control (20), Thinking skills (20) and Creative thinking skills (19).

In the Skills needs category is also divided into two separate blocks: Digital and technological skills and Soft skills.

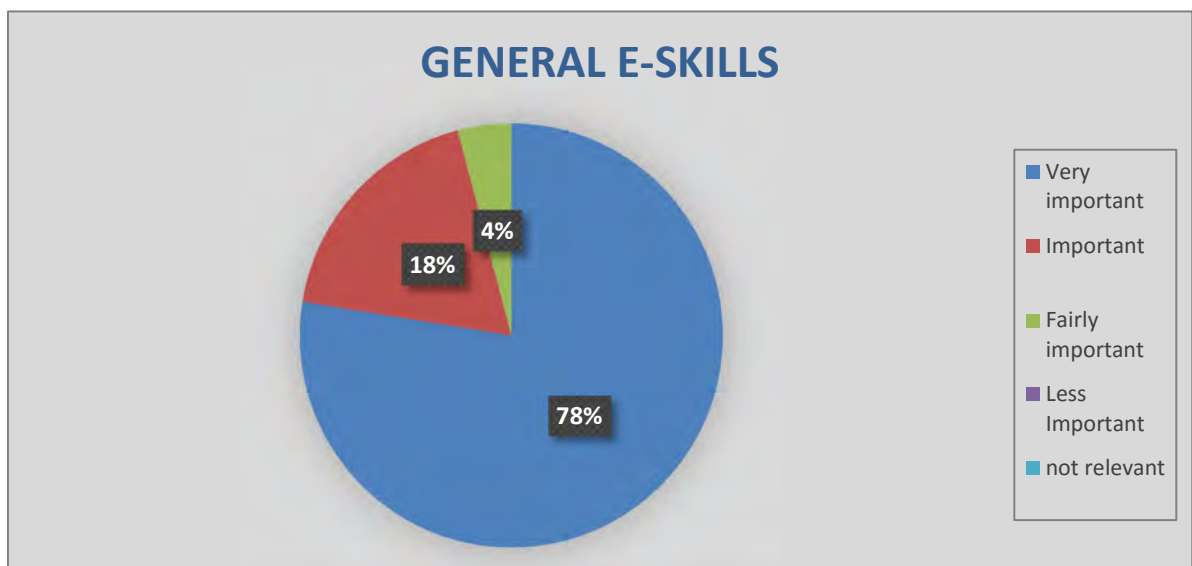
SKILL NEEDS

This has been divided into two as well: Digital and Technological skills and Soft Skills

A. DIGITAL AND TECHNOLOGICAL SKILLS

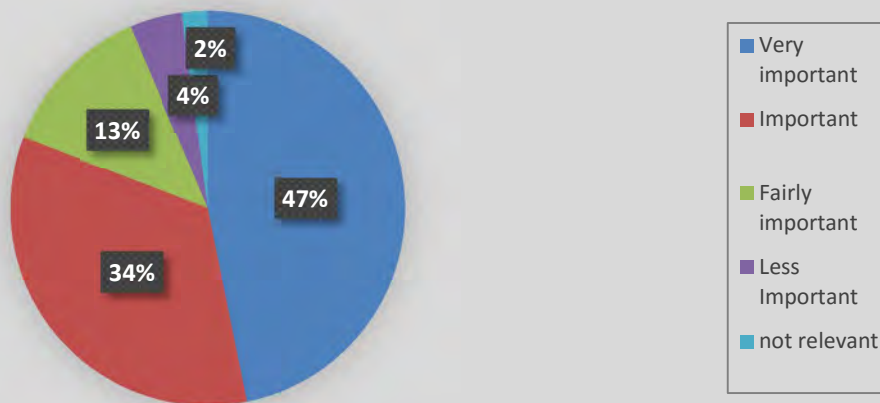


In general the interviewed consider to have computer Literacy Skills is very important (41 out of 50) important (7 out of 50) and fairly important (2 out of 50)



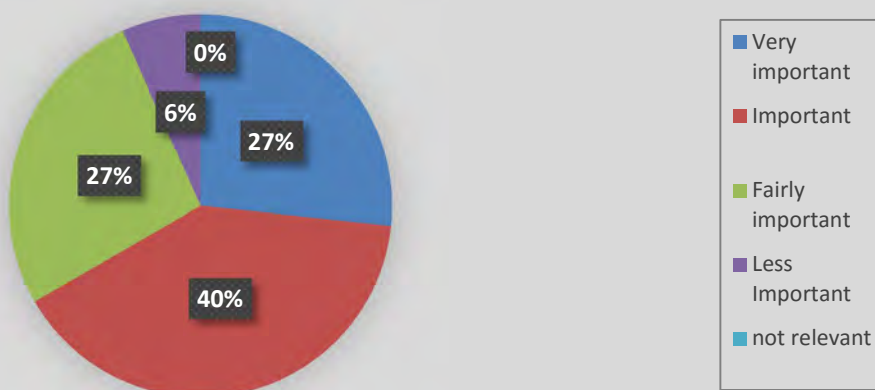
General e-skills are consider very important or important for the majority of the participants (47 out of 50).

KNOWLEDGE OF THE BEHAVIOR OF THE DIGITAL USER



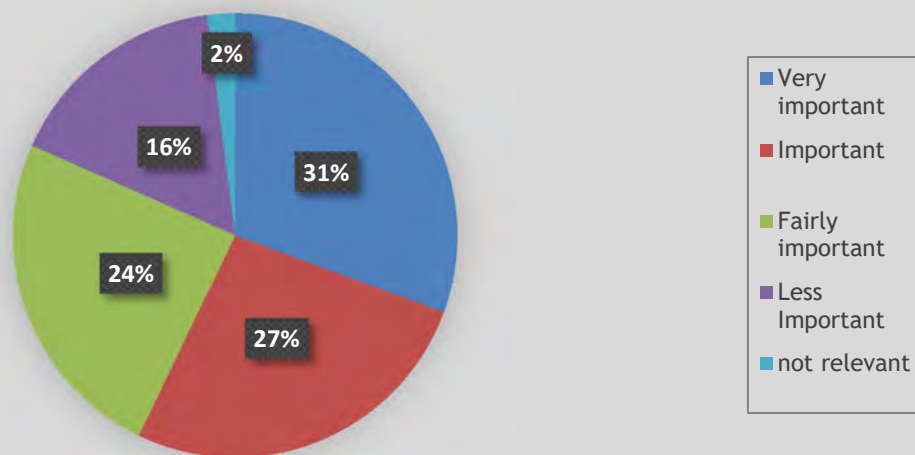
In the Knowledge of the behavior of the digital user 22 participants answered are very important, 16 important, 6 fairly important, 2 less important and 1 not relevant

KNOWLEDGE OF THE ROLE AND FUNCTION OF E-COMMERCE



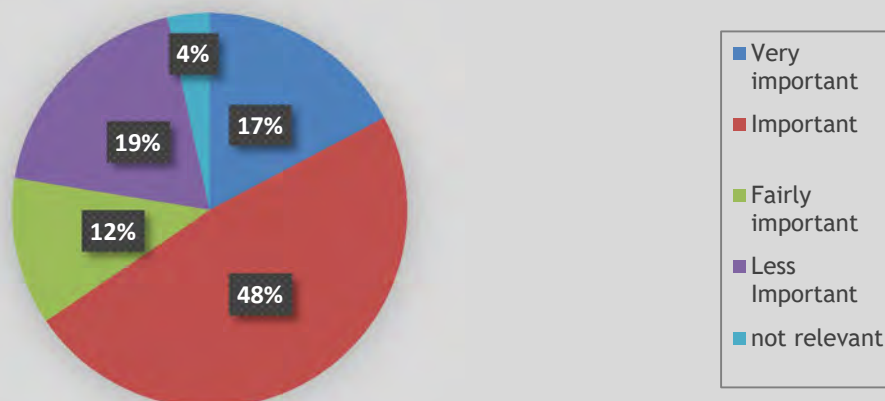
About the knowledge of role and function of e-commerce 12 participants marked as very important, 18 important, 12 fairly important and 3 less important.

KNOWLEDGE OF DIGITAL PURCHASE PROCESSES



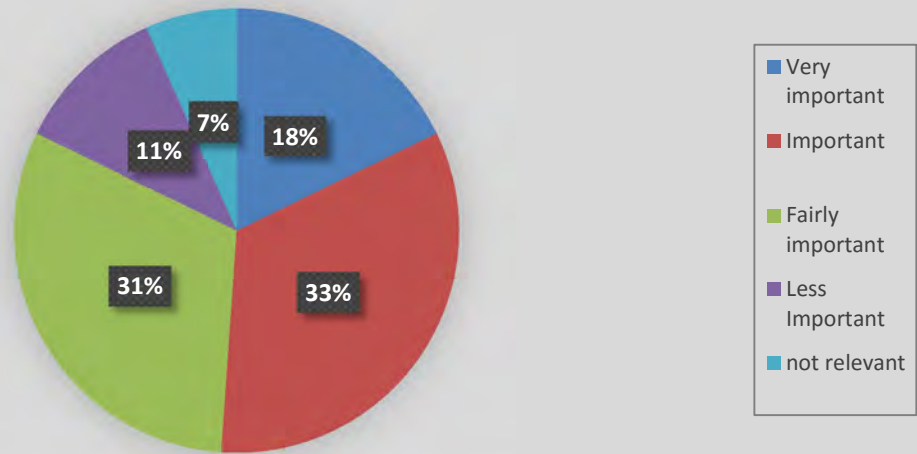
In the Knowledge of digital purchase processes, 15 interviewed marked as very important, 13 as important, 12 as fairly important, 8 less important and 1 as not relevant

KNOWLEDGE OF ONLINE PURCHASE MOTIVATION



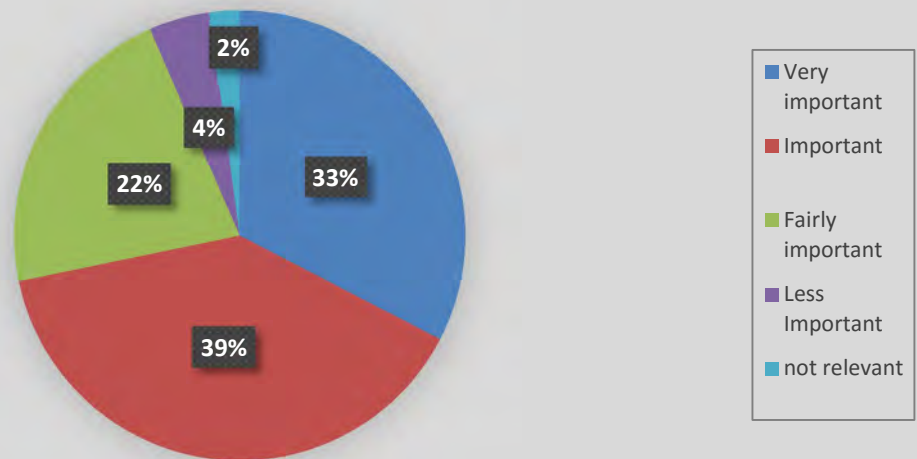
In the Knowledge of online purchase motivation 10 interviewed consider this aspect as very important, 28 important, 7 fairly important, 11 less important and 2 not relevant.

KNOWLEDGE OF DIGITAL MANAGEMENT



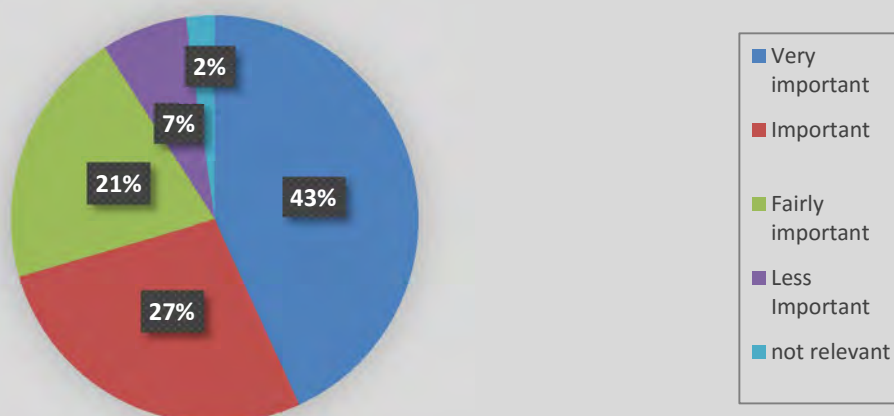
The Knowledge of digital management 8 interviewed consider as very important, 15 important, 14 fairly important, 5 less important and 3 not relevant

KNOWLEDGE OF ONLINE CONSUMER MOTIVATION



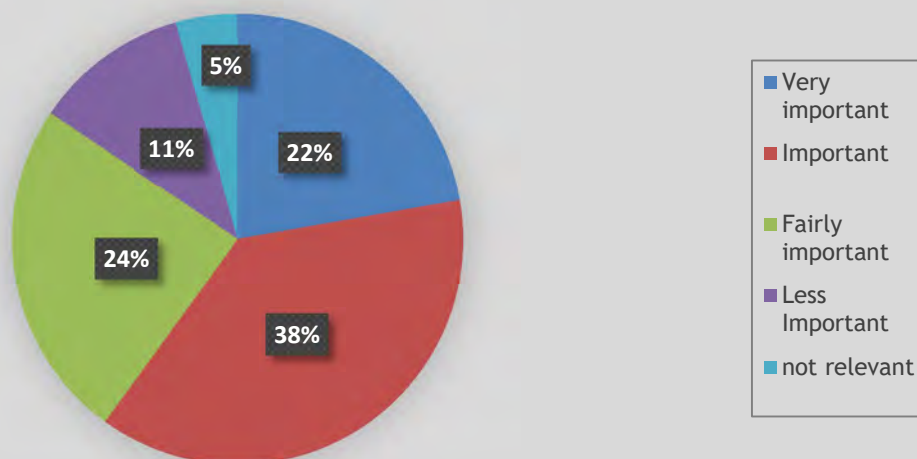
The Knowledge of online consumer motivation for 15 participants are very important, 18 important, 10 fairly important, 2 less important and 1 not relevant.

KNOWLEDGE OF FOREIGN LANGUAGE AND INTERCULTURAL SKILLS



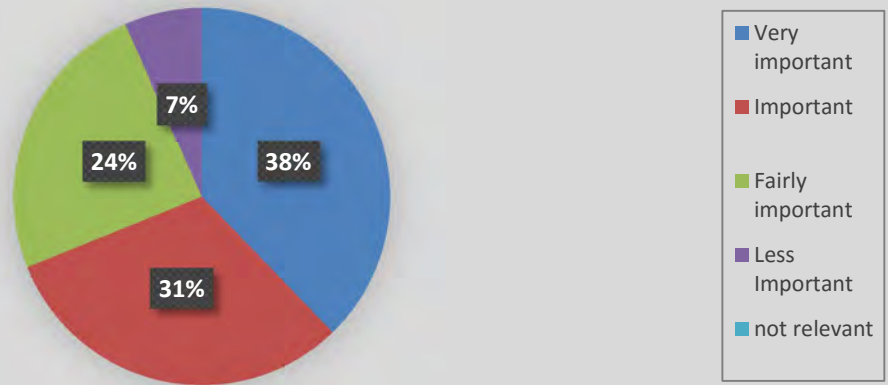
The Knowledge of foreign language and intercultural skills 19 interviewed considered is very important, 12 important, 9 fairly important, 3 less important and 1 not relevant

GUIDANCE TO MULTI-CHANNELS CONSUMERS



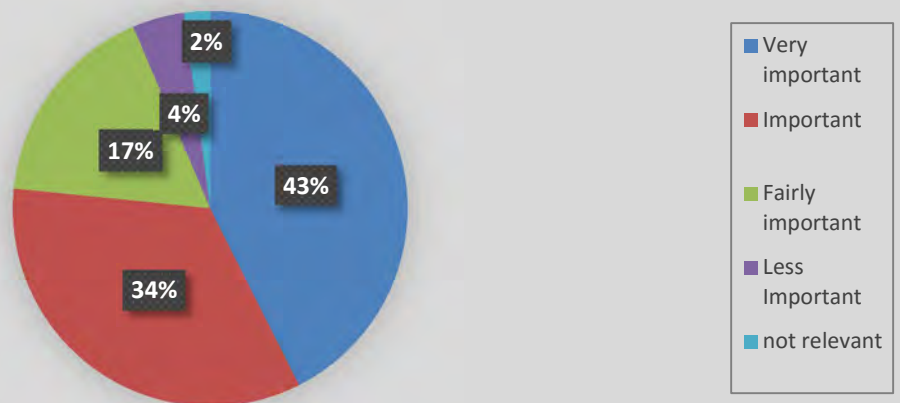
In the Guidance to multi-channels consumer's category, the results are: 10 consider this aspect as very important, 17 important, 11 fairly important, 5 less important and 2 not relevant.

Using e-commerce and social media as a mean to increase sales



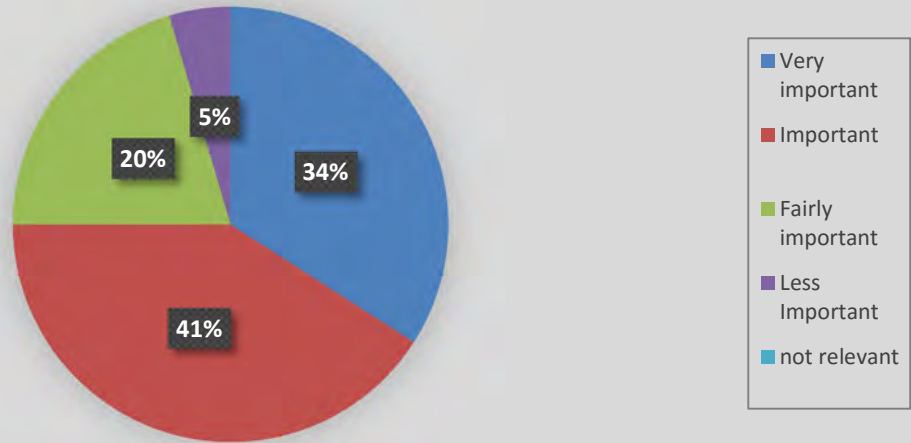
In the using of e-commerce and social media as a mean to increase sales the results are 17 interviewed considered this aspect as very important, 14 important, 11 fairly important and 3 less important. Nobody considered not relevant this issue.

Uso de las redes sociales para comunicar con los clientes



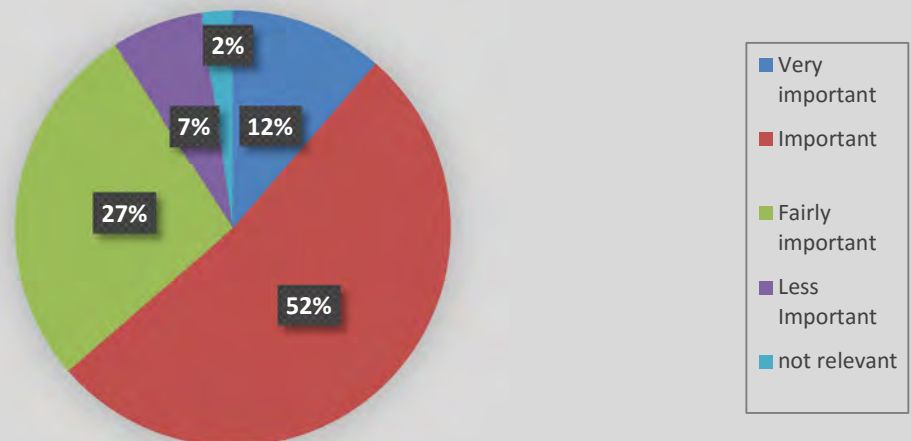
Using social media to communicate with clients: 20 considered it very important, 16 important, 8 fairly important, 2 less important and 1 not relevant

Working with new technological applications



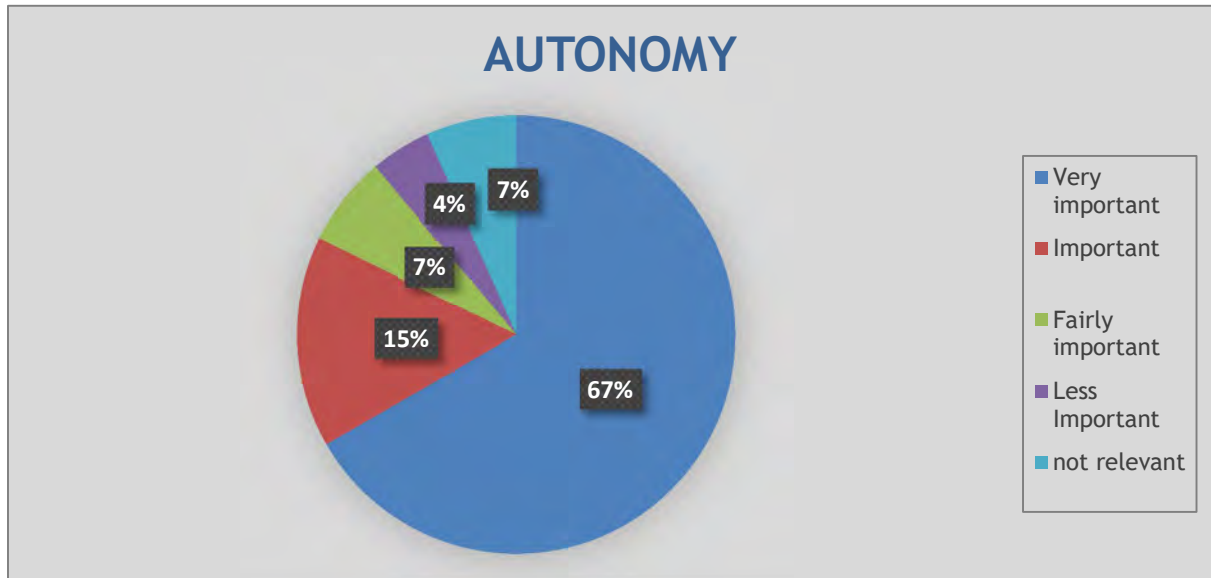
When Working with new technological applications 15 employers marked it as very important, 18 as important, 9 as fairly important and 2 less important

New working techniques

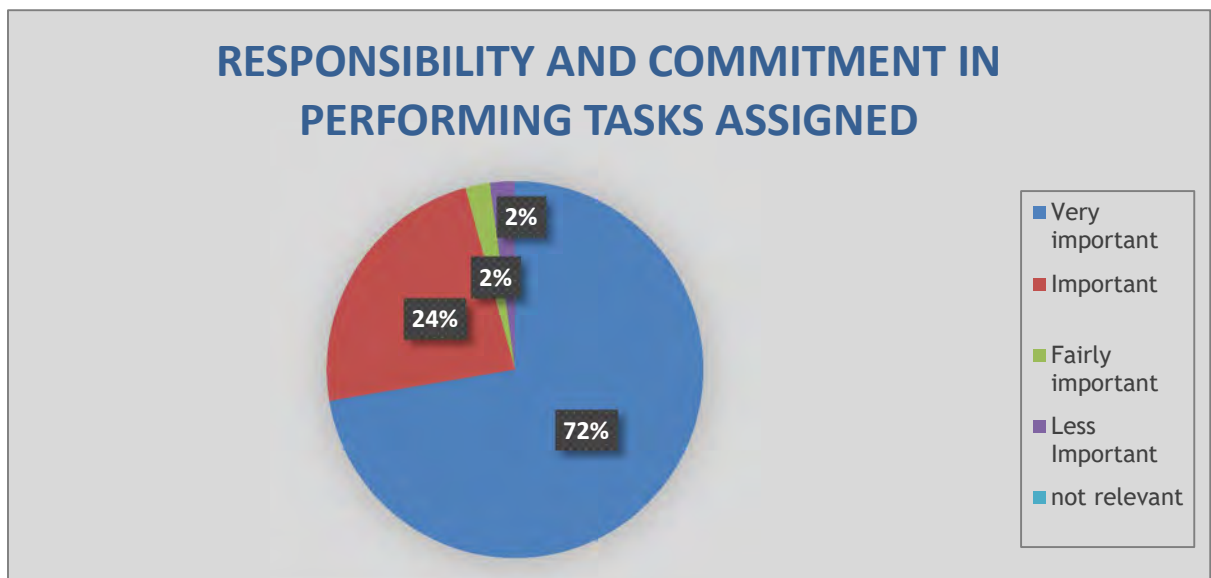


Working with new techniques 5 marked it as very important, 23 as important, 12 as fairly important, 3 less important and 1 not relevant.

B. SOFT SKILLS

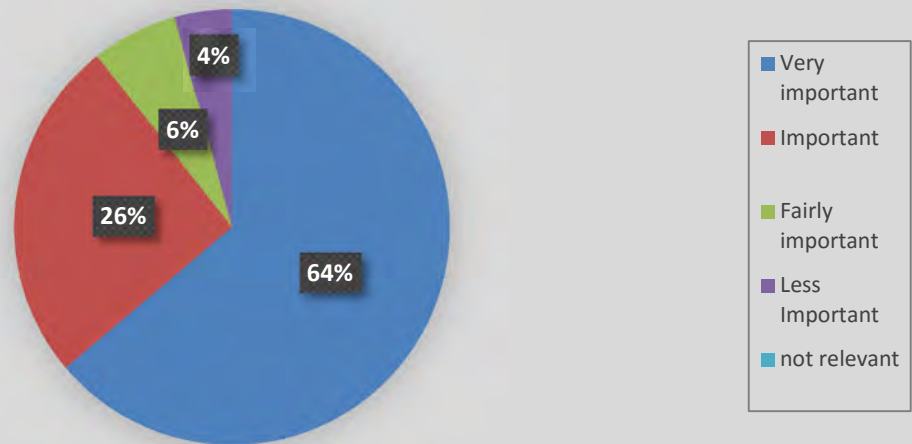


In autonomy, 30 out of 50 interviewed pointed it as very important, 7 as important, 3 as fairly important, 2 as less important and 3 as not relevant



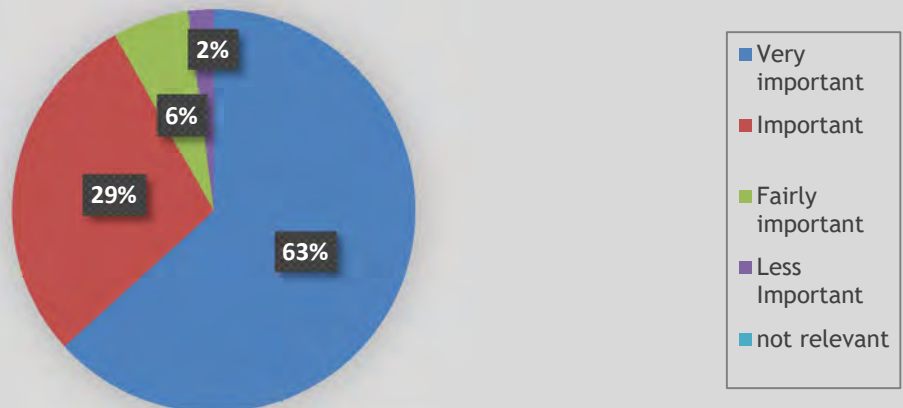
In the Responsibility and commitment in performing tasks assigned 34 interviewed marked it very important (almost 70% of the interviewed), 11 important, 1 fairly important, 1 less important and 0 not relevant. Therefore this aspect has been an important issue for the employers.

FOCUSING ON RESULTS

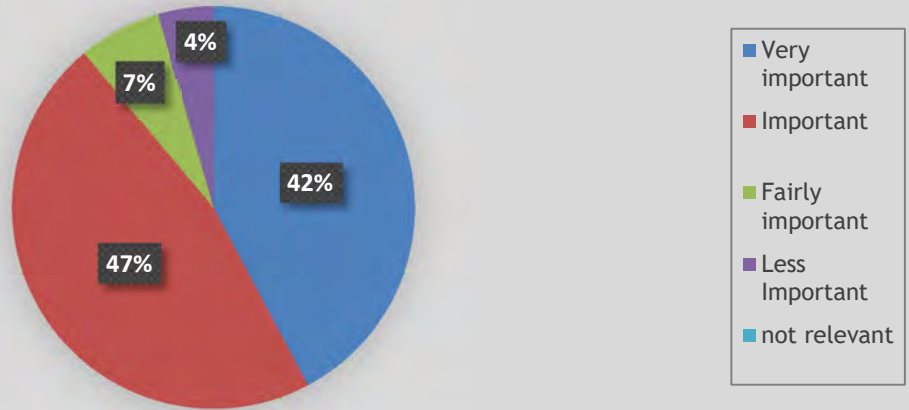


When focusing on results (which is one of the ultimate targets of an Enterprise), 30 marked it as very important, 12 important, 3 fairly important, 2 less important and 0 not relevant

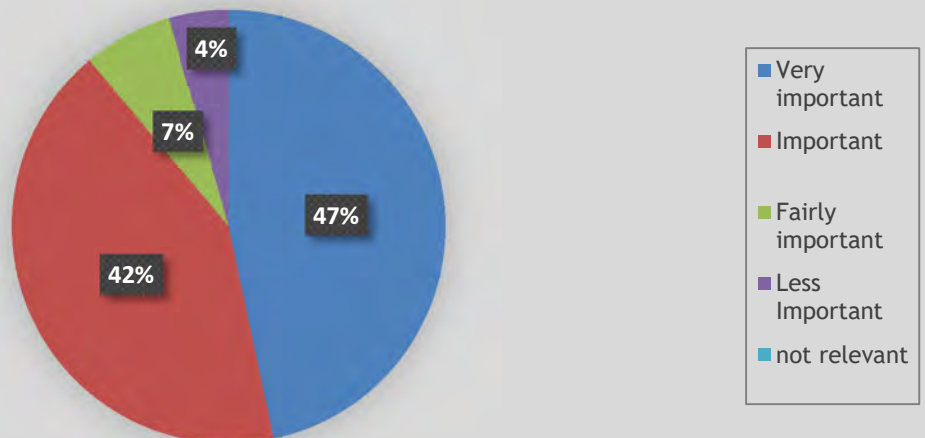
TEAMWORK: WORKING WITHIN A TEAM ENVIRONMENT, COOPERATION, POSITIVE COMMUNICATION



In working within a team environment, cooperation, positive communication, 31 participants considered this aspect as are very important, 14 as important, 3 as fairly important and 1 as less important.

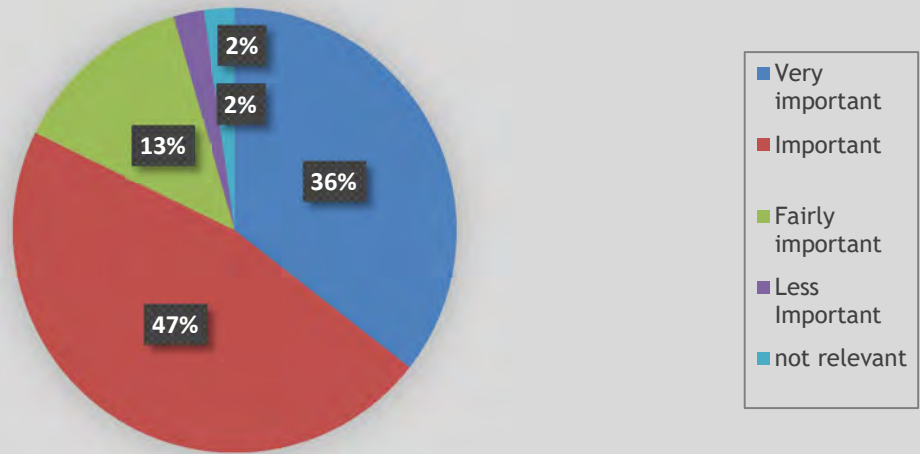
**LEADERSHIP: MOTIVATION, CONFLICT MANAGEMENT,
COMMUNICATION, DELEGATION**

In Leadership: motivation, conflict management, communication, delegation, 19 participants consider these aspects as very important, 21 important, 3 fairly important, 2 less important and 0 not relevant

**SELF-MOTIVATION: DEFINE PERSONAL GOALS,
PROACTIVITY**

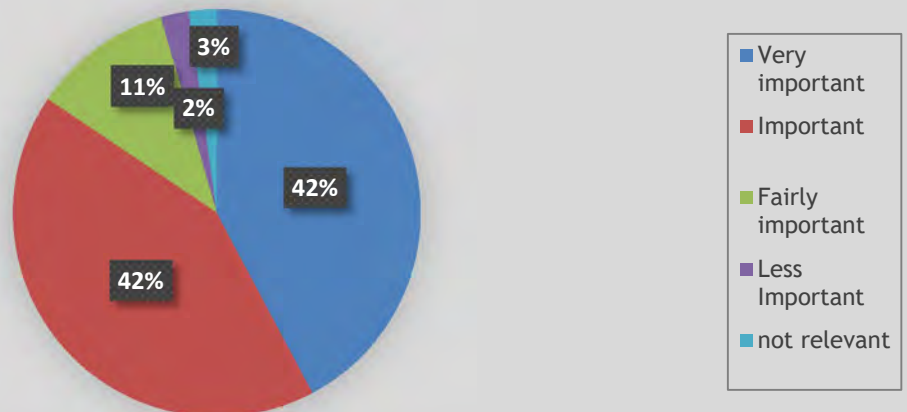
In the Self-Motivation: define personal goals, proactivity 21 participants pointed out it was very important, 19 important, 3 fairly important and 2 less important.

EMOTIONAL CONTROL: STRESS MANAGEMENT



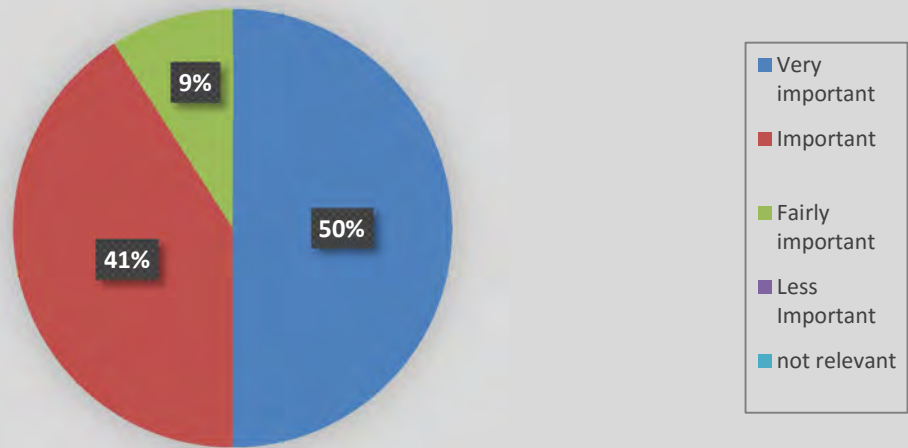
When Emotional control: stress management, for 16 participants is very important, 21 important, 6 fairly important, 1 less important and 1 not relevant.

OPENNESS TO CHANGE: ACCEPTANCE OF DIVERSITY, COLLABORATION IN CHANGE



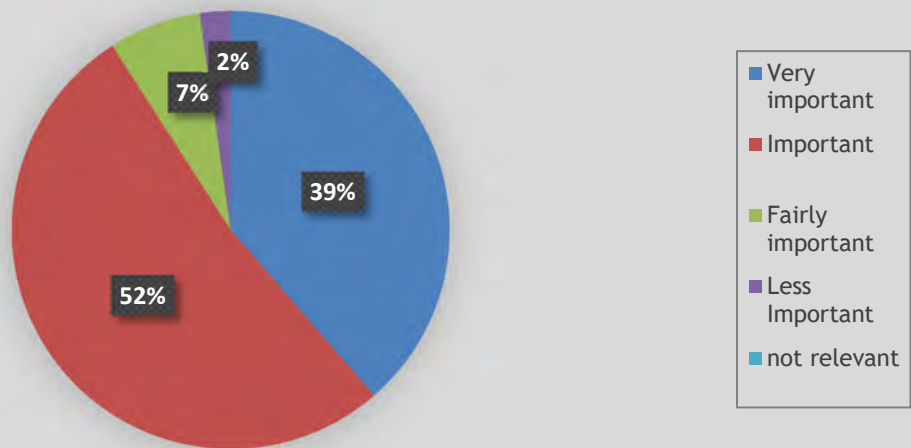
When Openness to change: acceptance of diversity, collaboration in change, not surprisingly almost 80% declared it was either very important (19) or important (19). 5 fairly important, 1 less important and 1 not relevant

Communication skills



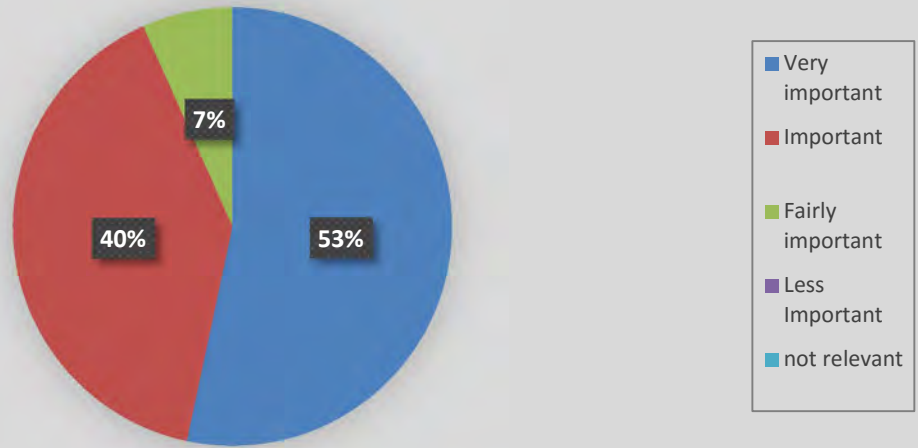
In the communication skills, for 22 are very important and 18 important which is 80% of the total. And 4 was fairly important.

THINKING SKILLS



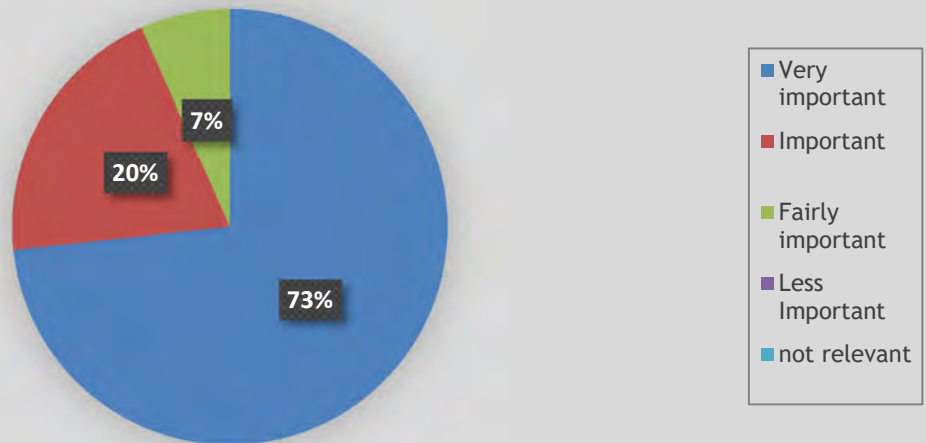
In thinking skills 17 thought it was very important, 23 important, 3 fairly important and 1 less important.

PROBLEM-SOLVING SKILLS



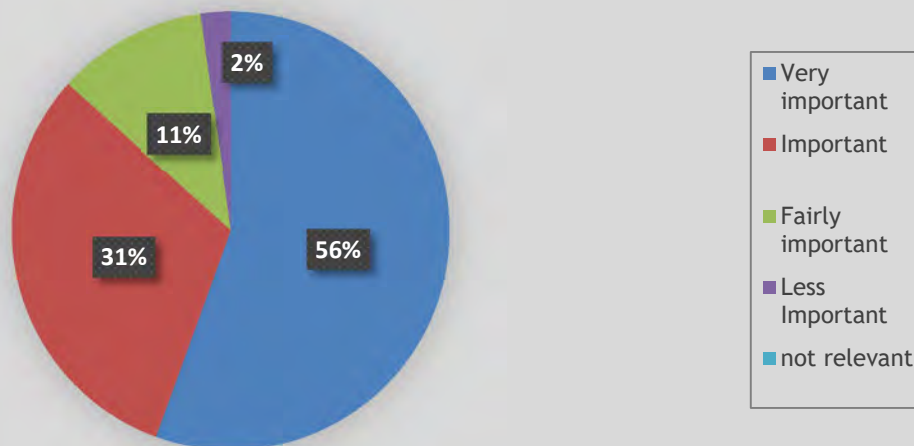
In problem-solving skills, 24 thought it was very important, 18 important and 3 fairly important

PLANNING SKILLS



In planning skills 33 are very important, 9 important and 3 fairly important.

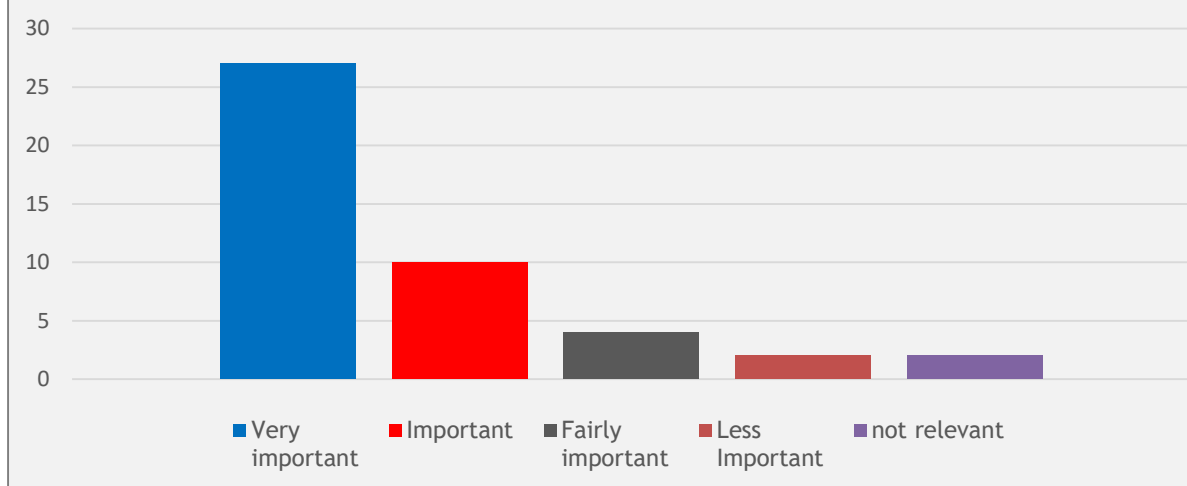
CREATIVE THINKING SKILLS

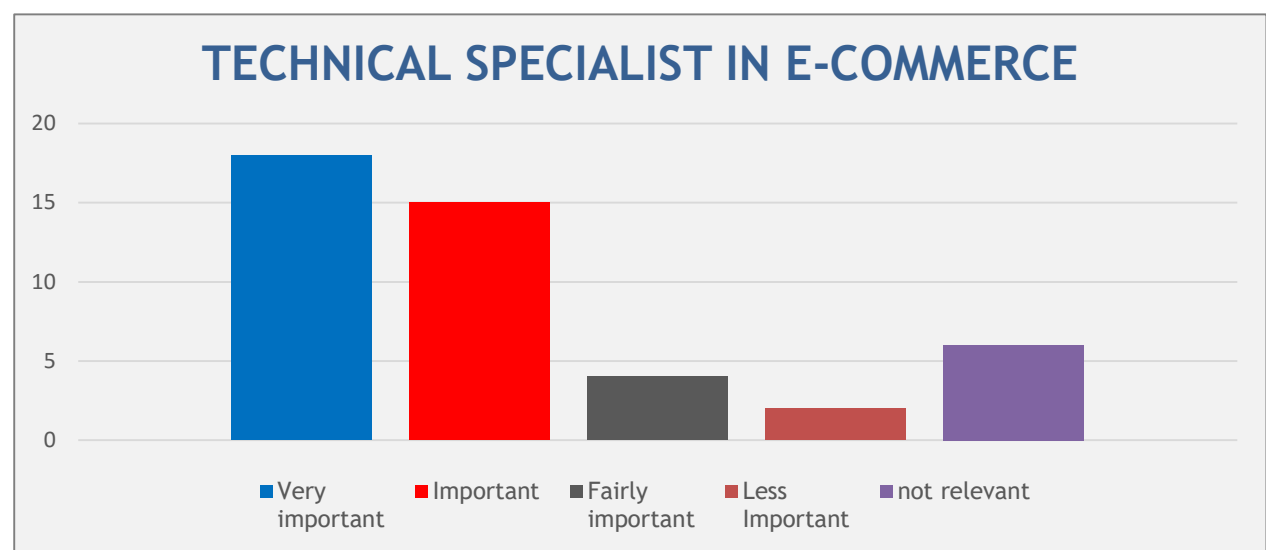
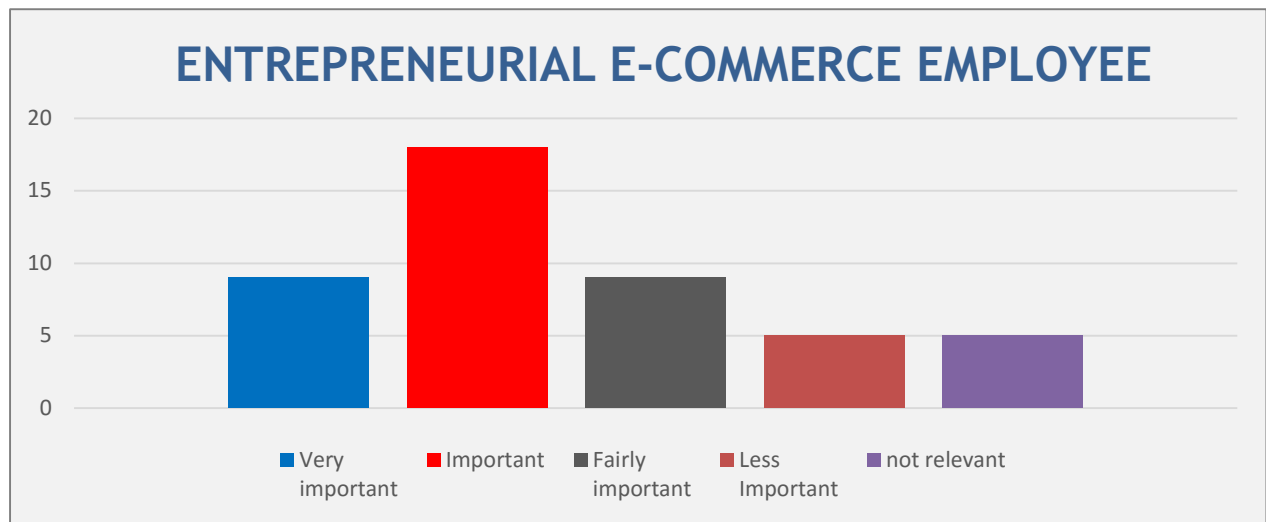
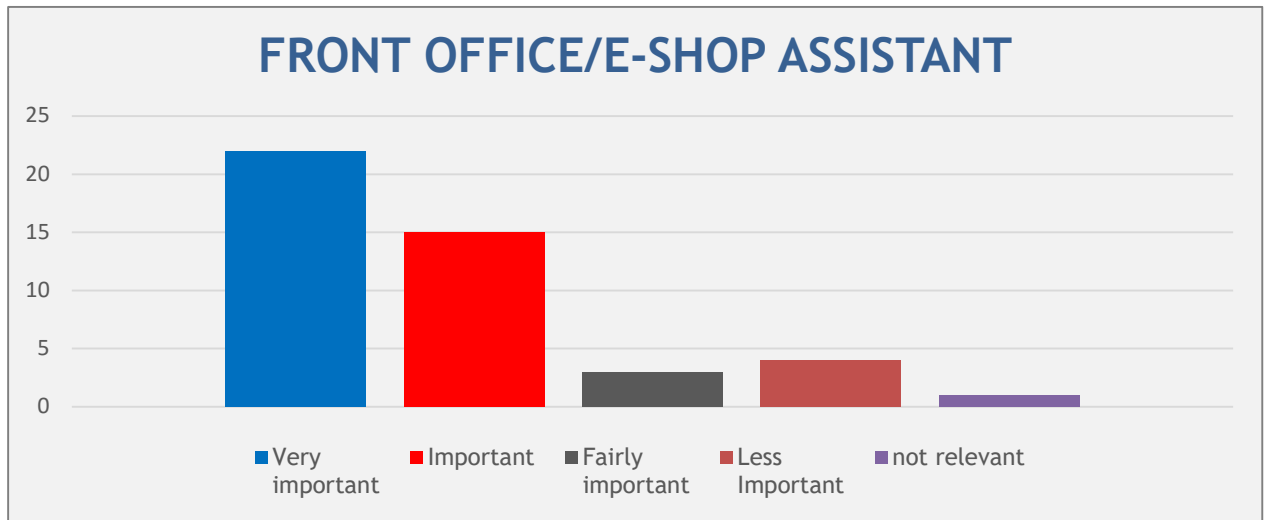


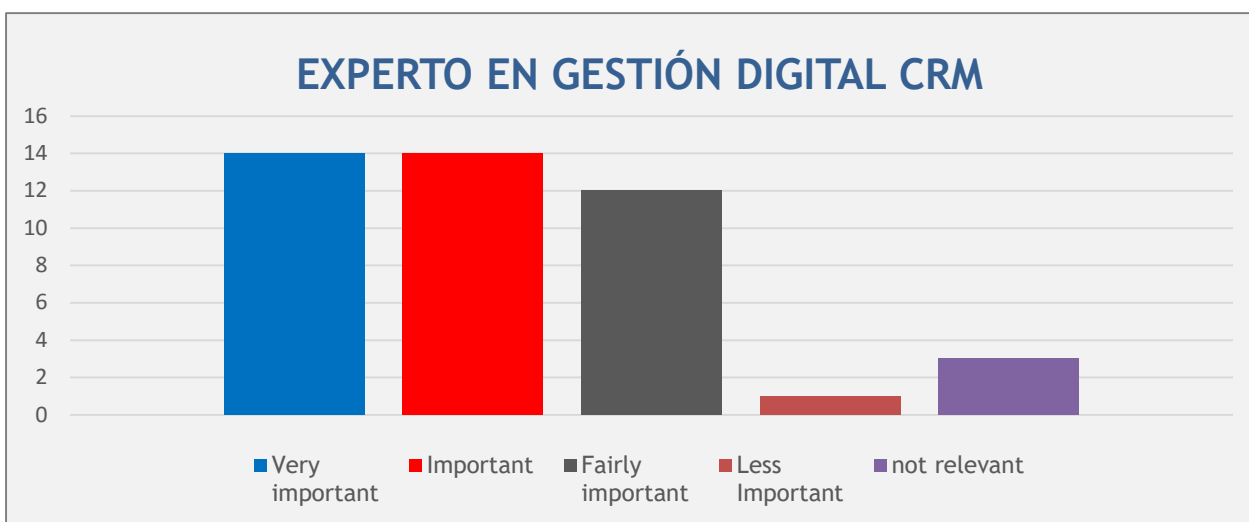
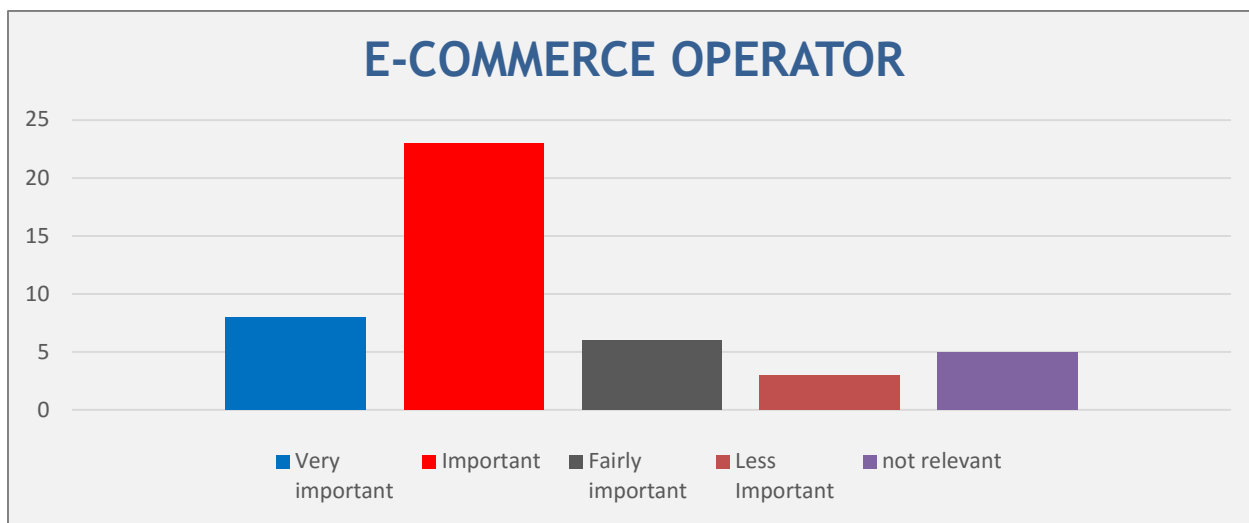
In creative thinking skills 25 interviewed considered it very important, 14 important, 5 fairly important and 1 less important

In the new occupations category we are going through every position were mostly are very important or important. The true meaning of this results are that the employers are able to recognize the new occupations as relevant, and also they consider it as very important or important in the e-commerce sector

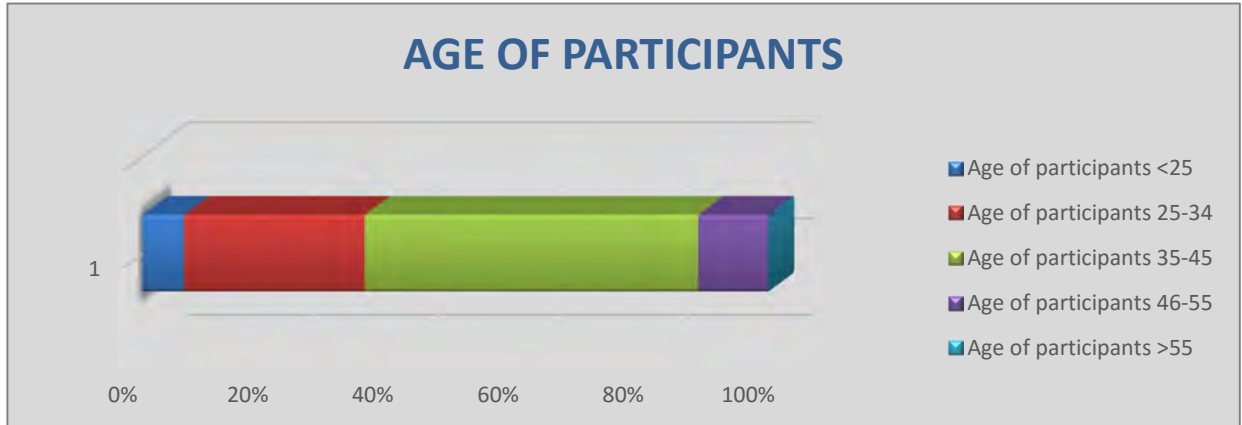
E-MERCHANDISER



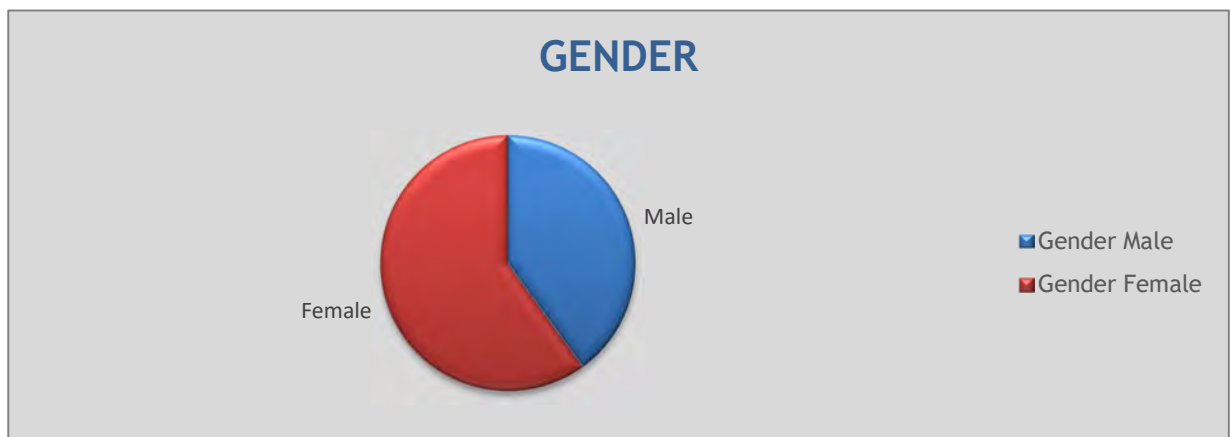




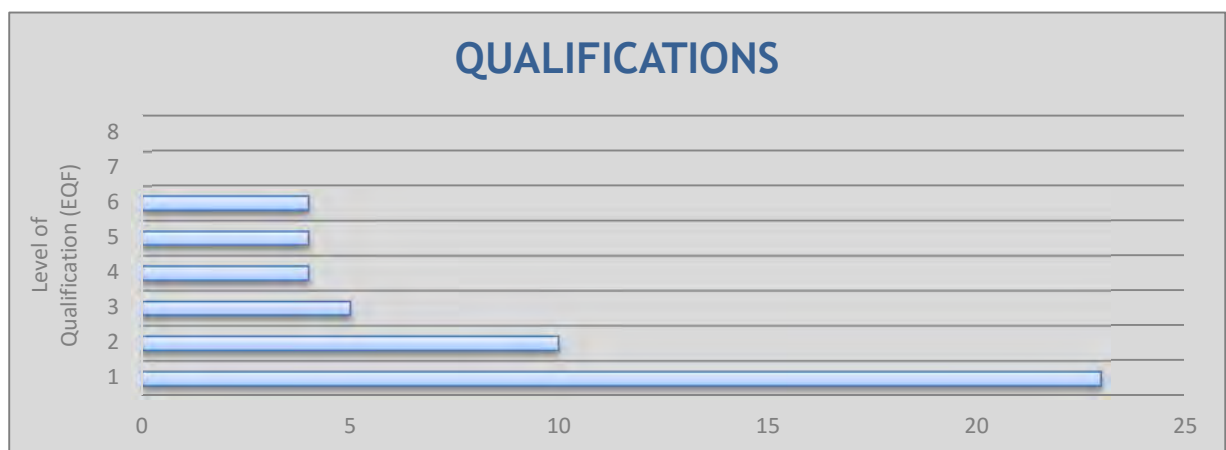
2.2. Results from Employees questionnaire



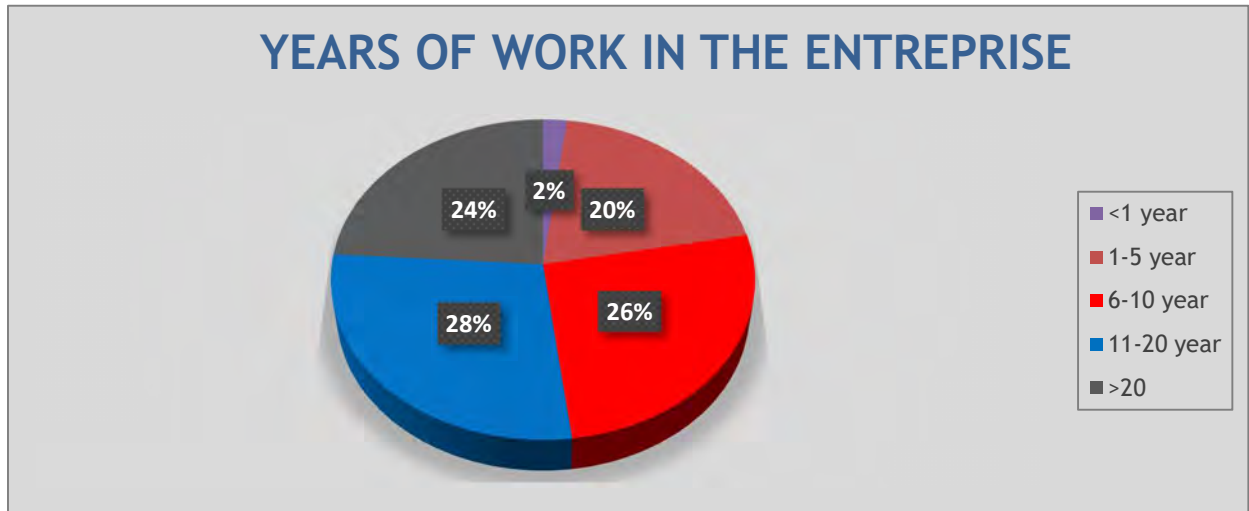
The majority of the employees interviewed were between ages 25 and 45. Only 3 out of the 50 were under 25 years of old. There were no interviews of people over 55 years old.



From the interviews, 30 of them are women and 20 to men. Which can be a real picture of the commerce sector in Spain



It is very relevant that more than 60% of the interviewed were between levels 1 and 2. No one was above level 6

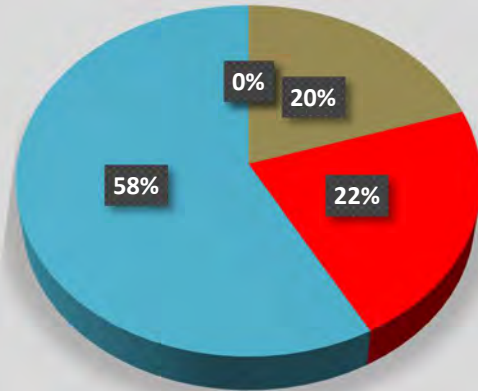


From the graphic it shows that the experience in the company from the interviewees is wide. There were only one person under 1 year and the group more numerous was the one of 11-20 years of experience.



34 out of the 50 employees did not work on the ICT Ecommerce, that's almost 70% of the total. Which may reflect the reality of the Spanish sector.

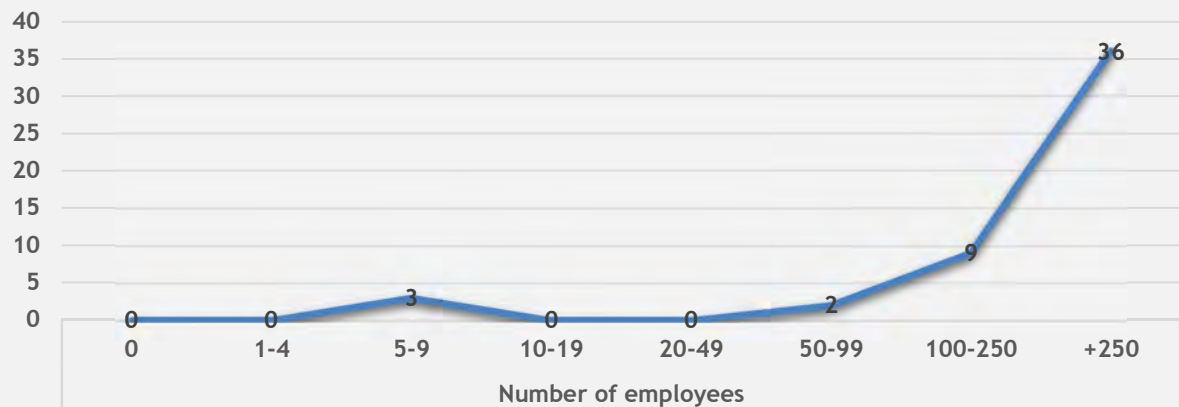
TIME OF THE STABLISHMENT



- Time of the establishment >1 year
- Time of the establishment 1-5 year
- Time of the establishment 5-10 year
- Time of the establishment 10-20 year
- Time of the establishment >20

Regarding the time of establishment, the interviews were made to employees of big retail companies. More than 50% of these companies were established in Spain more than 20 years ago. None of the companies were established less than 1 year.

NUMBER OF EMPLOYEES

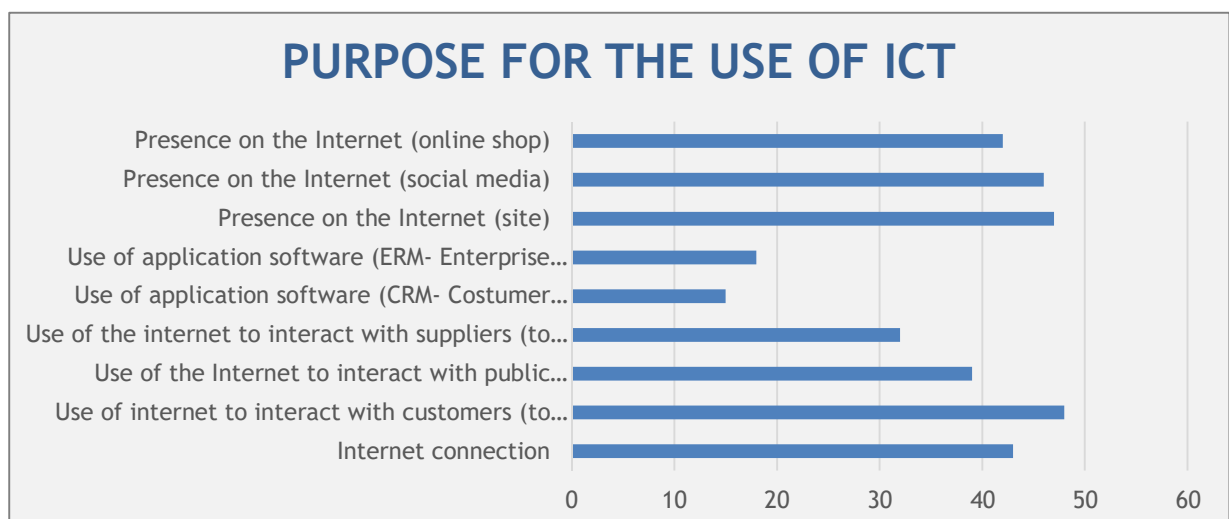


Out of the 50 interviews, 36 of them belonged to companies with more than 250 employees (that's almost 75% of them) and 9 belonged to companies with more than 100 employees (almost 20%). 3 of them were from micro companies (5-0 employees, 6%).



There were companies that were marked in more than one category that is because they are in several markets. Due to a lot of interviews were done to employees from “El Corte Ingles” (a big retail Company), the employees marked “other” in the category because they couldn’t fit El Corte Ingles into the already existent categories.

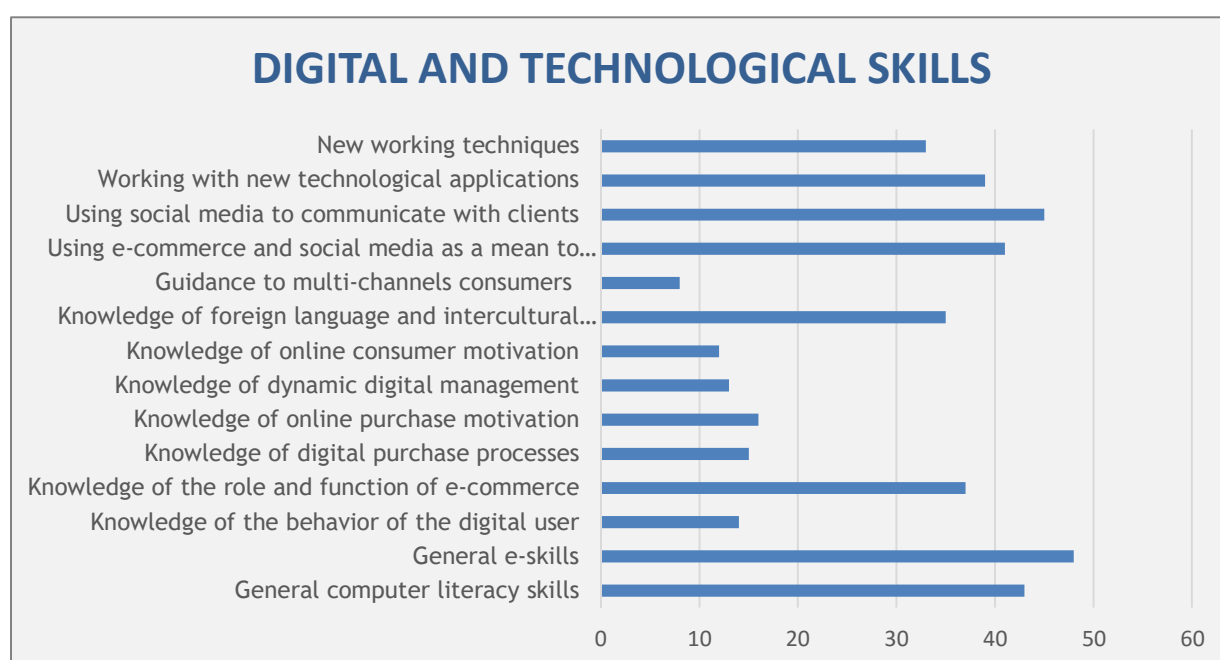
As the graphic shows, almost every company belongs to the retail sector, the main reason is because was hard to find employees from the wholesale sector.



The actions who were awarded with the best feedback were “the use of internet to interact with customers” (48 affirmative answers), “Presence of internet” (47 affirmative answers) and “presence on the social media” (46 answers). The worst feedback was with the use of application software CRM and ERM, 15 and 18 answers respectively. For the Internet connection was surprising because it should have been 50 out 50 but eventually was 43.

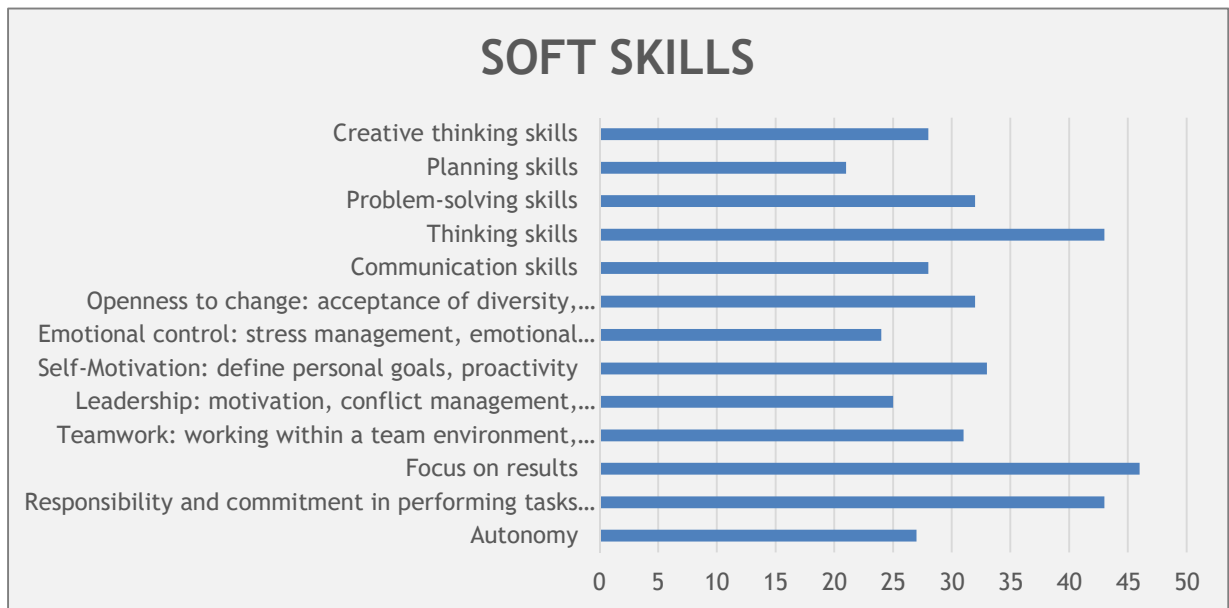
Existing skills

This category has been divided in two for its better comprehension.



From the competencies that the interviewed previously had, we are going through each of one. General and computer literacy skills the number was very high (43) and general e-skills was even higher (48). They were the highest among this category of Digital and Technological skills. That means even though the employees don't work with ICT they are aware of their existence. The using of social media to communicate with clients (45) and the using of the e-commerce and social media as a mean to increase sales (41) had a lot of positive answers as well and reflects the new trends in the society as to use the Smartphone to be updated or to buy things digitally. Working with new technological applications (39), Knowledge of the role and function of e-commerce (37), Knowledge of foreign language and intercultural skills (35) and new working techniques (33) were above the middle when asking the interviewed about their already added skills. On the other hand, Knowledge of online purchase motivation (16), Knowledge of digital purchase processes (15), Knowledge of the behaviour of the digital user (14), Knowledge of dynamic digital management (13) and Knowledge of online consumer motivation (12) were well below the 25, that means that the employees don't have this skills or they

don't care too much about them. At the bottom of this list we find the Guidance to multi-channels consumers (8) which it is at the bottom because they employees had difficulties to understand the true meaning of this questions.

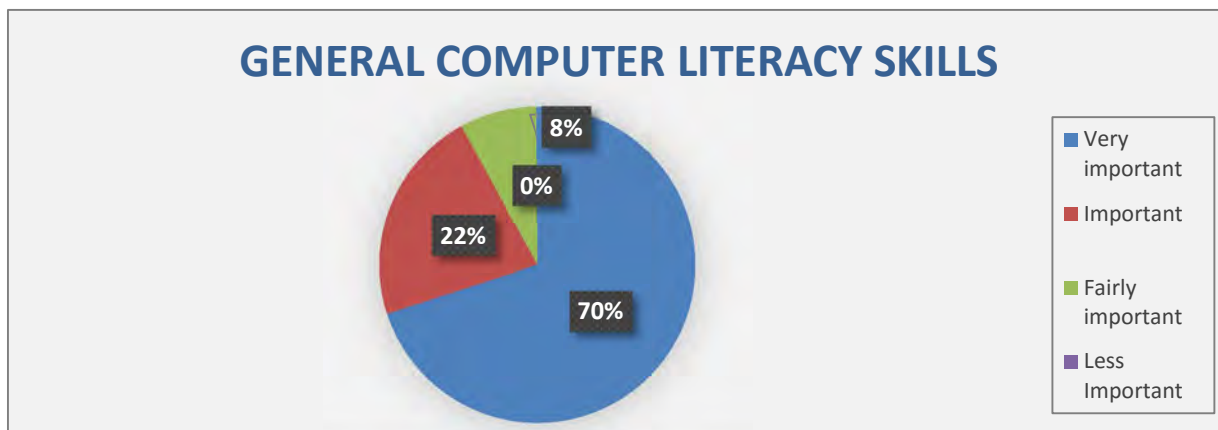


From this category it is more understandable that the employees had the soft skills higher as they work for objectives driven companies and they are used to cope with problems and the usage of communication. The category more highlighted was the Focus on results (46), Responsibility and commitment in performing tasks assigned (43) and Thinking skills (43). Almost every other category was answered positively by at least half of the interviewed such as Self-Motivation: define personal goals, proactivity (33), Problem-solving skills (32), Openness to change: acceptance of diversity, collaboration in change (32), Teamwork: working within a team environment, cooperation, positive communication (31), Openness to change: acceptance of diversity, collaboration in change (32), Problem-solving skills (32) and Creative thinking skills (28), Communication skills (28). At the middle was Leadership: motivation, conflict management, communication, delegation (25) and Emotional control: stress management, emotional control (24). And at the very bottom was planning skills (21).

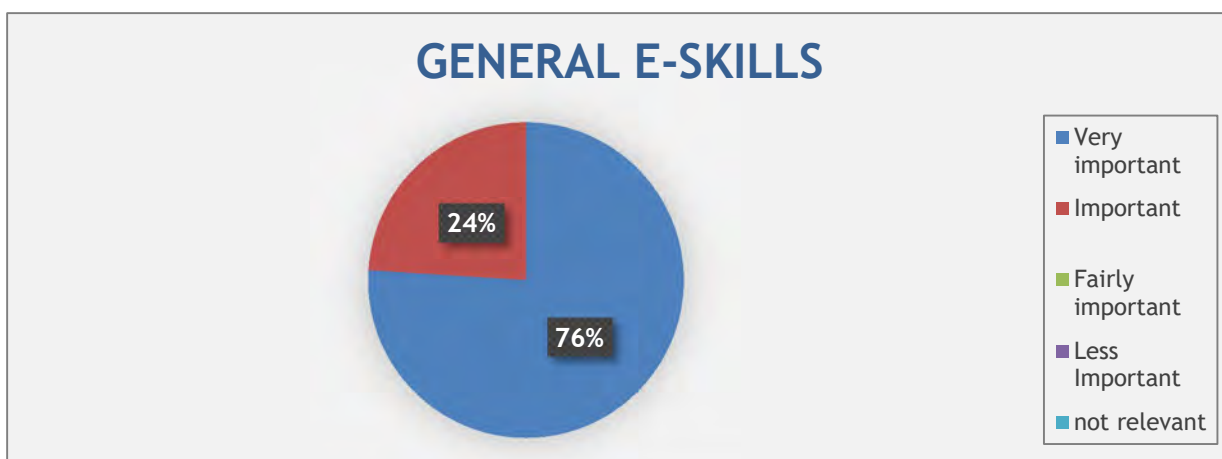
SKILL NEEDS

This has been divided into two as well: Digital and Technological skills and Soft Skills

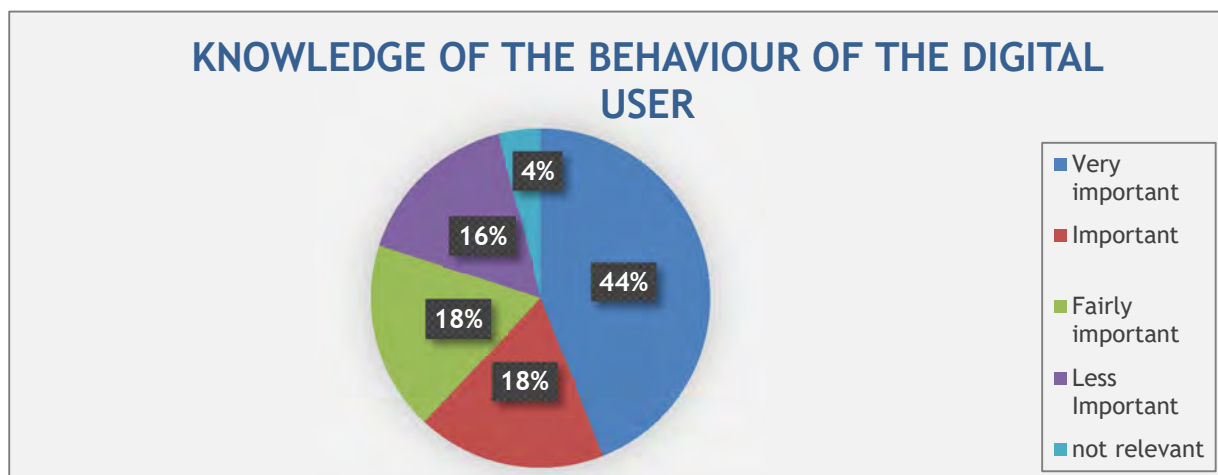
A. DIGITAL AND TECHNOLOGICAL SKILLS.



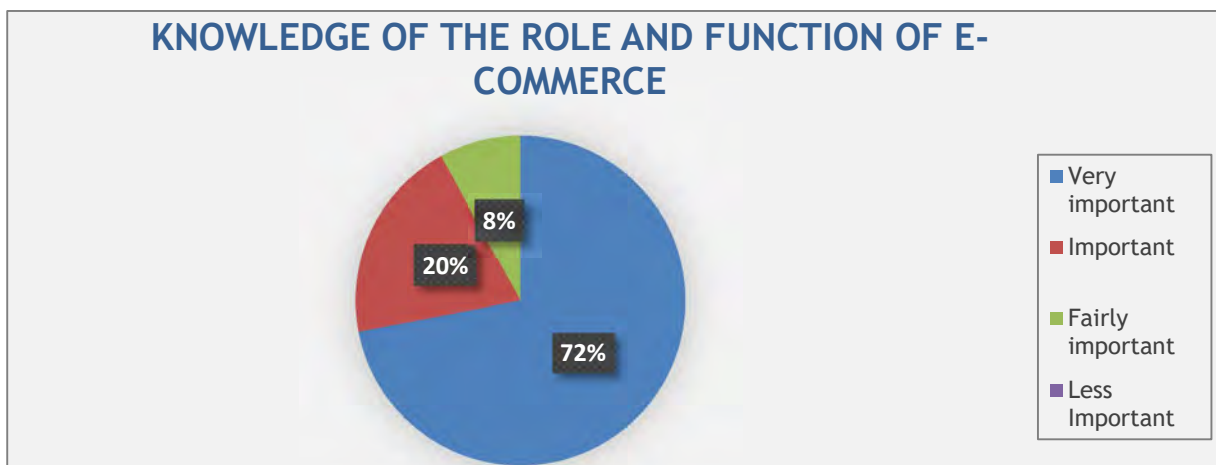
Most of the participants considered General Computer Literacy Skills as very important (35 out of 50) 11 as important and 4 as fairly important



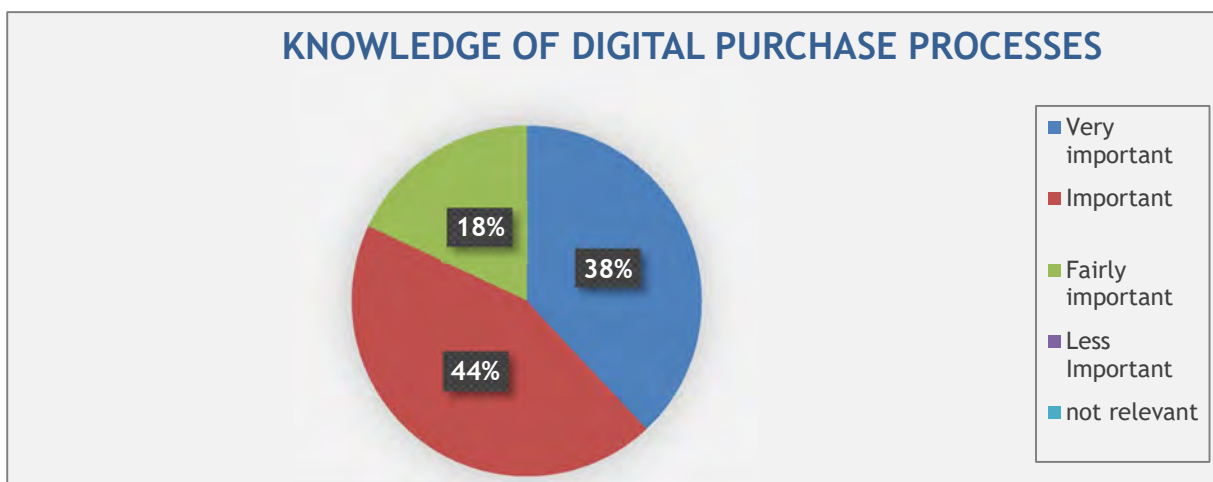
In General e-skills 38 considered them very important and 12 important



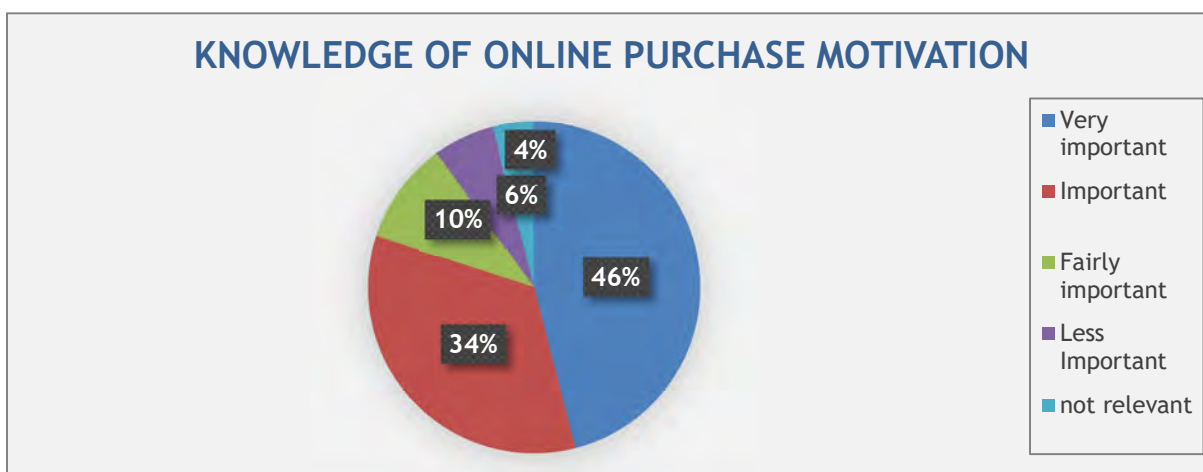
In the Knowledge of the behavior of the digital user 22 participants considered this knowledge as very important, 9 important, 9 fairly important, 8 less important and 2 not relevant.



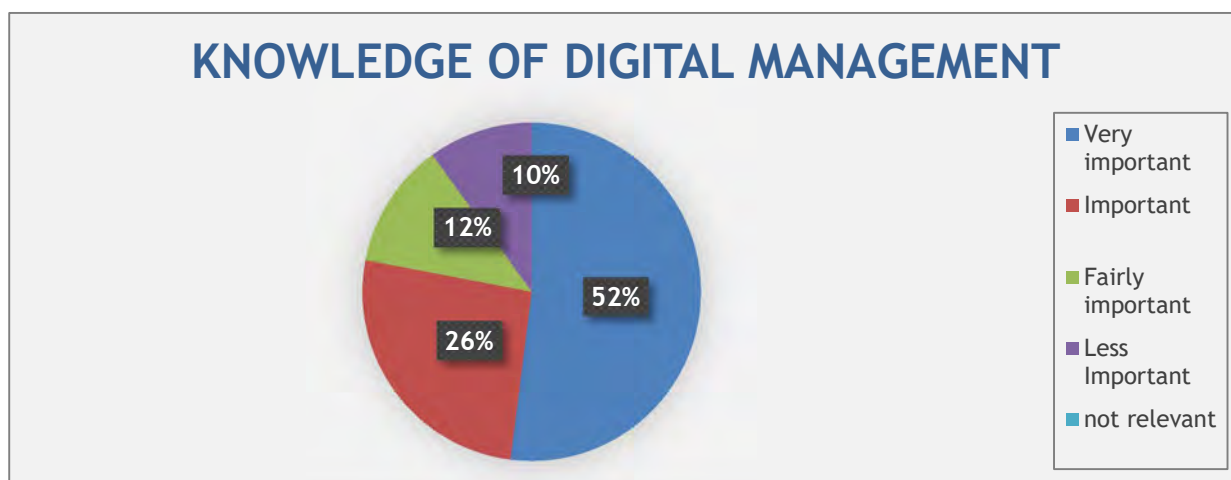
In the Knowledge of the role and function of e-commerce 36 respondents considered this as very important, 10 important, 4 fairly important



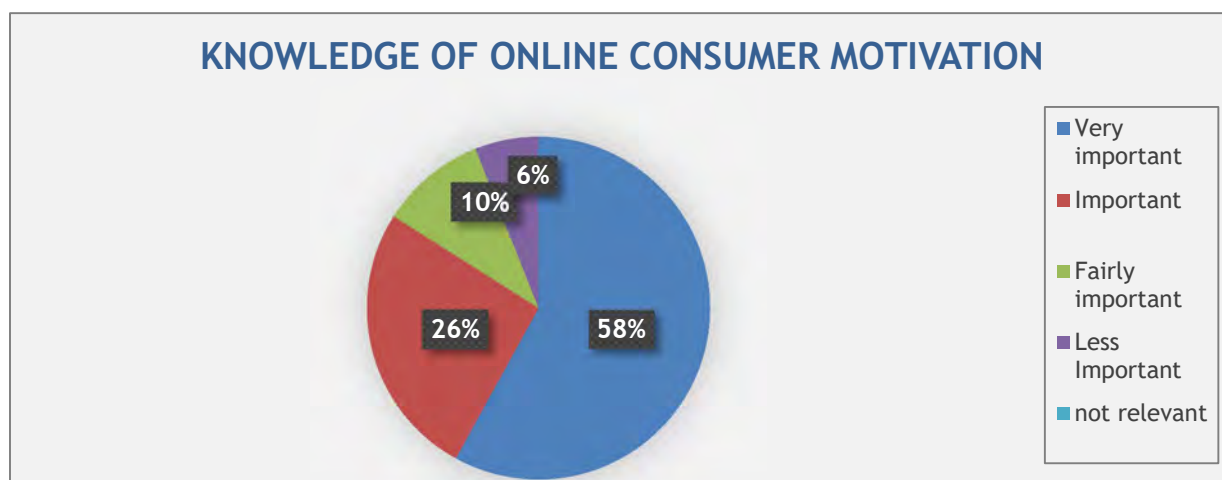
In the Knowledge of digital purchase processes 19 respondents considered this knowledge as very important, 22 as important and 9 as fairly important.



In the Knowledge of online purchase motivation 23 respondents considered this aspect as very important, 17 important, 5 fairly important, 3 less important and 2 not relevant

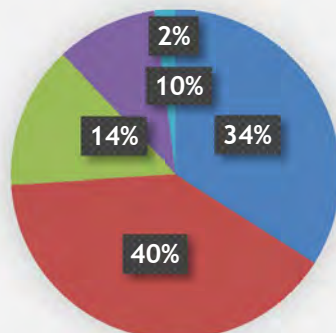


In the Knowledge of digital management 26 respondents considered very important, 13 important, 6 fairly important and 5 less important



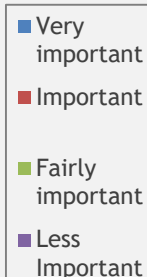
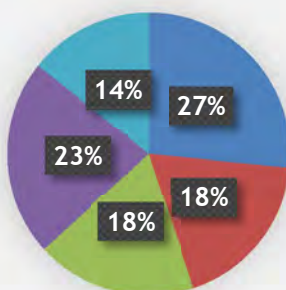
In the Knowledge of online consumer motivation 29 participants considered this knowledge very important, 13 important, 5 fairly important and 3 less important

KNOWLEDGE OF FOREIGN LANGUAGE AND INTERCULTURAL SKILLS



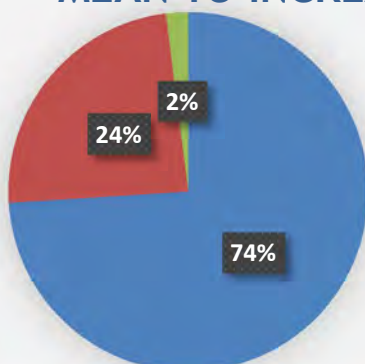
In the Knowledge of foreign language and intercultural skills 17 considered very important, 20 important, 7 fairly important, 5 less important and 1 note relevant

GUIDANCE TO MULTI-CHANNELS CONSUMERS

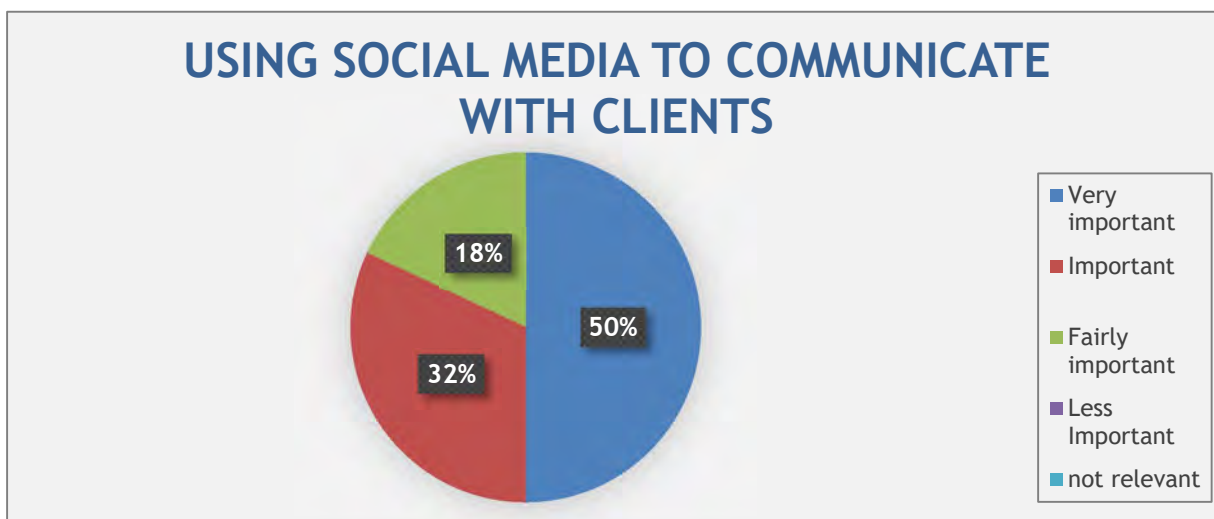


In the Guidance to multi-channels consumers 13 voted for very important, 9 important, 9 fairly important, 11 less important and 7 not relevant.

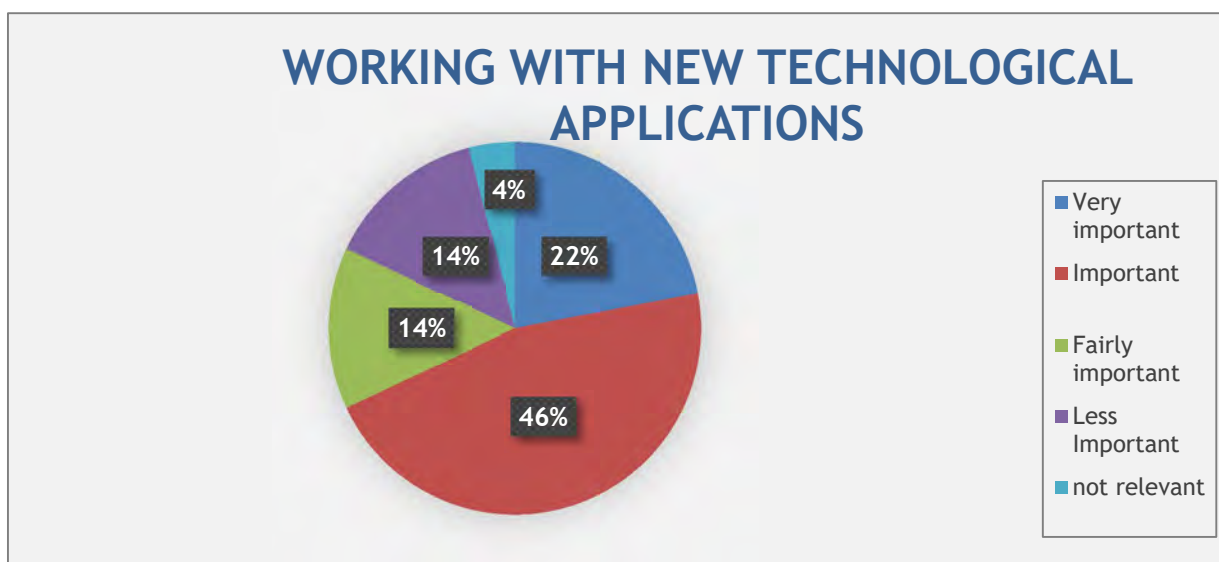
USING E-COMMERCE AND SOCIAL MEDIA AS A MEAN TO INCREASE SALES



In the using e-commerce and social media as a mean to increase sales 37 respondents this aspect as very important, 12 important and 1 fairly important. Less important and not relevant were not considered

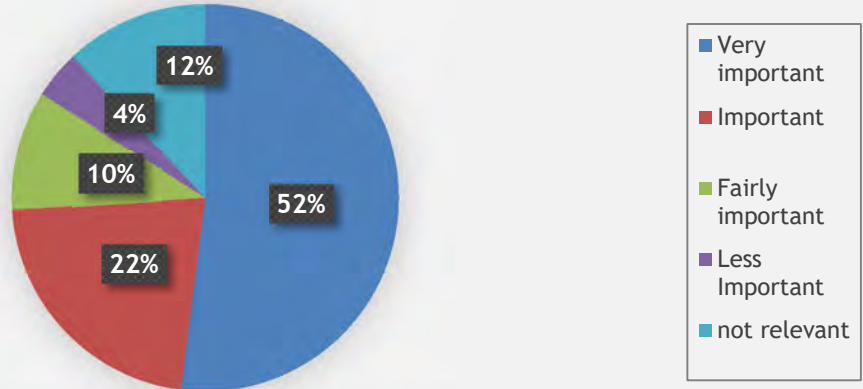


In using social media to communicate with clients 25 voted very important, 16 important, 9 fairly important and the other two categories were not considered



When working with new technological applications 11 participants considered very important, 23 important, 7 fairly important, 7 less important and 2 not relevant.

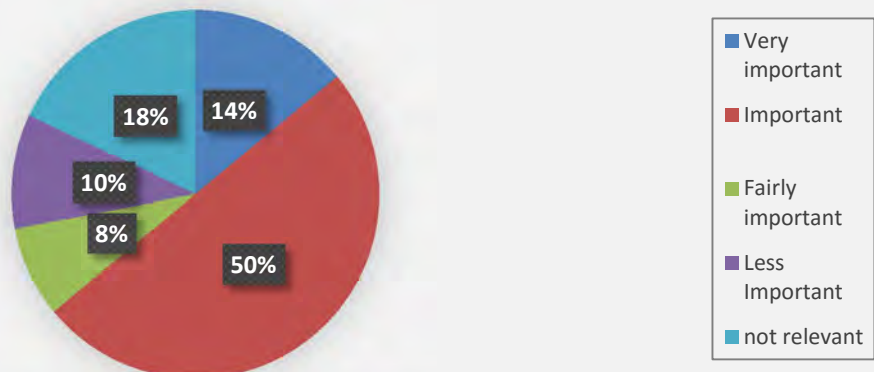
NEW WORKING TECHNIQUES



The knowledge of new working techniques are considered for 26 participants as very important, for 11 important, for 5 fairly important, for 2 less important and for 6 not relevant

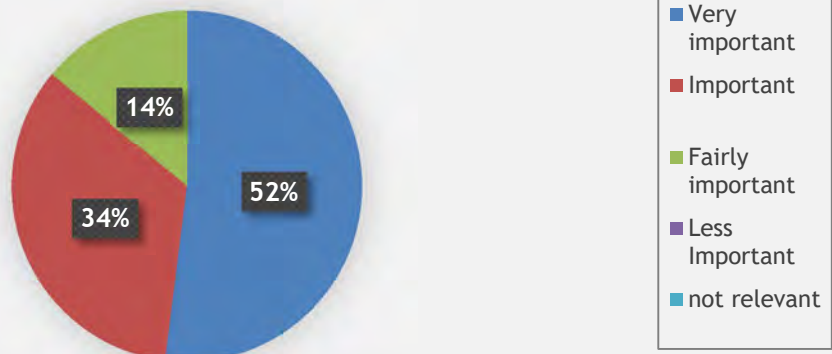
B. SOFT SKILLS

AUTONOMY

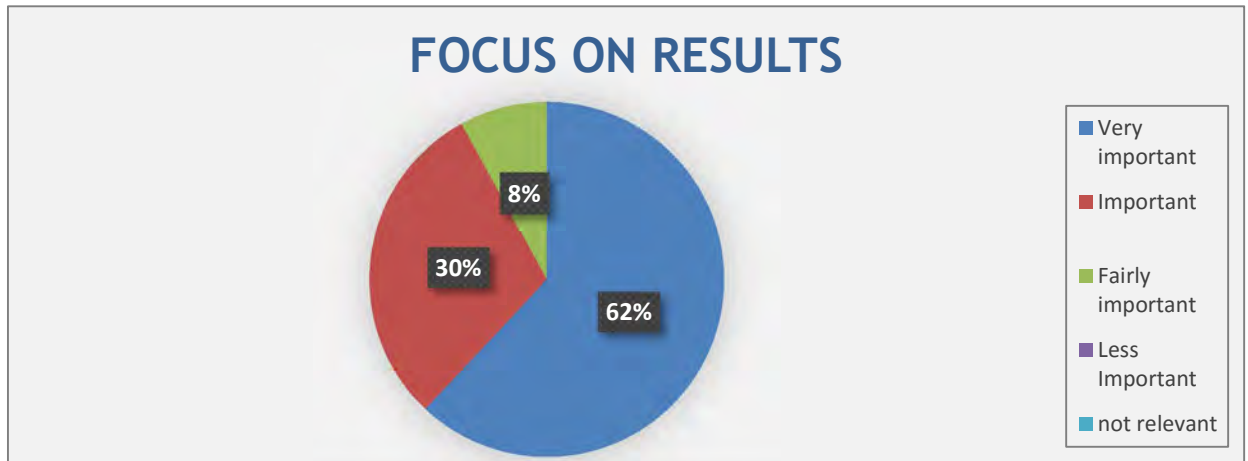


Half of the participants in the survey consider Autonomy as very important skill.

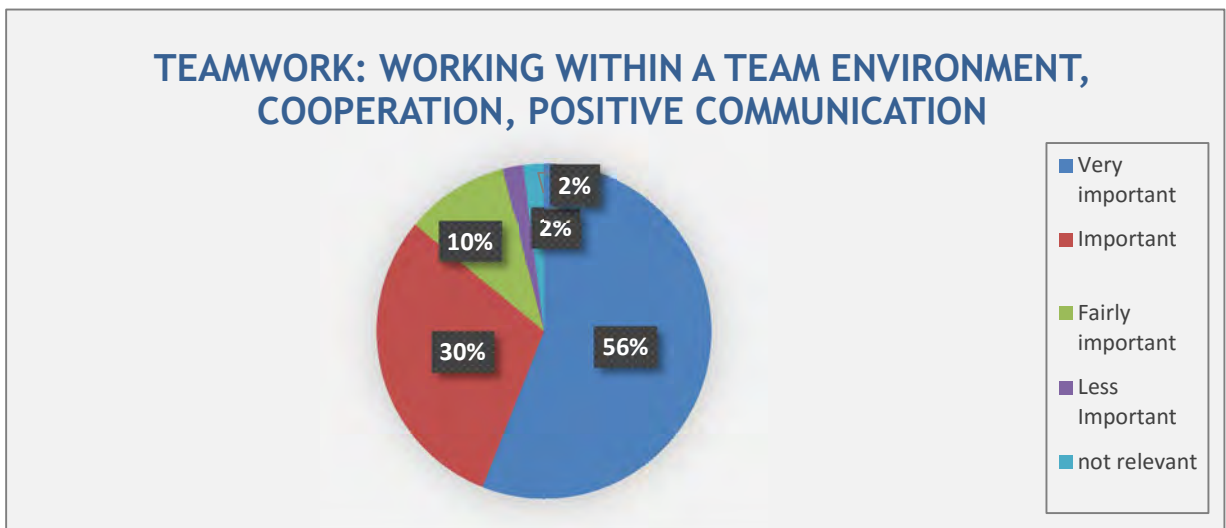
RESPONSIBILITY AND COMMITMENT IN PERFORMING TASKS ASSIGNED



Responsibility and commitment in performing tasks are considered as very important for 26 out of 50 participants, for 17 important, and for 7 is fairly important.

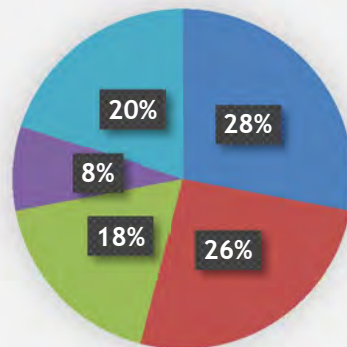


When focusing on results 31 consider this skill as very important, 15 important and 4 important.



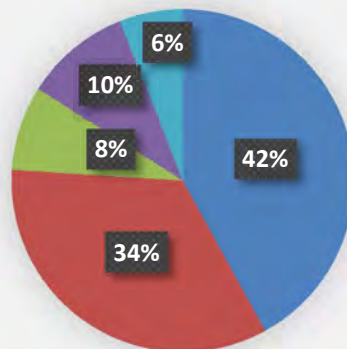
Working within a team environment, cooperation, positive communication are considered as very important for 28 out of the 50 interviewed, 15 consider these skills as important, 5 fairly important, 1 less important and 1 not relevant.

LEADERSHIP: MOTIVATION, CONFLICT MANAGEMENT, COMMUNICATION, DELEGATION



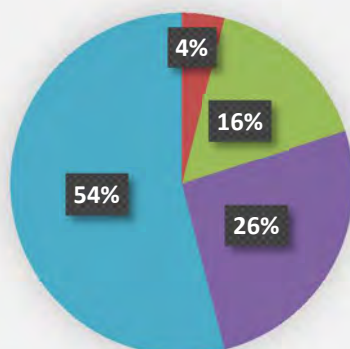
In Leadership: motivation, conflict management, communication, delegation are considered very important for 14 respondents, for 13 important, for 9 fairly important, for 4 less important and for 10 not relevant.

SELF-MOTIVATION: DEFINE PERSONAL GOALS, PROACTIVITY



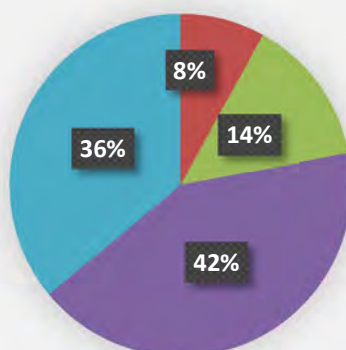
In Self-Motivation: define personal goals, proactivity 21 participants considered this skills very important, 17 important, 4 fairly important, 5 less important and 3 not relevant.

EMOTIONAL CONTROL: STRESS MANAGEMENT, EMOTIONAL CONTROL



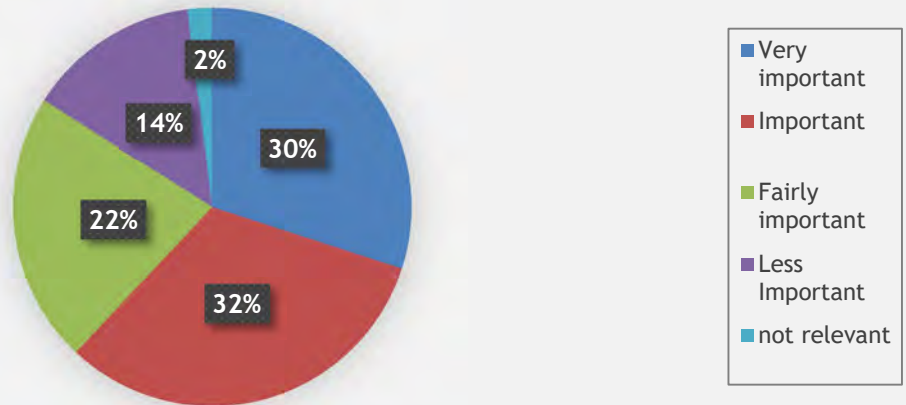
When Emotional control: stress management, emotional control any of the participants in the survey considered this skills as important in fact more than a half consider it as not relevant.

OPENNESS TO CHANGE: ACCEPTANCE OF DIVERSITY, COLLABORATION IN CHANGE



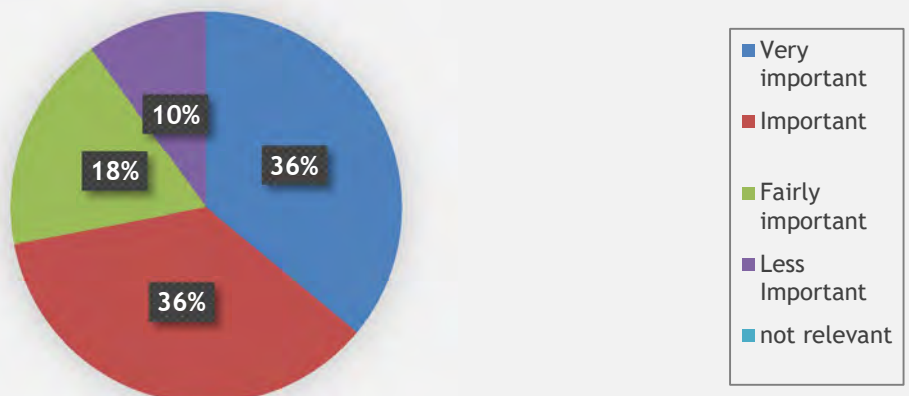
Openness to change: acceptance of diversity, collaboration in change is not considered an important skill.

COMMUNICATION SKILLS



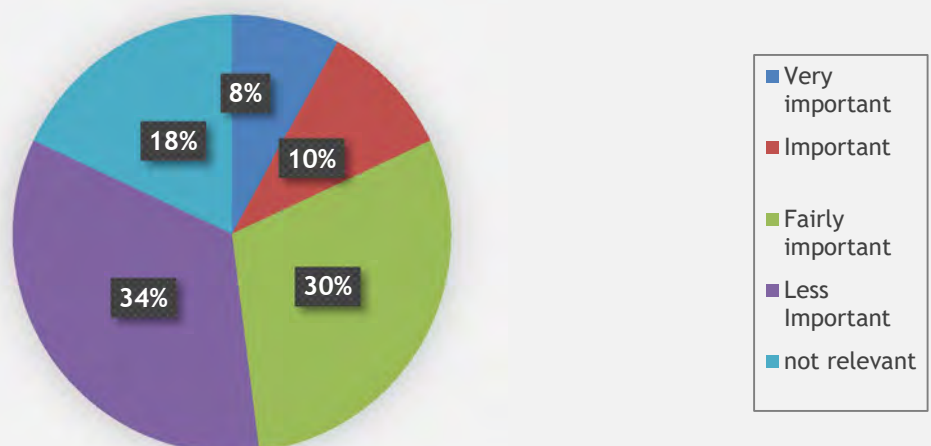
Communication skills is consider a very important or important skill for 31 out of 50 respondents

THINKING SKILLS

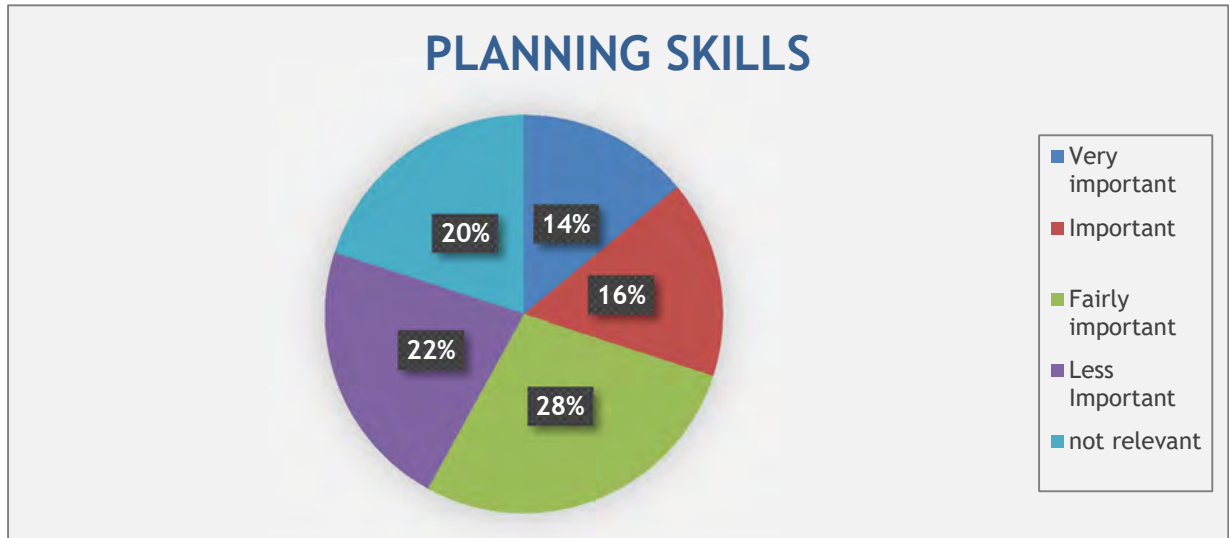


Thinking skills are considered very important or important for 36 out of 50 participants in the survey.

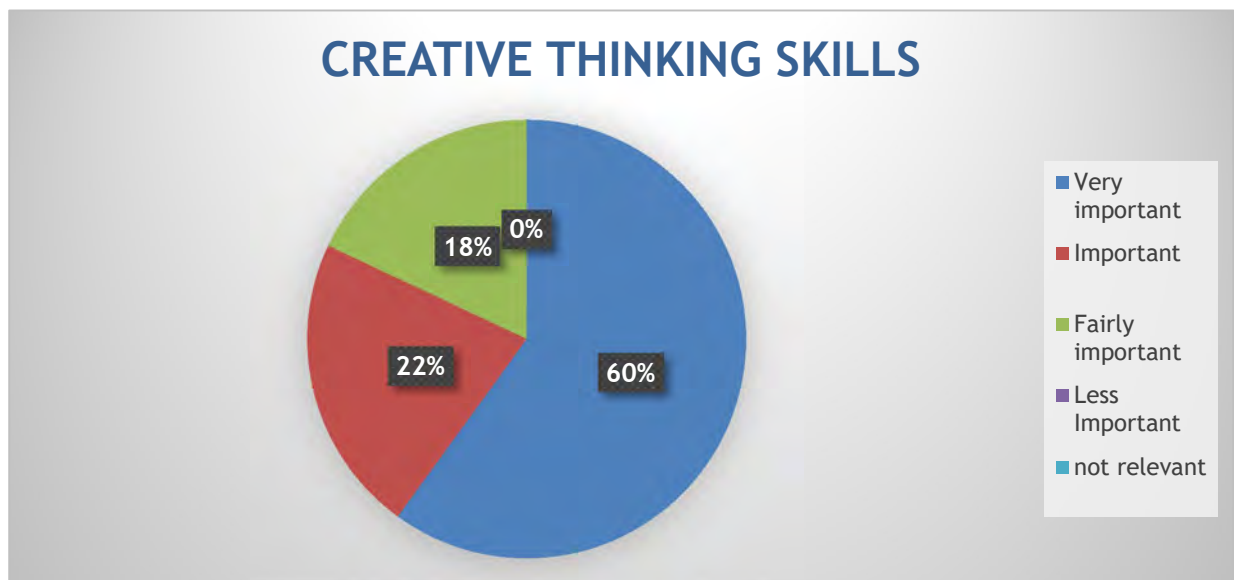
PROBLEM-SOLVING SKILLS



Problem-solving skills are consider important or very important only for 18% of the respondents



Planning skills is considered as not relevant or less important skill for almost half of the participants in the survey.



And finally, in creative thinking skills, 60% of the respondents considered these skills as very important.

III. CONCLUSIONS

The use of online shopping by customers is increasing in Spain but it hasn't been significantly introduced compared with other European countries.

There is a correlation between the size of the company and the use of e-commerce. Small and medium companies don't use electronic commerce as a sales channel with the same regularity that big companies do.

ARGUMENTS FOR USING E-COMMERCE:

- Small and medium companies don't identify low use of new technologies with lack of competitiveness.
- There is a lack of security and distrust with payments and there is also a certain complexity in the purchasing process.
- In Spain people like to touch the product before buying it and "go shopping" is a social fact during the spare time.

ARGUMENTS AGAINST USING E-COMMERCE:

- There is a correlation between the age and the use of e-commerce. Young people take more readily to buy through internet channels
- By improving the qualification system, the number of people interested in e-commerce training will increase

The general conclusion of the research can be that the rapid growth of new technologies facilitates the e-commerce.

According to the results of qualitative and quantitative studies, the main trends of the sector may be summarized under the following points:

- While the traditional channel has registered the highest sales volumes in the past years, the e-commerce is becoming increasingly important because of a shift in the consumer culture
- During 2014 e-commerce has shown an average increase of 21, 8% compared to the previous year. It means that shopping habits are changing
- In Spain, most of the small or medium business that start their online activity go hand in hand with other companies specialized in creation of Web Pages and internet sites. It is expected that people who work in traditional commerce (physical shop) could be competent in designing their own online business.
- There is a quite unanimous view that it is necessary to professionalize the commerce sector both face-to-face and online, using new technology, because in many cases, this job is seen as a crossing

point. Contents of the training should be designed with the approval of the commercial sector and they should work to meet the actual needs.

- In the context of ecommerce, Smartphone sales are becoming a strong part of the online business.

Looking at these trends by wholesale and retail, and according to the annual report of "Observatorio Nacional de las Telecomunicaciones y de la Sociedad de la Información" (2014) it is necessary to professionalize the training in commerce sector both face-to-face and online, using new technologies.

Therefore, the Cedefop's forecasts, by 2020 in Spain, confirms that around 41% of 30-34 year old will have high level qualifications, above the EU's educational attainment benchmark of 40%, but lower than the national target of 44% by 2020. Most job opportunities in Spain will require high-level qualifications (ISCED 97 levels 5 and 6) (Figure 4). However, there will also be significant numbers of job opportunities requiring medium-level qualifications (ISCED 97 levels 3 and 4). Spain's labour force is becoming more highly qualified (Figure 6). This is explained by older less qualified people leaving and younger more highly-educated people entering the labour market. By 2025, the share of Spain's labour force with high-level qualifications is forecast to rise to 37.8% compared to 35.5% in 2013 and 31.2% in 2005. People with medium level qualifications in 2025 will account for 31.1% of the labour force compared to 26.4% in 2013. The share of the labour force with low-level or no qualifications is forecast to fall from 38.1% in 2013 to 31.1% in 2025.

According to the "State Public Employment Service SEPE", the employment shares of managers and elementary occupations have declined in the recent years. Job losses have been concentrated in certain age groups and three out of four young job seekers were unemployed. In fact in 2010 Spain already complied with the EU benchmark for tertiary attainment for 2020 (40.6% of the 30-34 year-old population should have higher education qualifications), the national target is more ambitious: 44% by 2020. Also the percentage of 25 to 34 year-old in training is higher than in other EU countries.

The Report Spain Skills forecast (CEDEFOP-2015) in Spain, confirms that from now to 2025 most job opportunities, around 27%, will be for service and sales workers, much higher than the 16% forecast for the EU as a whole.

Concerning jobs opportunities by qualification levels, a Cedefop report estimating future skill needs in terms of qualifications levels needed for the Spanish labour market in 2020(4F 6) points to an increasing demand for intermediate and advanced level qualifications, higher than the EU average.

The results of the study carried out show the main challenges in e-commerce:

- The general conclusion of the research can be that the rapid growth of new technologies facilitates the development of the commerce sector.

- Technology has a significant impact on the distribute activity and certain trading forms. The sector should be updated.
- There is a quite unanimous opinion that it is necessary to professionalize the training in commerce sector both face-to-face and online, using new technologies. Technology can contribute to the effective carrying out of tasks requires: having a range of basic IT skills, applying IT as a management tool, using IT to organise data.

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