

E-commerce model to export toquilla straw fashion products to the European Union

Modelo de e-commerce para la exportación de productos de moda a base de paja toquilla hacia la Unión Europea

Modelo de comércio eletrônico para exportação de produtos de moda à base de palha de toquilla para a União Europeia

**Michel Mogollón-Claudett
Tamara Sabando Reyna
Gustavo La Mota Terranova
Juan José Yagua Verduga**

Abstract

This research addresses the socioeconomic problems of small coastal communities in Ecuador, which often live in poverty due to a lack of commercial and employment opportunities. These communities often focus on tourism activities, particularly handicraft production, whose sales depend exclusively on tourist visits, the acceptance of their products, and their purchasing power. The authors argue that as long as these communities continue to offer their products to consumers in a depressed economy like Ecuador's, the results will remain unpromising. On the other hand, if these products are offered in developed international markets with high purchasing power and where eco-friendly handicrafts are highly valued, the results can be very positive. To this objective, the paper proposes developing an e-commerce model for the export of handicrafts from small coastal communities in Ecuador to the European Union. The methodology used includes a systematic literature review, visits to the coastal community of Libertador Bolívar on the Santa Elena Peninsula, known for its high-quality toquilla straw handicrafts, as well as interviews with its artisans, entrepreneurs and small business owners. The results, analysis, and conclusions are presented in the final section of the document.

Keywords: sustainable development of small communities, international e-commerce, toquilla straw handicrafts.

How to cite:
Mogollón-Claudett, M., Sabando-Reyna, T., La Mota, G., Yagual, J. (2025) "E-commerce model to export of toquilla straw fashion products to the European Union". *Revista Iberoamericana De educación*, 9 (2).

Received: June, 2024
Approved: July, 2024

DOI: <https://doi.org/10.31876/rie.v9i1.28>

<http://www.revista-iberoamericana.org/index.php/es>

Magíster en Negocios Internacionales
Guayaquil-Ecuador
mmogollon@bluehill.edu.ec
<https://orcid.org/0000-0001-5156-3303>
Magíster en Economía
Guayaquil-Ecuador
tsabando@bluehill.edu.ec
<https://orcid.org/0009-0002-9752-6318>
Magíster en Marketing
Guayaquil-Ecuador
glamota@bluehill.edu.ec
<https://orcid.org/0000-0003-2783-6644>
Magíster en Economía
Guayaquil-Ecuador
jyagual@bluehill.edu.ec
<https://orcid.org/0009-0004-5373-3504>

Resumen

La presente investigación aborda la problemática socioeconómica de las pequeñas comunidades costeras del Ecuador, que suelen desenvolverse en condiciones de pobreza debido a la falta de oportunidades comerciales y laborales. Estas comunas suelen dedicarse a actividades turísticas, de entre las cuales destacan las de confección de artesanías, cuyas ventas dependen exclusivamente de las visitas de los turistas, la aceptación de sus productos y la capacidad de compra que tengan. Los autores plantean que mientras estas comunidades sigan ofertando sus productos a los consumidores una economía deprimida como la ecuatoriana, los resultados seguirán siendo poco prometedores. Por otro lado, si se ofertan estos productos en mercados internacionales desarrollados, con alto poder de compra, y donde las artesanías eco-amigables son altamente cotizadas, los resultados pueden ser muy positivos. Con este objetivo, se propone desarrollar un modelo de comercio electrónico para la exportación de artesanías desde las pequeñas comunidades costeras del Ecuador hacia la Unión Europea. La metodología empleada incluye una revisión sistemática de la literatura, vistas la comunidad costera Libertador Bolívar en la península de Santa Elena, que destaca por sus artesanías de paja toquilla de alta calidad, así como entrevistas a sus artesanos y microempresarios. Los resultados, análisis y conclusiones se presentan en la sección final del documento.

Palabras Clave: desarrollo sostenible de pequeñas comunidades, comercio electrónico internacional, artesanías de paja toquilla.

Resumo

Esta investigação aborda os problemas socioeconómicos das pequenas comunidades costeiras do Equador, que muitas vezes vivem na pobreza devido à falta de oportunidades comerciais e de emprego. Estas comunidades concentram-se frequentemente em atividades turísticas, particularmente na produção de artesanato, cujas vendas dependem exclusivamente das visitas turísticas, da aceitação dos seus produtos e do poder de compra dos turistas. Os autores argumentam que, enquanto estas comunidades continuarem a oferecer os seus produtos aos consumidores numa economia em recessão como a do Equador, os resultados continuarão a ser pouco promissores. Por outro lado, se esses produtos forem oferecidos em mercados internacionais desenvolvidos, com alto poder de compra e onde o artesanato ecológico é altamente valorizado, os resultados podem ser muito positivos. Para esse objetivo, o artigo propõe o

desenvolvimento de um modelo de comércio eletrônico para a exportação de artesanato de pequenas comunidades costeiras do Equador para a União Europeia. A metodologia utilizada inclui uma revisão sistemática da literatura, visitas à comunidade costeira de Libertador Bolívar, na Península de Santa Elena, conhecida por seus artesanatos de palha toquilla de alta qualidade, bem como entrevistas com seus artesãos, empresários e pequenos empresários. Os resultados, análises e conclusões são apresentados na seção final do documento.

Palavras-clave: desenvolvimento sustentável de pequenas comunidades, comércio eletrônico internacional, artesanato em palha toquilla.

INTRODUCTION

Toquilla straw weaving is an ancestral Ecuadorian tradition that represents not only a source of identity but also an economic opportunity for rural coastal communities that have perfected this technique throughout centuries. A perfect example of that is Libertador Bolívar in the province of Santa Elena. Globally known for their craftsmanship, these artisans design and produce high-quality fashion items like hats and handbags using *Carludovica palmata*, a native plant species. In recent years, international demand for sustainable, handmade, and ethically sourced products has grown significantly, particularly in fashion-forward markets like the European Union (CBI, 2024). This trend provides a compelling opportunity for Ecuadorian artisans to access broader markets. For example, internationally, toquilla hats are mistakenly thought of as Panamanian (“Panama hats”), but are really originally from Ecuador (Ministerio de Turismo Ecuador, 2014).

At the same time, the rise of e-commerce as a dominant force in global trade has transformed the way in which small producers interact with international consumers (Thenoz et al., 2024). Platforms like Shopify enable even micro-enterprises to sell their products globally, bypassing traditional intermediaries (Panozzo, 2025). In that line of thought, for some small coast communities like Libertador Bolívar, e-commerce represents a channel with a strong potential to increase incomes, preserve their cultural heritage, and reduce socioeconomic inequality.

This research focuses on the export of toquilla straw fashion products—particularly hats and handbags—crafted by artisans and small-to-medium enterprises (SMEs) in Libertador Bolívar, a coastal community in Ecuador. The quality of these products

surpasses international standards, and should aim for global markets, with a primary focus on the European Union, where demand for sustainable and ethically made fashion continues to grow year-round (Gasulla Tortajada et al., 2024). This initiative seeks to improve the quality in the life of local artisans, preserve their ancestral techniques, and connect rural producers to global consumers. By leveraging digital tools and trends, particularly through a structured e-commerce model built on platforms such as Shopify, this study aims to create accessible and scalable pathways for artisans to participate in cross-border trade in a way that is economically viable and culturally respectful.

Regardless of the increase in demand for sustainable artisan goods, many Ecuadorian producers, especially in little communities like this one, face barriers to participate in the international trade market. Limited digital skills, lack of access to trend forecasting, and insufficient exposure to logistics in general, and even more in e-commerce, are some of the factors that create this strong barrier that impedes these artisans to grow their ventures. In Libertador Bolívar, these limitations are compounded by high poverty rates, limited infrastructure and high illiteracy in commercial and financial matters (Alcívar, 2022). However, with the right training and technological support, e-commerce can serve as a bridge between traditional craftsmanship and the global market.

The relevance of this study lies in its potential to successfully operationalize a replicable business model of digital inclusion and sustainable development. By combining entrepreneurship, digital tools, and traditional skills, this initiative could significantly improve the socioeconomic wellbeing of low-income coastal communities. It also aligns with broader trends in global commerce and development policy, where inclusive innovation is increasingly seen as a driver of equitable growth (Xetor & Mensah, 2025).

Theoretical model

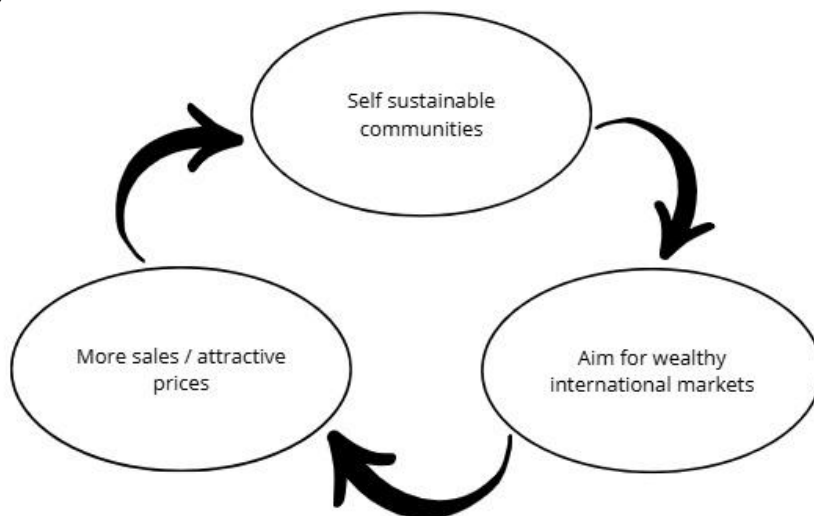
The problem with this latter activity is that under the current business model, craft shops depend on tourist visits to generate sales. This presupposes that local socioeconomic conditions favor tourism, that the towns where their physical stores are located are visited, that their products are sought after by visitors, and that these visitors have real purchasing power. These premises are difficult to meet in a depressed economy.

This research posits that in order to break this vicious cycle and improve both, sales volumes and product prices, local artisans should develop new business models that include online stores with

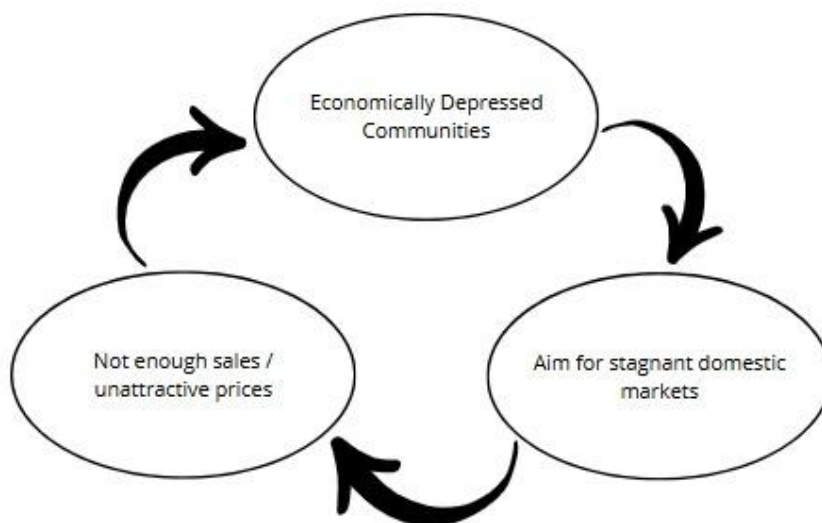
international reach, offering their products in developed economies with higher-income consumers, where eco-friendly handicrafts are highly valued, as shown in figure 1. The goal is to evolve from stage A to stage B.

Figure 1. *Conceptual model*

a)



b)



General objective

To develop an e-commerce model for the export of handicrafts from small coastal communities in Ecuador to the European Union.

Literature review

Entrepreneurship plays a fundamental role in transforming these types of traditional industries by introducing a different, innovative,

approach and connecting local producers to international markets. By doing so, it gives native producers a whole other scalability for their products (Hu et al., 2024). In the context of this small coastal town, Libertador Bolívar, entrepreneurship involves artisan individuals who convert ancestral techniques that weave raw materials into commercially viable fashion products. These entrepreneurs are indirectly cultural ambassadors and economic drivers for the whole commune, adapting their products to global trends while maintaining the authenticity of their ancestral craft. Research shows that supporting micro-entrepreneurship in the creative sectors enhances economic resilience and empowers marginalized populations (UNESCO, 2022).

Ecuador's coast is one to showcase that entrepreneurship is deeply tied to social capital and collective action. Artisan-family-run businesses share resources among each other. These grassroots economic structures are fertile ground for the introduction of digital tools, as long as those tools are tailored to the context and include adequate training and support systems.

Toquilla straw products are intrinsically sustainable. Its raw material, *Carludovica palmata*, is biodegradable and can be easily cultivated by its producers, without the need of any aggressive chemicals or fertilizers. Additionally, the production process relies primarily on manual labor, minimizing the carbon footprint, making it environmentally-friendly. As global fashion moves apart from unethical production, these characteristics make toquilla straw products highly attractive to European consumers (UNESCO, 2012).

Cultural sustainability is equally important for towns like Libertador Bolívar. The weaving tradition in Libertador Bolívar is not only an economic activity but also a practice that reinforces social cohesion and transmits knowledge across generations. E-commerce, when implemented mindfully, can contribute to the preservation of these practices by expanding demand without compromising integrity (Zhang et al., 2024).

There is increasing demand within the European Union for products that are handmade, sustainable, and traceable. According to previous studies, consumers are more willing than ever to support products that demonstrate ethical sourcing and sustainable materials (Agu et al., 2024). Platforms like Etsy and niche fashion boutiques have proven that artisan goods can thrive in a digital marketplace when they are aligned with consumer values (Gambicorti, 2025).

On the supply side, communities like Libertador Bolívar can produce high-quality goods, but face logistical and financial barriers to scaling their operations. The implementation of a structured e-commerce model, including website development, branding, packaging, and reliable international logistics, is essential to bridge the supply-demand gap.

Transforming artisan production into a scalable export-oriented model requires innovation (Chaldun et al., 2024). This not only refers to the technological aspect, but integrally, reorganizing production and distribution. For example, when targeting a European-sustainably-driven customer, it's fundamental to stay in touch with their feedback and worldwide fashion trends.

Additionally, innovations in its delivery and payments enable smoother cross-border transactions and make it friendlier for an international customer. Importantly, this innovation must be inclusive. The integration of digital platforms should not erase the artisanal nature of the work, but rather enhance its visibility and accessibility (Guha et al., 2024).

E-commerce platforms such as Shopify, Etsy, and Ankorstore enable small producers to enter international markets without large upfront investments. Shopify, in particular, offers customizable storefronts, integrated logistics tools, and analytics—all essential for small-scale exporters (Shopify, 2024). For producers in Libertador Bolívar, Shopify could serve as the backbone of a sustainable digital export operation.

However, cross-border e-commerce comes with challenges: taxes, customs regulations, shipping costs, and returns can become complicated without proper guidance. The European Union's VAT policies, for instance, require sellers to register through the Import One-Stop Shop (IOSS) system if they sell directly to EU consumers (European Commission, 2025).

Also, digital illiteracy presents a possible setback for a venture like this. While most artisans in Libertador Bolívar do not have prior experience with digital marketing, online payments, or international logistics, and this being a fundamental prerequisite to achieve the goals aforementioned, it's important for these artisans to be more capable on this matter. Therefore, structured training programs—ideally facilitated by local universities, NGOs, or government institutions—are key. These programs should cover customer service, language skills, payment facilities, in addition to platform-specific training. Training should also be continuous, given that as

platforms and trends evolve, artisans must remain agile and informed to stay competitive in the EU market.

In the same line of thought, access to financing is often a bottleneck for small producers, especially when trying to scale their business. Startup financing is needed for packaging, branding, setting up their digital identity, and certification processes (e.g., fair trade, organic labels). In Ecuador, programs by the Ministry of Production, Foreign Trade, Investments and Fisheries (MPCEIP) and financial inclusion initiatives like microcredit loans could support the initial stages of digital export ventures. In addition, EU programs like AL-INVEST Verde, which focus on sustainable development partnerships between Latin America and the EU, can offer technical and financial assistance for eligible businesses (Programme AL-INVEST Verde, 2025).

MATERIALS AND METHODS

This paper employs a qualitative approach based on a systematic literature review based upon start-ups, entrepreneurship, e-business, e-commerce and sustainable development of communities in similar scenarios to Libertador Bolivar. Also, some interviews were conducted with artisans from the aforementioned community; these methods were used to get in-depth insights into the practical challenges and opportunities faced by local producers in accessing international markets through e-commerce activities.

A systematic literature review (SLR) was carried out to gather academic, institutional, and industry-based knowledge related to the effect that e-commerce has on sustainable fashion and artisan exports, and how are these related to each other. Sources were identified through databases such as Scopus, Web of Sciences (WOS), Francis and Taylor and Springer, with a focus on literature published between 2015 and 2024. Keywords included “artisan exports”, “e-commerce Latin America”, “sustainable fashion EU”, “sustainable development of small communities” and “digital trade barriers.”

In addition to articles from the academia, relevant regulatory documents and reports from international organizations such as the International Trade Centre (ITC), European Commission, and UNCTAD were reviewed for this paper. These sources offered insights into EU trade requirements, consumer trends, and trade opportunities for small producers through digital markets. The SLR helped establish the broader context of artisan digital trade and

provided a foundation for interpreting local-level findings from the interviews.

To understand the specific realities of the toquilla straw production sector, interviews were conducted with artisans and cooperative members from Libertador Bolívar, a rural coastal community in Ecuador with a longstanding tradition of weaving. The goal was to explore their point of view on digital trading and e-commerce, production capabilities, and perceived barriers to access international markets, particularly the EU.

The interviews were conducted in Spanish, in person, and covered the following key themes:

1. Awareness and use of digital platforms for selling products
2. Perceptions of demand for handmade goods abroad
3. Skills and resources needed to participate in international e-commerce
4. Obstacles such as internet access, logistics, financing, and product adaptation

These interviews revealed a strong interest in expanding to international markets, and a clear knowledge that they should do so through digital platforms. However, artisans also highlighted that there were major limitations, including the lack of digital training, limited knowledge of international consumer preferences, a language barrier, and a skim institutional support to access financial leverage and logistics handling. Complementarily, the qualitative data gathered from these interviews forms the empirical core of this study, helping to contextualize the broader literature findings and to develop recommendations that are both practical and theoretically relevant.

RESULTS

It's clear that international markets, such as the European Union, have a growing appetite for handmade, ethical, and eco-friendly fashion items. According to Frey et al. (2023), over 50% of European consumers express a preference for products made under sustainable and fair-trade conditions. Toquilla straw products due to their natural materials, traditional techniques, and cultural authenticity, align strongly with these consumer values. EU fashion marketplaces such as Etsy, Wolf & Badger, and Ankorstore are increasingly showcasing and promoting slow fashion brands, highlighting a valuable entry point for producers in Ecuador.

Interviews with artisans showed that they were close to illiterate with digital tools and e-commerce platforms. These artisans rely on

local sell points and word-of-mouth for sales and have almost no exposure to online sales strategies. While some have access to smartphones and social media (primarily Facebook and WhatsApp), it's safe to say that none have experience with platforms like Shopify, and even less understand cross-border logistics. Regardless of that, particularly younger artisans, show strong interest in learning how to sell online, but interviewees noted a difficulty to acquire these capabilities because of a lack of training programs and reliable internet access as major barriers.

Also, artisans in Libertador Bolívar demonstrate exceptional skill in traditional weaving, particularly in the production of toquilla straw hats and handbags. Their lack of technological skills presents itself as a counterpart to their exceptional hand labor. The craftsmanship is deeply rooted in local culture and has been passed down through generations. Artisans expressed pride in their work and a willingness to adapt designs and colors to meet international preferences, as long as this does not compromise their heritage. This openness to innovation represents a major opportunity for design collaboration and product adaptation for European tastes.

The interviews evidenced that in Ecuador there is a lack of pathways for people like these to export their goods. While some of them have participated in local initiatives or government-supported fairs, none have been involved in export projects. Most are unfamiliar with export procedures, its requirements, or international regulations. This reflects a broader gap identified in the literature: small-scale producers often lack the technical and legal knowledge to comply with EU regulations, such as VAT requirements, packaging laws, and certification standards.

A consistent issue mentioned is the urgent need for training and support. Artisans mentioned the desire to learn about photography, product pricing, branding, customer service, and online store management. The literature emphasizes that e-commerce projects are more successful when accompanied by capacity building, local mentorship, and multisector partnerships (UNCTAD, 2003). There is also potential for partnerships between artisan groups, universities, NGOs, and government programs to co-develop an e-commerce model tailored to the community's specific needs and limitations.

Analysis and discussion

The artisans of Libertador Bolívar demonstrate an entrepreneurial spirit grounded in tradition and cultural heritage. While they possess the artisanal expertise necessary for high-quality

production, the lack of access to formal business knowledge, export networks, and online tools has limited their entrepreneurial potential. Literature suggests that entrepreneurship in rural communities can be catalyzed through localized digital innovation, which aligns with the community's openness to learning and adapting.

In this line, international markets, particularly the European, show a strong preference for sustainable practices in their product consumption, which aligns well with the natural qualities of toquilla straw and the way they are produced. The community's artisanal labor, and their environmentally responsible harvesting and methods offer an edge in the ethical fashion space that's growing every day. However, the interviews revealed that artisans are not fully aware of this value proposition. Educating them about sustainability certifications or EU ecolabels could significantly enhance their positioning.

Moreover, innovation in this context is not limited to product development but includes digital transformation and process innovation. While artisans currently lack access to platforms like Shopify, their willingness to explore digital commerce opens the door to collaborative solutions. For example, academic institutions or NGOs could pilot workshops where artisans co-create an e-commerce storefront using user-friendly tools and templates tailored to rural users with limited digital literacy.

Consequently, e-commerce has the potential to radically transform the panorama that these artisans have. Platforms such as Shopify and Etsy are accessible entry points, but they require sustained technical, visual, and customer service support, in order to change the export trajectory for artisan products. Literature emphasizes that success in artisan e-commerce depends not just on having a digital store but on building a narrative, managing shipping, and maintaining trust with foreign buyers. This further underscores the need for ecosystemic support for artisans entering international e-commerce.

Hence, between literature and interviews, it was evidenced that training is the most critical element needed for success. The artisans in the Libertador Bolivar coastal community require preparation and initial support in e-commerce, packaging, pricing, and international market preferences and policies. Without this needed training, even their products, which are the best, will not convert into sales. It is important to point out that, interviews revealed that younger members of the community could act as digital liaisons to

the older ones. If properly trained, in a team effort, it is feasible to create a sustainable model for generational knowledge exchange that can radically improve the quality of life of the people in Libertador Bolívar community.

Lastly, the lack of capital prevents investment in raw materials, design innovation, and digital tools. While microfinance programs exist in Ecuador, they are often inaccessible to informal artisans. Literature suggests that government incentives, export support agencies, ONG's initiatives and fair-trade partnerships can play a key role in providing seed funding for e-commerce ventures in artisan communities. Linking these programs with the specific needs of Libertador Bolívar could create long-term transformation.

CONCLUSIONS

The export of toquilla straw fashion products from Libertador Bolívar, Ecuador, to the European Union and international markets in general, represents a strong opportunity to combine cultural preservation, economic development, and sustainable trade through e-commerce. This study has demonstrated that while global markets are increasingly open to artisanal and eco-conscious products, communities like Libertador Bolívar face significant barriers to accessing those markets such as digital illiteracy, lack of financing, and the absence of structured export pathways.

Through a systematic literature review and interviews with local artisans, the research identified a strong foundation in craftsmanship, openness to learning, and enthusiasm for international opportunities. However, this potential remains largely untapped due to structural limitations. The artisans produce world-class products that are aligned with European values: products which are handmade, ethical, and environmentally sustainable. But they lack the tools and training to promote, package, and deliver these products to distant consumers.

E-commerce platforms, such as Shopify, represent a promising and scalable solution. If properly supported, these platforms can eliminate traditional intermediaries, allow direct-to-consumer sales, and help artisans retain more of the economic value of their work. However, this transition cannot happen in isolation. It requires strategic investment in training, collaboration with design and logistics experts, and support from government and non-governmental entities to provide legal, financial, and marketing guidance.

This study concludes that a localized e-commerce model —rooted in community needs, enhanced by external support, and aligned with global sustainability trends— can offer a transformative development path for the artisans of Libertador Bolívar. The key lies not just in adopting digital tools, but in building a long-term ecosystem of support that connects tradition with innovation.

Future Research Avenues

Future research should explore the scalability of this e-commerce model to other artisan communities across Ecuador, assessing whether similar strategies can be applied to different product categories and cultural contexts. Comparative studies between regions could help identify shared challenges and strengths, enabling the development of a more inclusive, national digital trade strategy for handmade goods. Additionally, long-term impact assessments are needed to evaluate how digital exports affect income generation, gender roles, and generational engagement in rural artisan economies.

Another important area for future inquiry involves the integration of emerging technologies —such as artificial intelligence, AR/VR, and automated logistics— into small-scale production ecosystems. Researchers should investigate how these tools can enhance market access and efficiency without undermining artisans' creative autonomy. Studies could also examine how to simplify EU trade compliance and fair-trade certification processes for micro-enterprises and how policy frameworks might better support digital inclusion for marginalized producers through infrastructure, financing, and capacity-building initiatives.

REFERENCES

- Adams, K. M. (2025). Tourism ethnography and tourism geographies. *Tourism Geographies*, 27(3–4), 713–724. <https://doi.org/10.1080/14616688.2024.2402985>
- Agu, E. E., Iyelolu, T. V., Idemudia, C., & Ijomah, T. I. (2024). Exploring the relationship between sustainable business practices and increased brand loyalty. *International Journal of Management & Entrepreneurship Research*, 6(8), Article 8. <https://doi.org/10.51594/ijmer.v6i8.1365>
- Alcívar, K. (2022). Estudio y diseño de centro turístico en la comuna atravezado-Libertador Bolívar, provincia Santa Elena. <https://repositorio.ug.edu.ec/handle/redug/74162>

- CBI. (2024). The European market potential for sustainable materials. <https://www.cbi.eu/market-information/apparel/sustainable-materials/market-potential>
- Chaldun, E. R., Yudoko, G., & Prasetio, E. A. (2024). Developing a Theoretical Framework of Export-Oriented Small Enterprises: A Multiple Case Study in an Emerging Country. *Sustainability*, 16(24), Article 24. <https://doi.org/10.3390/su162411132>
- European Commission. (2025). The One Stop Shop—European Commission. https://vat-one-stop-shop.ec.europa.eu/one-stop-shop_en
- Frey, S., Bar, J., Doshi, V., Malik, A., & Noble, S. (2023, February 6). Do consumers care about sustainability & ESG claims? | McKinsey [Consumers care about sustainability—and back it up with their wallets]. McKinsey & Company. <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/consumers-care-about-sustainability-and-back-it-up-with-their-wallets>
- Gambicorti, A. (2025). Meanings and values of the craft market: An integrated perspective through service-dominant logic. *International Journal of Management Reviews*, n/a(n/a). <https://doi.org/10.1111/ijmr.12402>
- Gasulla Tortajada, E., Moreira, A. C., Duarte, P., & Silva, S. C. (2024). Circular Economy and Sustainability in Luxury Fashion Consumer Behavior: A Review and Research Agenda. *International Journal of Consumer Studies*, 48(5), e13089. <https://doi.org/10.1111/ijcs.13089>
- Guha, S., Mandal, A., Kujur, F., & Poddar, S. (2024). Artisan entrepreneurship through social media campaigns: A review. *International Journal of Entrepreneurship and Small Business*, 51(4), 453–468. <https://doi.org/10.1504/IJESB.2024.136949>
- Hu, J., Hur, E., & Thomas, B. (2024). Value-creating practices and barriers for collaboration between designers and artisans: A systematic literature review. *International Journal of Fashion Design, Technology and Education*, 17(1), 25–36. <https://doi.org/10.1080/17543266.2023.2228337>
- Ministerio de Turismo Ecuador. (2014, May 16). ¿ Por qué el sombrero de paja toquilla se llama Panamá Hat? <https://www.turismo.gob.ec/por-que-el-sombrero-de-paja-toquilla-se-llama-panama-hat/>

- Panozzo, K. (2025, March 21). 11 Best B2C Ecommerce Platforms for Online Sellers in 2025. <https://wizishop.com/blog/b2c-ecommerce-platform>
- Thenoz, E., Juteau, S., & Rowe, F. (2024). E-commerce transformation: A literature review from an institutional and organizational perspective. *Electronic Markets*, 34(1), 59. <https://doi.org/10.1007/s12525-024-00740-0>
- UNESCO. (2012). Traditional weaving of the Ecuadorian toquilla straw hat—UNESCO Intangible Cultural Heritage. <https://ich.unesco.org/en/RL/traditional-weaving-of-the-ecuadorian-toquilla-straw-hat-00729>
- Xetor, L. E., & Mensah, J. (2025). Inclusive Growth and Sustainable Development Nexus: Where Is the Synergy? *Sustainable Development*, n/a(n/a). <https://doi.org/10.1002/sd.3430>
- Zhang, L., Malek, J. A., Hussain, M. Y., & Liao, J. (2024). Identifying the characteristics of rural regions in China where e-commerce can effectively drive rural revitalisation. *International Journal of Services and Standards*, 14(3), 240–267. <https://doi.org/10.1504/IJSS.2024.143431>