

# Meeting Your Customer Where They Are On Their Technology Journey

Jeff Pratt, Commerce Experience Practice Director, Verndale

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**LARGE COMPANY  
CEO ROUNDTABLE**





# Welcome to Verndale

Digital experience agency purpose-built to enable business momentum through technology, data, and design.

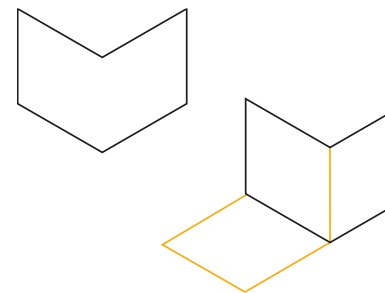
- Experts in digital transformation, business growth, & long-term success
- Established in 1998 with 250+ full-time employees
- Headquartered in Boston, Massachusetts with offices and teams in Los Angeles, Minneapolis, and Latin America
- Sitecore (Platinum) | Optimizely B2B (Partner of Year)



**Jeff Pratt**

Commerce Practice Director, Verndale

- Digital Strategy / Commerce Practice Director - Verndale's B2B & B2C commerce clients
- Over 18 years of helping B2B/B2C companies develop digital experiences and transformational programs
- Currently 25+ active B2B Distributor relationships



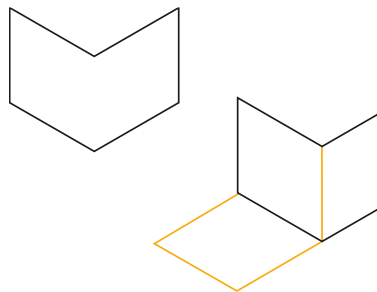


# Agenda

- Overview of Strategy Development Framework
- Review of Holistic 'Foundational' Strategic Planning
- Commerce Metrics Framework
- Considerations and Trends in Digital Commerce
- Discussion / Q & A

# Objectives

- Assessment of **Digital Commerce Strategy** positioning
- Use of **Commerce Metrics** to assess digital opportunities
- **Technical Roadmap** to support today & position tomorrow





## Discovery: Strategy Phase



### Planning Worksheet for Meeting Your Customers Where They Are on Their Digital Journey

To know where your business needs to go and how you'll get there, you first need to know where you are today.

Developing a clear and informed data-driven digital strategy is a critical and foundational first step to establishing a unified framework to align your business with customer needs. This worksheet will guide you through a framework to highlight priorities, gaps, challenges, and opportunities using the first phase of our proven model called Discovery. The Discovery phase will help you confirm capabilities, prioritizations, and roadmap phases for a holistic digital strategy.

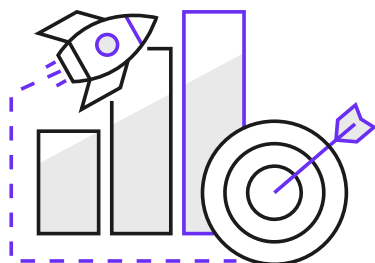
Walk away with a tool against which you and your organization can make decisions, understand what's relevant, know where you should advance, and pinpoint which capabilities are just "shiny objects" that bring little value so you can maximize the ROI of your technology investments.

1	<b>Business Model, Goals &amp; Strategy</b>	Clear & Agreed upon Business Goals, Strategies and related Metrics – Big Picture Vision with specific measures.
2	<b>Customer Lifecycle</b>	<b>(OUTSIDE-IN)</b> Defined important Customer/User types, roles, and their goals across both the acquisition and retention cycles – Organizational engagement aligned and validated through Customer-direct information
3A	<b>Marketing</b>	<b>(INSIDE-OUT)</b> '1:Many' relationships, driving growth, targeting and presenting of products, services and brand value with metrics – What we believe about your segment and alignment to our value-add offerings and partnership
3B	<b>Sales</b>	'1:1' client specific solutions, needs & operational alignment – Aligned to all touch-points / Omni-Channel. Sales team needs to be engaged and inform the 'tribal knowledge' upon which to build the most valuable experiences
4	<b>Suppliers</b>	Suppliers as partners, users & contributors – alignment across objectives, digital strategies, capabilities, & assets – Secure the optimal position and partnership with suppliers to embrace and drive digital synergy
5	<b>Admin &amp; Operations</b>	Internal roles, responsibilities, and process flows across the full spectrum of digital, operational and logistical capabilities – Clear-eyed assessment of process maturity and digital readiness to automate and drive experiences
6	<b>Technical Architecture, Data &amp; Standards</b>	Technical vision, strategies and architecture – informing prioritization, technology selection, & data governance – Establish value and relationships across holistic capabilities, confirming standards, security, compliance, & implementation roadmap
	<b>Functional Requirements</b>	Comprehensive organization of all inputs gleaned from all activities, aligned to multi-year roadmap
	<b>Program Governance</b>	Program / Project delivery goals, roles and support aligning stakeholders, partners, 3rd party resources, & dependencies – Program Governance aligned to the larger business framework to achieve business success



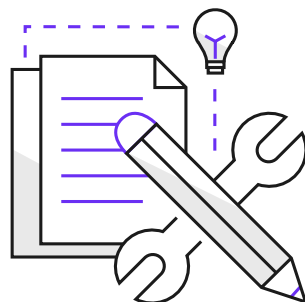
# End-to-End Solutions

Transformation



## Discovery

- Business Strategy
- Commerce Strategy
- Data Strategy inc. MDM
- Market Research
- UX Research & User Testing
- Customer Journey Mapping
- Technology Assessment
- Prioritized Roadmap
- Governance Planning



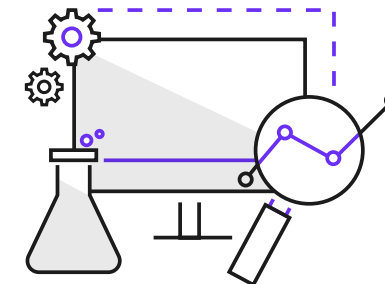
## Design

- Visual Design
- User Experience
- Information Architecture
- Technical Design
- Research & Testing
- Content Strategy
- Copywriting
- Accessibility & Compliance



## Build

- Platform Implementations
- Technology Integrations
- Infrastructure & Cloud
- Commerce Technologies
- Product Data Services / PIM
- Data Science & Analytics
- Digital Marketing Enablement
- Quality Assurance



Optimization



## Optimize

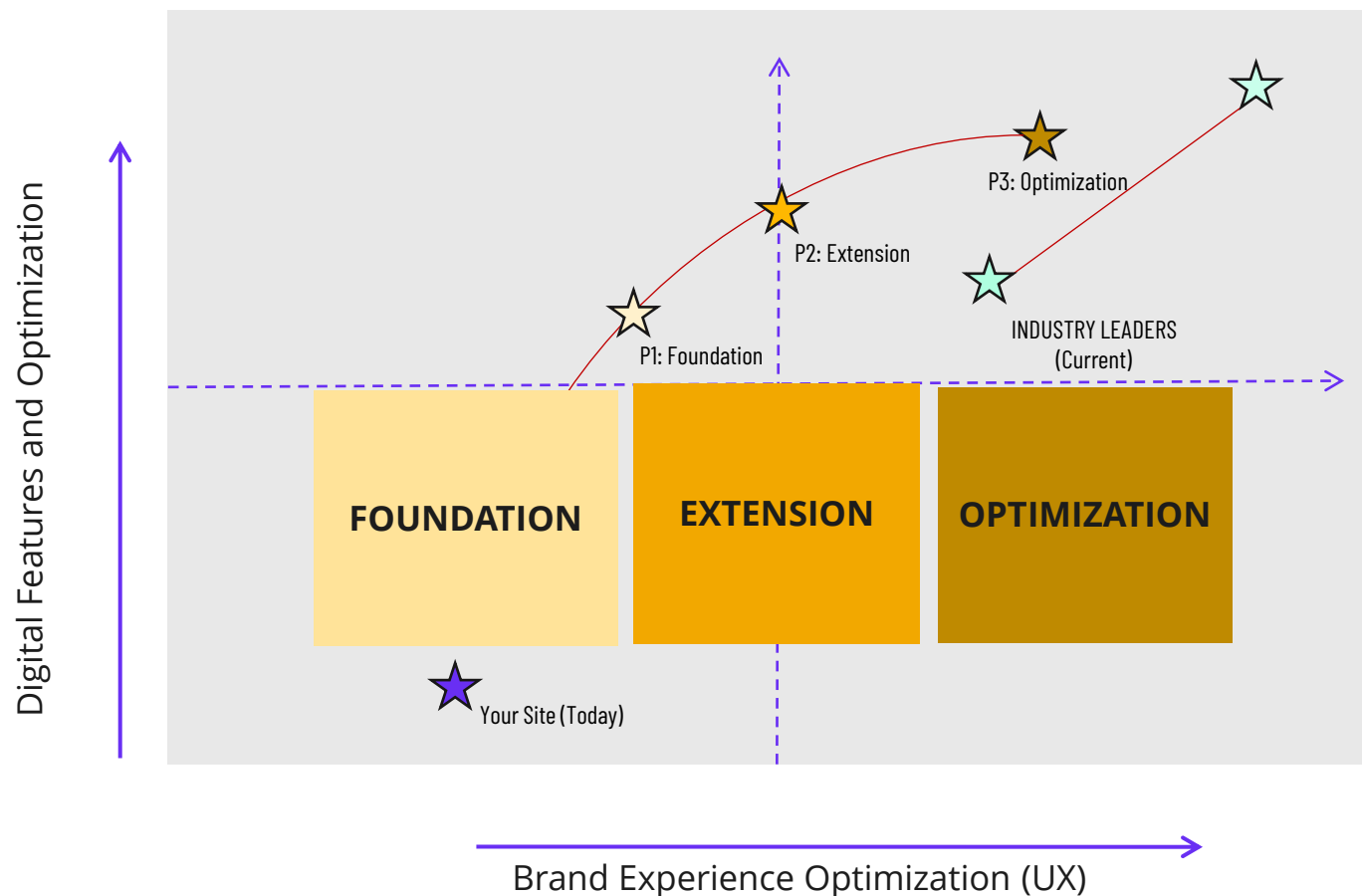
- Technology Enhancements
- Design & UX Services
- Application Development
- Digital Marketing
- Experimentation
- Data & Analytics Services
- Cloud Hosting
- 24/7/365 Help Desk



# End-Game: Strategic Prioritized & Phased Roadmap

## Industry Leading Capabilities (What)

- Self- / Assisted- Service
- Capabilities & Features
- Omni-Channel Alignment
- Efficient & Accurate
- Unique 'Digital Only'



## Industry Leading Experience (How)

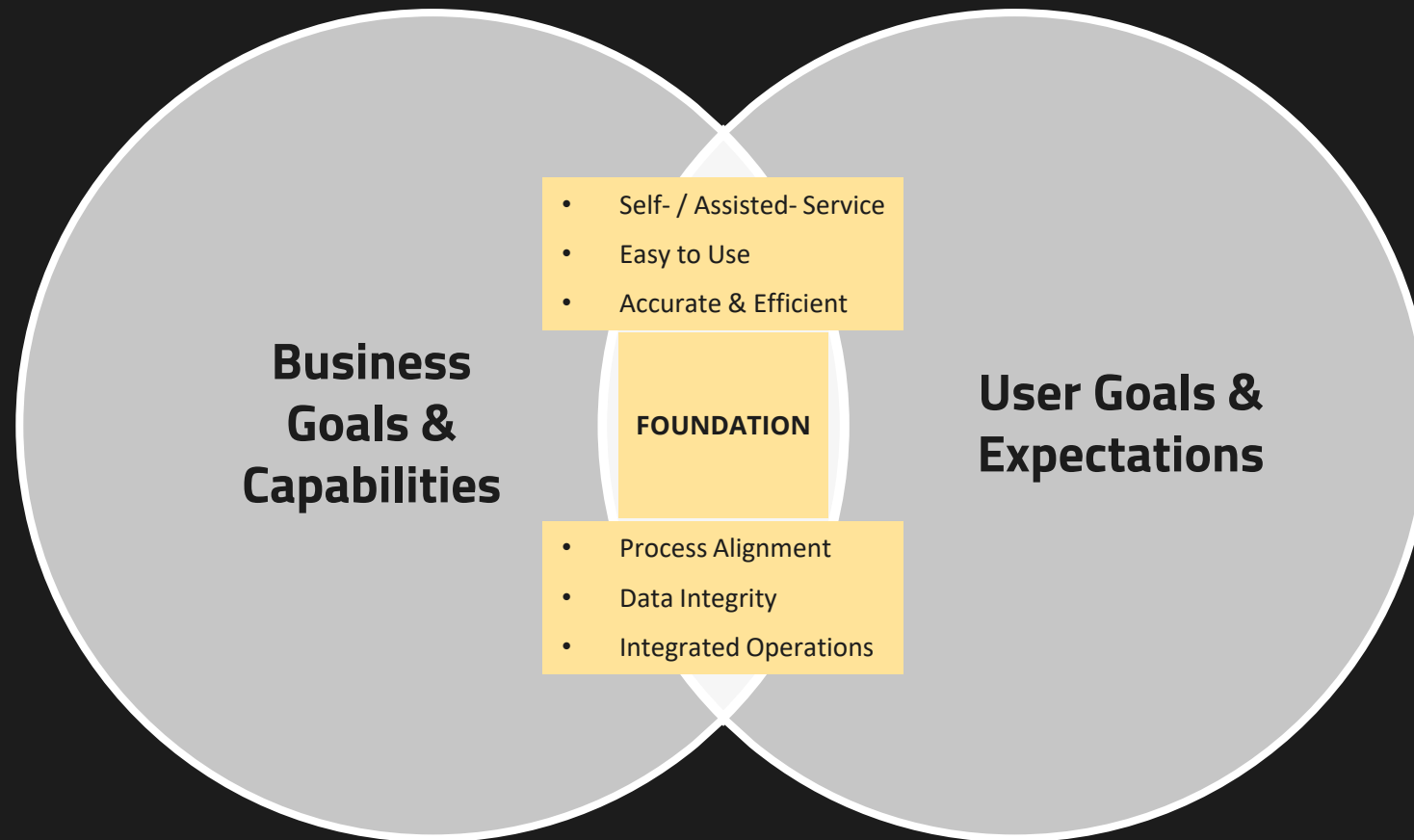
- Intuitive/Easy to Use
- Engaging & Interactive
- Relevant & Personalized
- Omni-Channel Alignment
- Unique 'Digital Only'



# Foundational Digital Strategy



# Digital Transformation Strategy



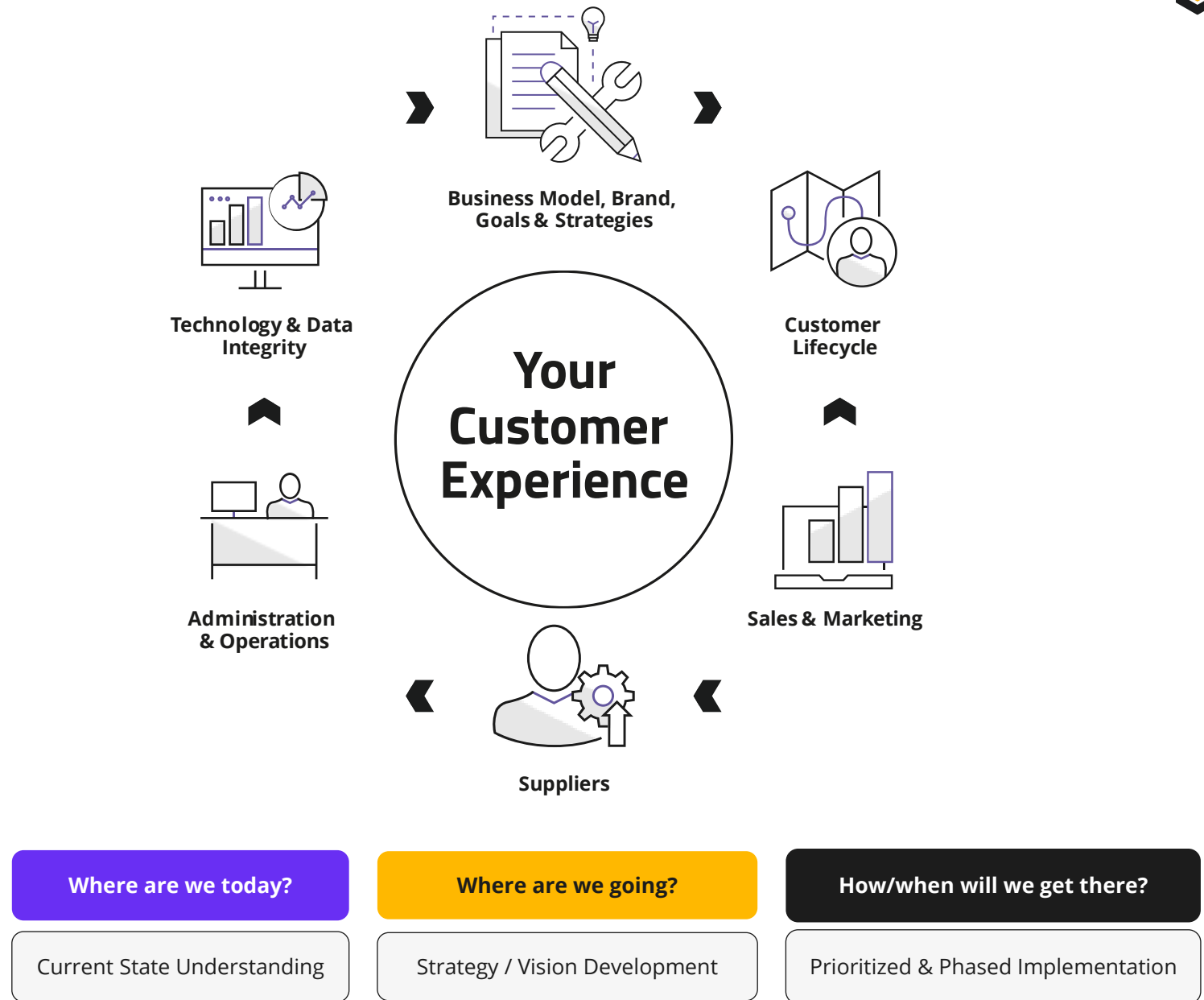




# Customer Experience Aligned To Business

*“The sales department isn’t the whole company, but the whole company had better be the sales department.”*

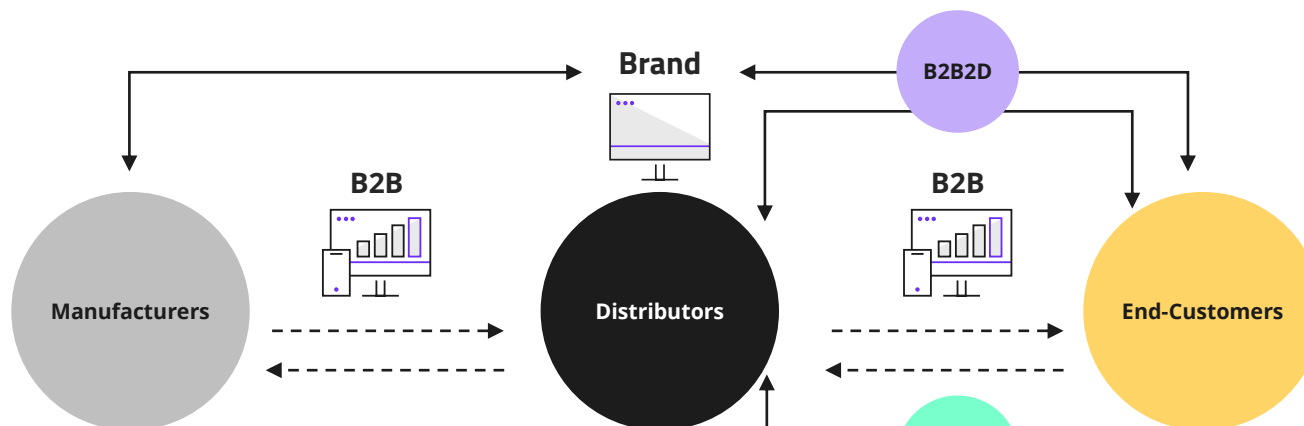
Philip Kotler



# Business Model & Strategies

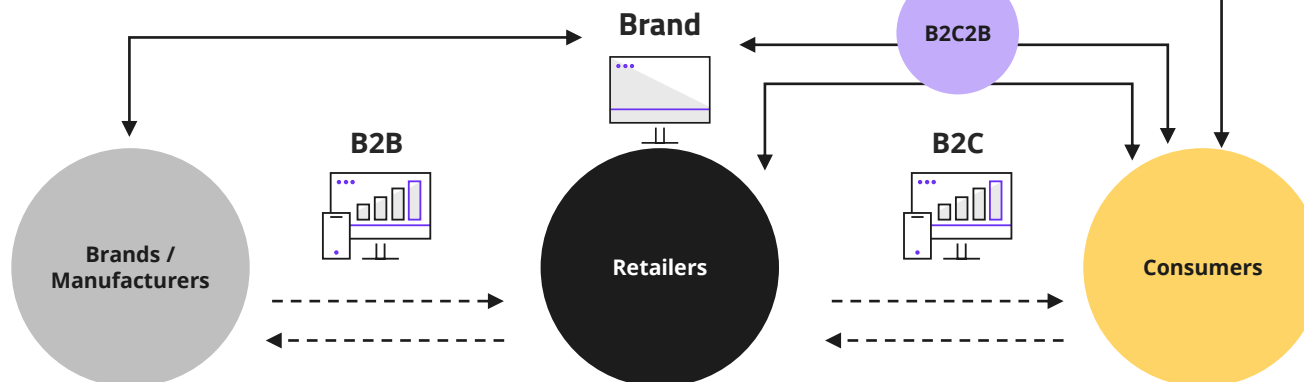
## Industrial Products

(Manufacturing & Distribution)



## Consumer Products

(CPG / Retail)

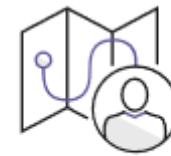


Primary



Expansion





Customer  
Lifecycle



# Digital/Commerce Users are not created equal: B2B VS B2C

## B2B

- Business to Business
- Customer is often not the end-product user
- Buying is a job/task that needs to be done
- Purchasing is done with company funds/parameters
- Buying is repeated often for a set of defined products
- Pricing / Discounts reflect diverse contracts / negotiations



## B2C

- Business to Consumer
- Customer is the end user or gift-giver
- Shopping is often a fun and enjoyable experience
- Purchasing is done with personal funds
- Buying is occasional and often the culmination of new product exploration
- Pricing / Discounts drives from universal base price

Yes, B2B Buyer's expect B2C-like experiences – but often with different operating goals and expectations.

Get focused and clear about YOUR users and meet THEIR needs as the center-point of Digital Excellence.

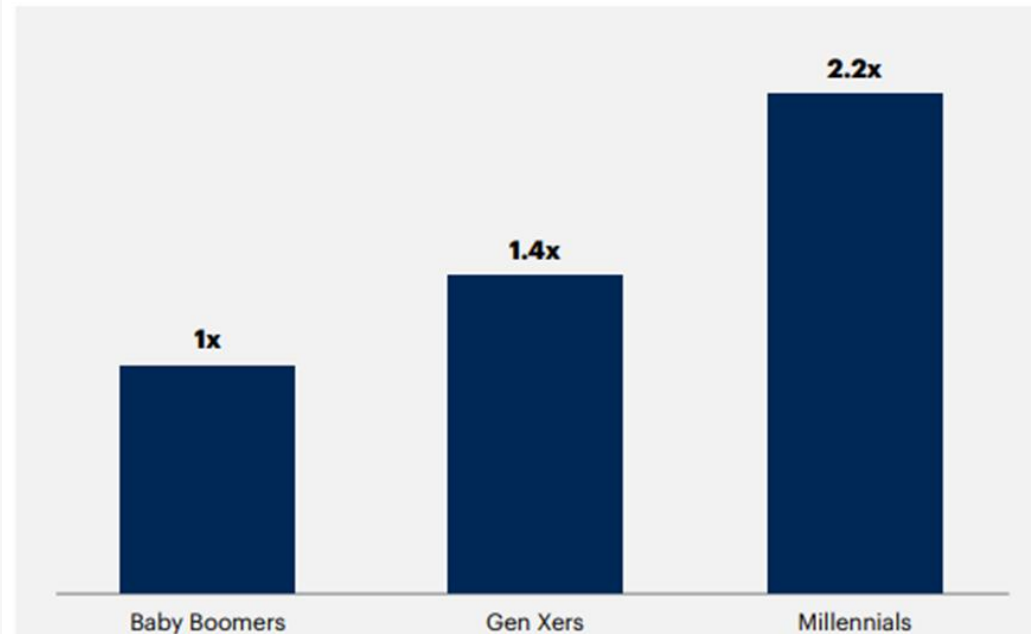


# GENERATIONAL TRENDS TO DIGITAL ACROSS B2B SALES

## Gartner

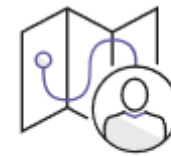
*Digital Self- or Assisted-Service is increasingly the choice of younger generations.*

Figure 3. Indexed Percentage of Customers, by Generation, Who Report High Skepticism of Sales Rep Claims

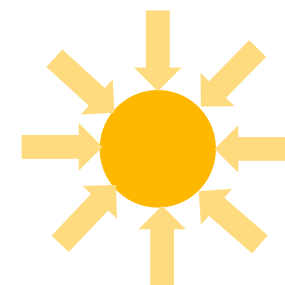


Gartner: 5 Ways the Future of B2B Buying Will Rewrite the Rules of Effective Selling





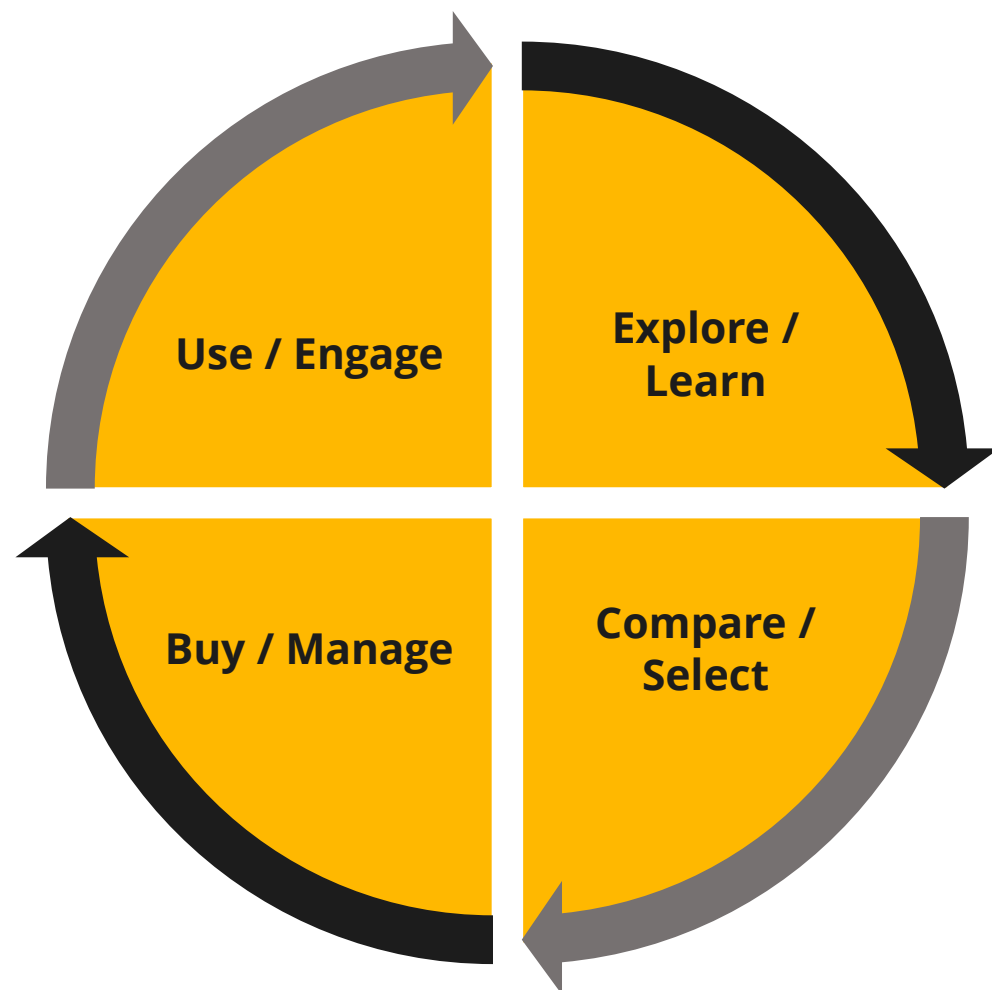
Customer  
Lifecycle



### Outside-In

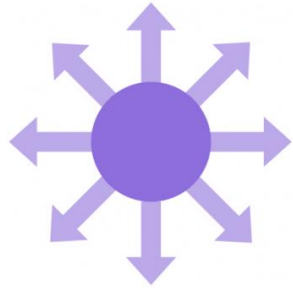
- Who are your users
- What are their goals/needs
- Self- and Assisted- Service
- Omni-Channel Alignment
- Expectations & Performance

# Customer Life Cycle





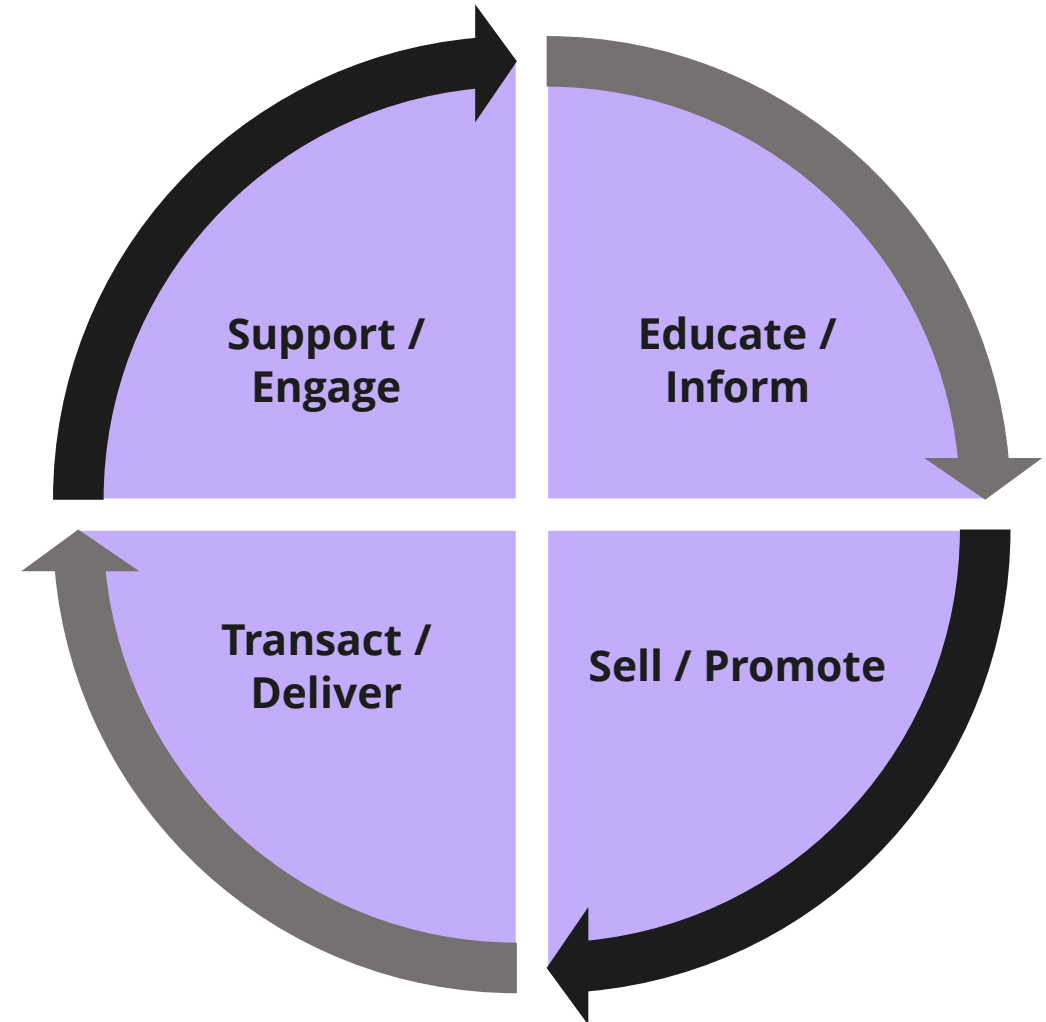
Sales & Marketing



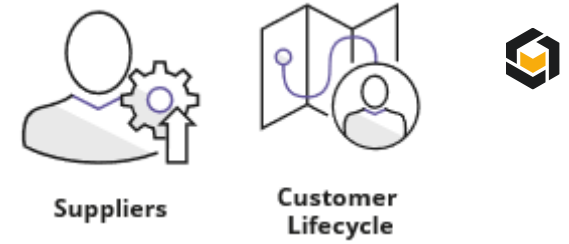
### Inside-Out

- Who are Internal Users
- What are their Goals
- Self- and Assisted-Service
- Omni-Channel Alignment
- Expectations & Performance

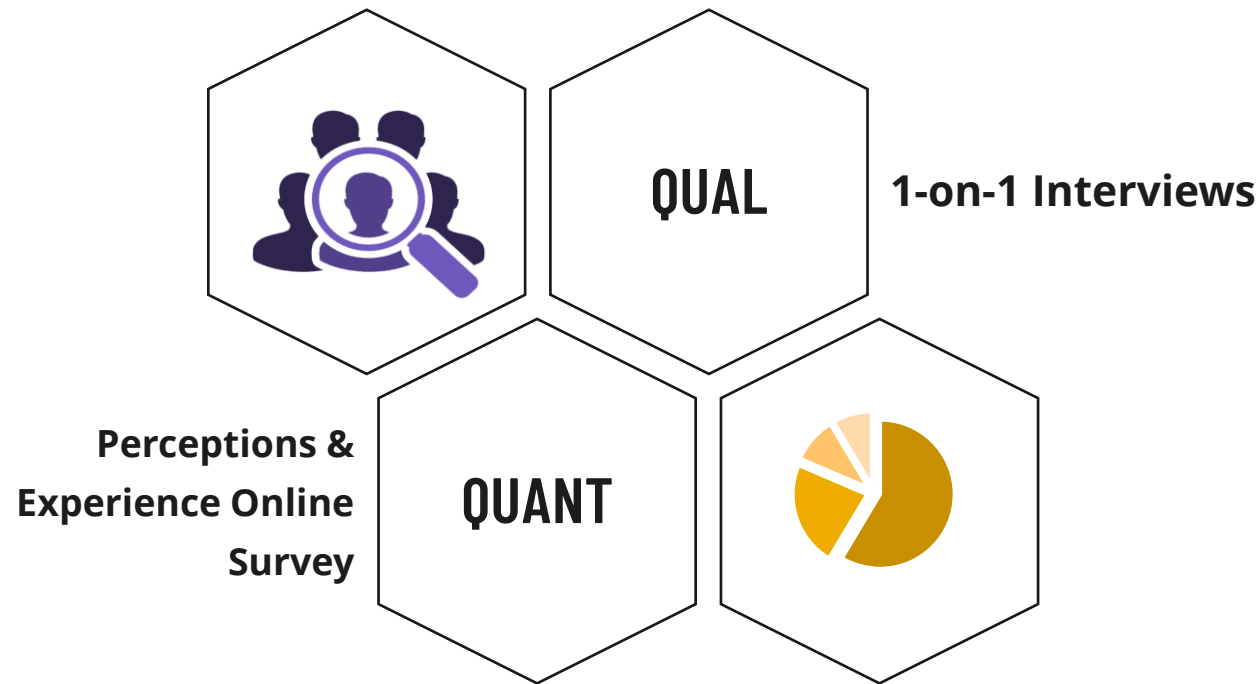
# Marketing / Internal Lifecycle



# Voice of Customer / Supplier: Ask. Regularly.



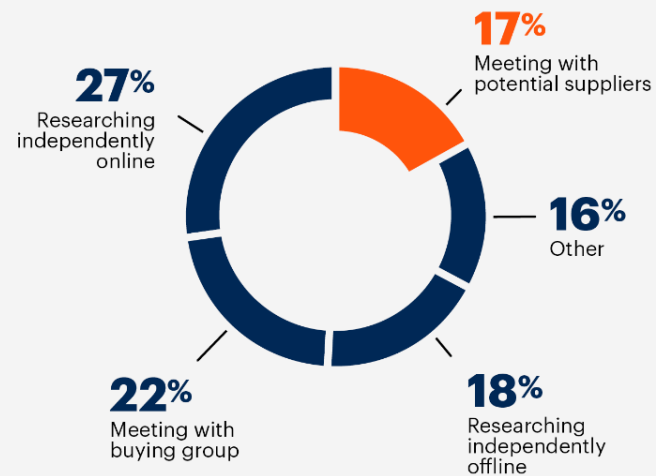
Conduct a two-pronged insight plan designed against our VOC/VOS objectives. The qualitative discussions enabled us to delve deeper into areas of interest while the quantitative survey will deliver a larger and more stable data set of responses.





# Gartner's 'FUTURE OF B2B SELLING' (2020)

## Distribution of buying groups' time by key buying activities



n = 750 B2B buyers  
Source: Gartner  
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**Gartner.**

**77%** —  
of B2B buyers state  
that their latest  
purchase was very  
complex or difficult

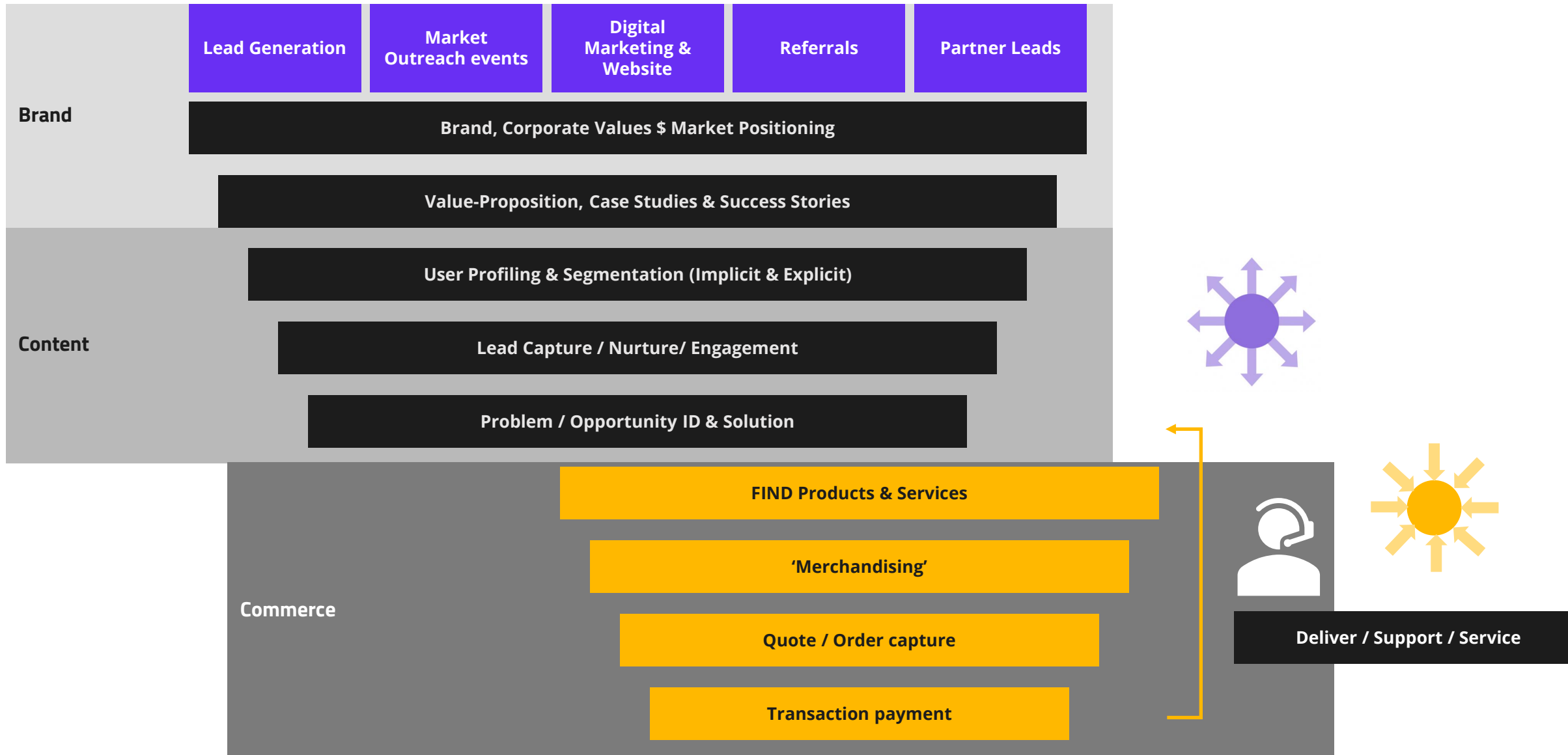


n = 750 B2B buyers  
Note: Complex and Difficult = Agree with either/both statements: "This purchase has been very complex" and/or "This purchase has been very difficult."  
Source: Gartner  
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**Gartner.**

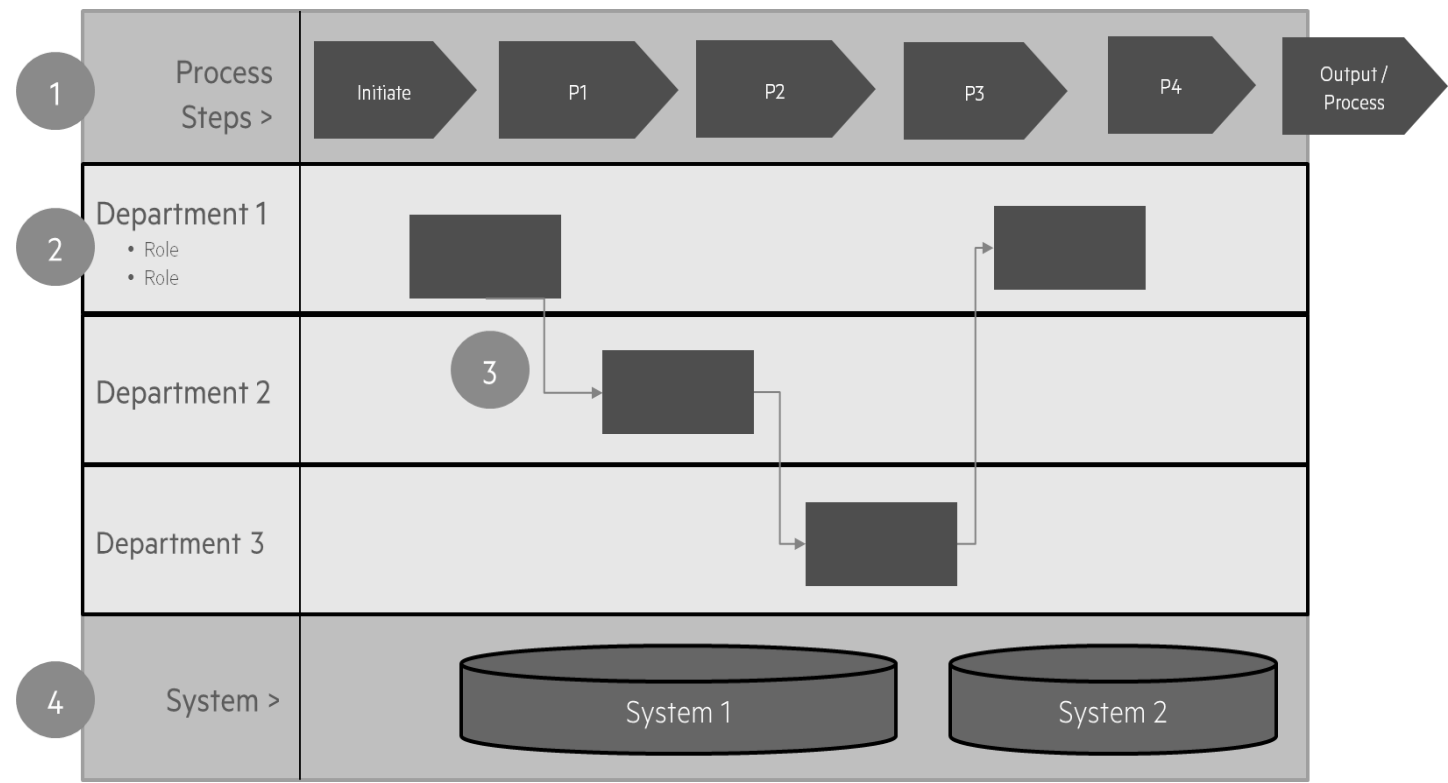


# Integrated Commerce Experience



# Administration & Operations

Are we ready to set and deliver to expectations within a Customer Self- and Assisted-Service model?



## Digital Readiness

Level 5 <b>Optimized</b>	Differentiated & Disruptive
Level 4 <b>Managed</b>	Exceeds Digital Benchmarks
Level 3 <b>Defined</b>	Consistently meets Digital Expectations
Level 2 <b>Repeatable</b>	Inconsistent with Digital Expectations
Level 1 <b>Initial</b>	Not Known / Inconsistent Execution

# Administration & Operations (example)



Administration  
& Operations

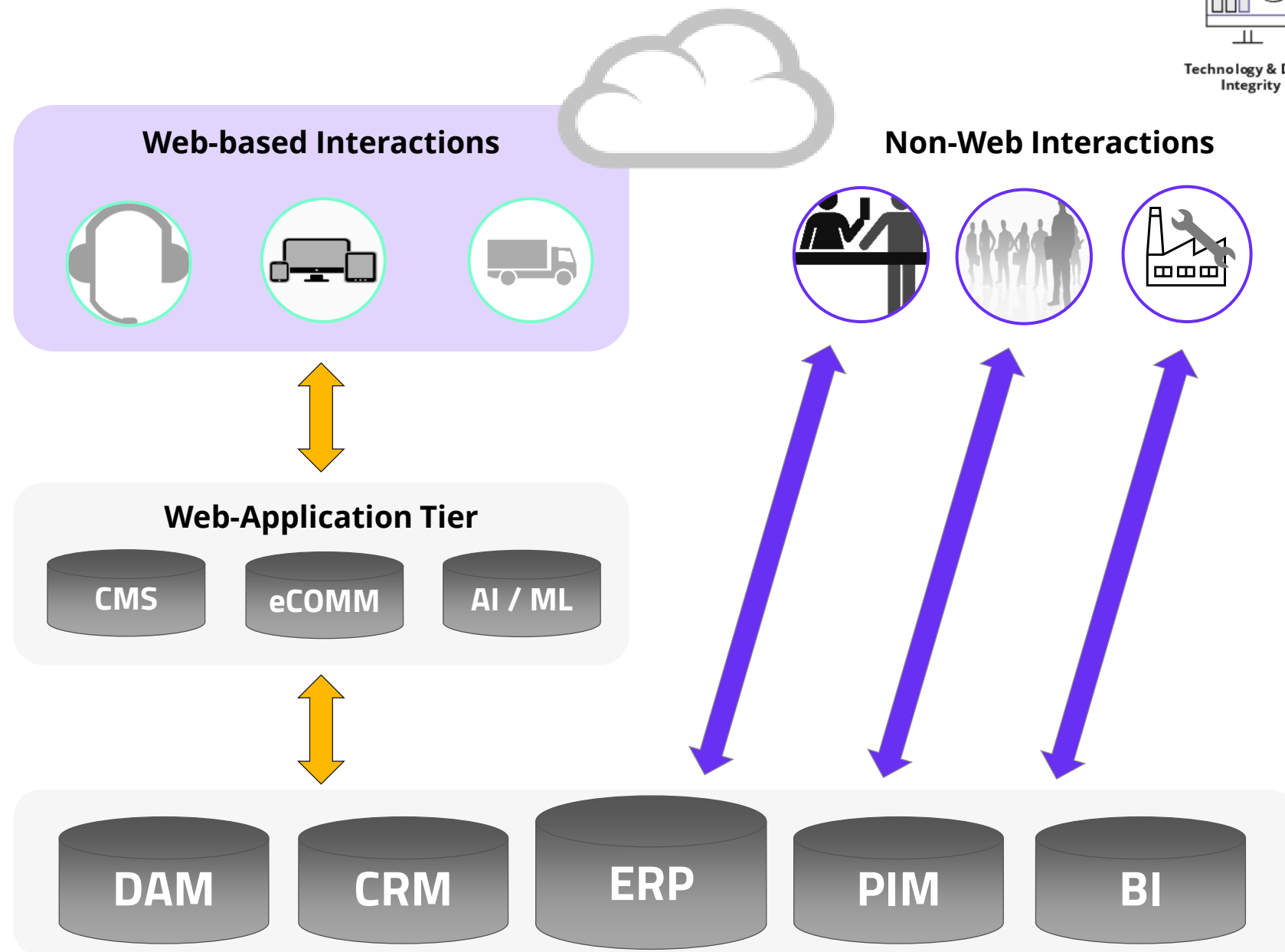
Process Name	Department(s)	System(s)	Maturity	Digital Readiness	CRAWL	WALK	RUN
					Phase I	Phase II	Phase III
			1 ————— 5	1 ————— 5	Planned Capability by Phase		
<b>Leads &amp; Prospects (Sales)</b>	<ul style="list-style-type: none"> <li>SALES                             <ul style="list-style-type: none"> <li>Inside</li> <li>Outside</li> <li>Specialist</li> </ul> </li> <li>MARKETING</li> </ul>	<ul style="list-style-type: none"> <li>CRM (TDF)</li> </ul>	2	2	<ul style="list-style-type: none"> <li>Lead Capture to CRM(Who)</li> <li>Enhance Opportunity Profiling to CRM (What)</li> </ul>	<ul style="list-style-type: none"> <li>Sync online / offline Activities between Web a, Marketing, CRM, etc. (Omni-Channel)</li> </ul>	<ul style="list-style-type: none"> <li>Increase Dynamic Experience / Lead Nurture Profiling (Hyper Personalization)</li> </ul>
<b>Customer / Account Creation</b>	<ul style="list-style-type: none"> <li>SALES</li> <li>FINANCE (A/R)</li> <li>HCIS</li> </ul>	<ul style="list-style-type: none"> <li>CRM (TDF)</li> <li>ERP (SX.e)</li> </ul>	2	2	<ul style="list-style-type: none"> <li>Online Credit App form (Web Form &amp; Integrate TDF)</li> <li>Site 'Admin' to manage Web-Users (Client controlled / HS supported)</li> <li>Sync Web Access Roles w/ TDF Contacts &amp; SX.e if Customer</li> <li>AR inquiries to 'My Account'</li> </ul>	<ul style="list-style-type: none"> <li>Interface with digital credit services</li> <li>Customer-level use of Budget allocation/ purchasing limits</li> <li>AR transactions (payments, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Integrate other financial digital enhancements</li> </ul>
<b>Pricing / Contract</b>	<ul style="list-style-type: none"> <li>SALES</li> <li>HCIS</li> </ul>	<ul style="list-style-type: none"> <li>ERP (SX.e)</li> </ul>	3	4	<ul style="list-style-type: none"> <li>Integrate to CRM/ERP for appropriate pricing on all items (Default, Matrix &amp; 'Your')</li> </ul>	<ul style="list-style-type: none"> <li>Product / Service Categories Pricing / Incentives tied to Sales Growth plan, etc. (?)</li> <li>Configured pricing</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
<b>Campaigns &amp; Promotions</b>	<ul style="list-style-type: none"> <li>PSM</li> <li>MARKETING</li> <li>SALES</li> <li>SUPPLIERS</li> </ul>	<ul style="list-style-type: none"> <li>ERP (SX.e)</li> <li>CRM (TDF)</li> <li>BI (SQL)</li> </ul>	3	3	<ul style="list-style-type: none"> <li>Hub-Spot integration with email campaigns</li> <li>Content mgt for promotional materials</li> <li>Contact data integrity</li> <li>Integrate event mgt</li> </ul>	<ul style="list-style-type: none"> <li>Review Digital alignment in Admin Section</li> </ul>	
<b>Account Profile &amp; Review</b>	<ul style="list-style-type: none"> <li>SALES</li> <li>MARKETING</li> <li>CSR</li> </ul>	<ul style="list-style-type: none"> <li>ERP (SX.e)</li> <li>CRM (TDF)</li> <li>?</li> </ul>	3	3	<ul style="list-style-type: none"> <li>Establish segment profiling for all customers</li> <li>Align Sales to Marketing campaigns / relevance</li> </ul>	<ul style="list-style-type: none"> <li>Track digital engagement of non-core categories – report to SALE &amp; boost campaigns/promotions</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>

# Omni-Channel Technical Architecture

**Technical Strategy: Support Today  
/ Position for Tomorrow**

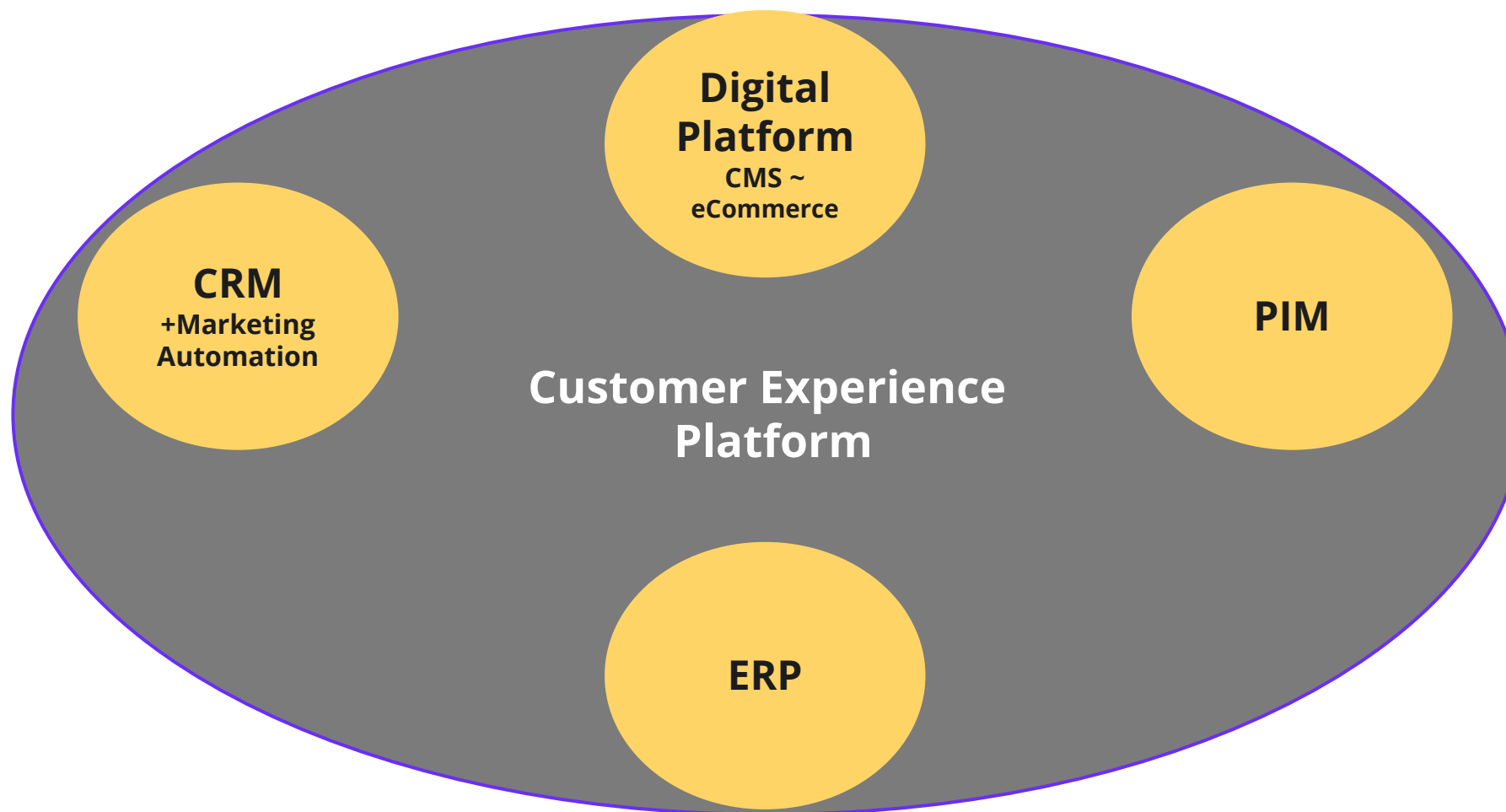
**Aligns digital and non-digital  
interactions through consistent  
user experience & optimized total  
cost of ownership**

- Clear Data Systems of Record
- Omni-Channel Alignment
- 'Real Time' / 360 Information
- Phased Implementation as necessary
- Enhanced by migration to Cloud



# Omni-channel: 'Takes a Village' of systems & data

CAPABILITIES ~ ADMINISTRATION ~ INTEGRATION  
DATA ~ CONTENT ~ OPERATIONS ~ TECH OWNERSHIP





# Manage Your B2B Program: Phased Business Impact

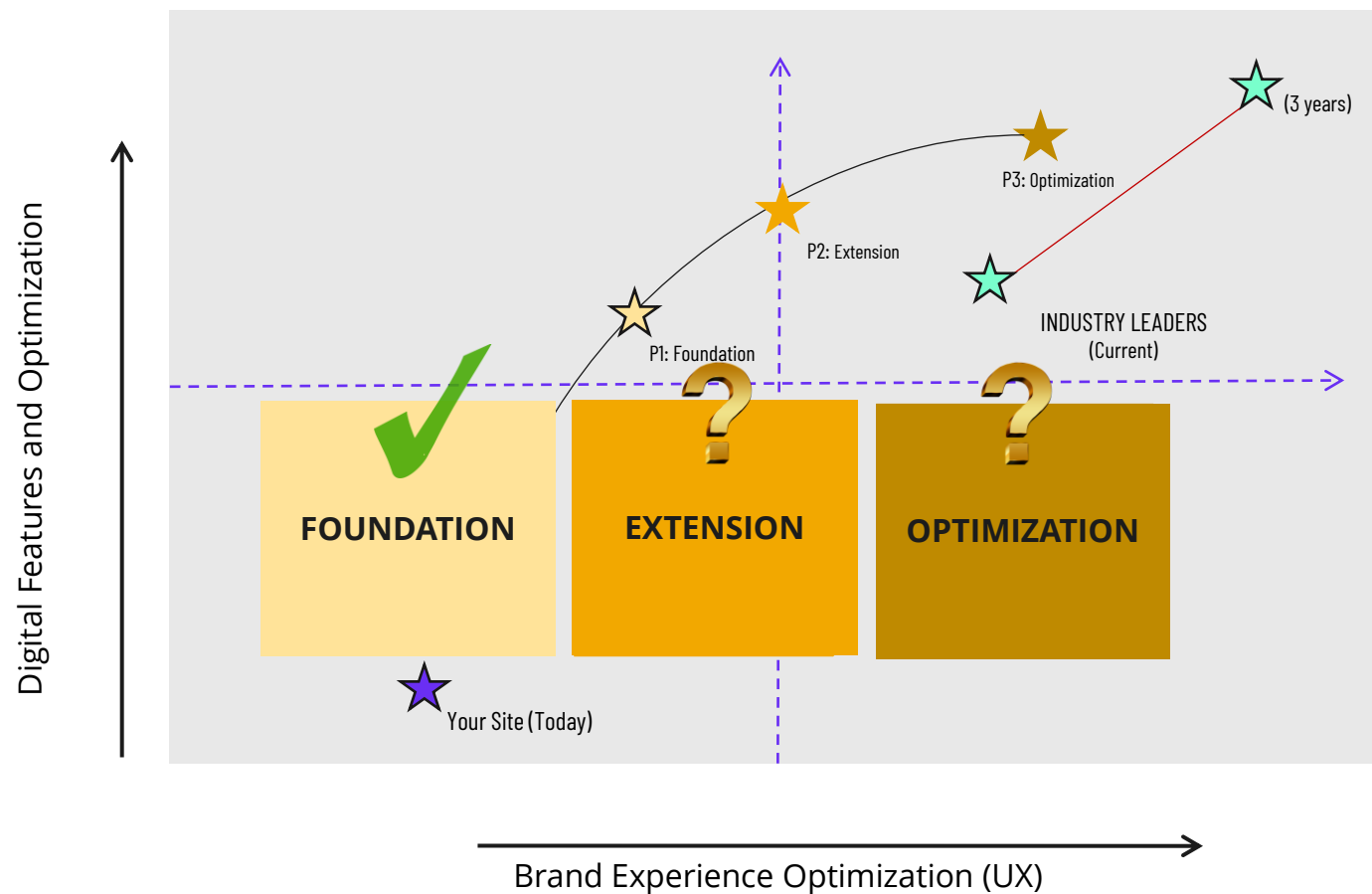
FOUNDATION - PHASE 1		EXTENSION – PHASE 2		OPTIMIZATION – PHASE 3		
STRATEGIES	<ul style="list-style-type: none"><li>• Establish Digital Strategy &amp; Governance</li><li>• Select Core Systems, Data Model &amp; Integration</li><li>• Update Site Design &amp; Baseline Marketing Capability</li><li>• Increase Core Commerce &amp; Content Capabilities</li></ul>		<ul style="list-style-type: none"><li>• Extend Internal User Groups (Sales &amp; CSR)</li><li>• Expand CRM integration &amp; User Profile interactions</li><li>• Global &amp; Channel Extension</li><li>• Enhance Global Technical Performance &amp; Availability</li></ul>		<ul style="list-style-type: none"><li>• Aggressive Digital Marketing Plan</li><li>• Dynamic Engagement ~ Channel Expansion</li><li>• Global Brand Experience Alignment</li><li>• Trade Show &amp; Event Experience Management</li></ul>	
REVENUE PLAN	\$		\$\$\$		\$\$\$\$\$	
Relative Investment Allocation						
CUSTOMER EXPERIENCE	\$\$		\$\$\$		\$\$\$\$\$	
DIGITAL MARKETING	\$\$		\$\$\$		\$\$\$\$\$	
PROCESS ALIGNMENT	\$\$\$		\$\$\$		\$	
TECHNOLOGY	\$\$\$\$\$		\$\$\$		\$\$	



# Strategic Prioritized & Phased Roadmap

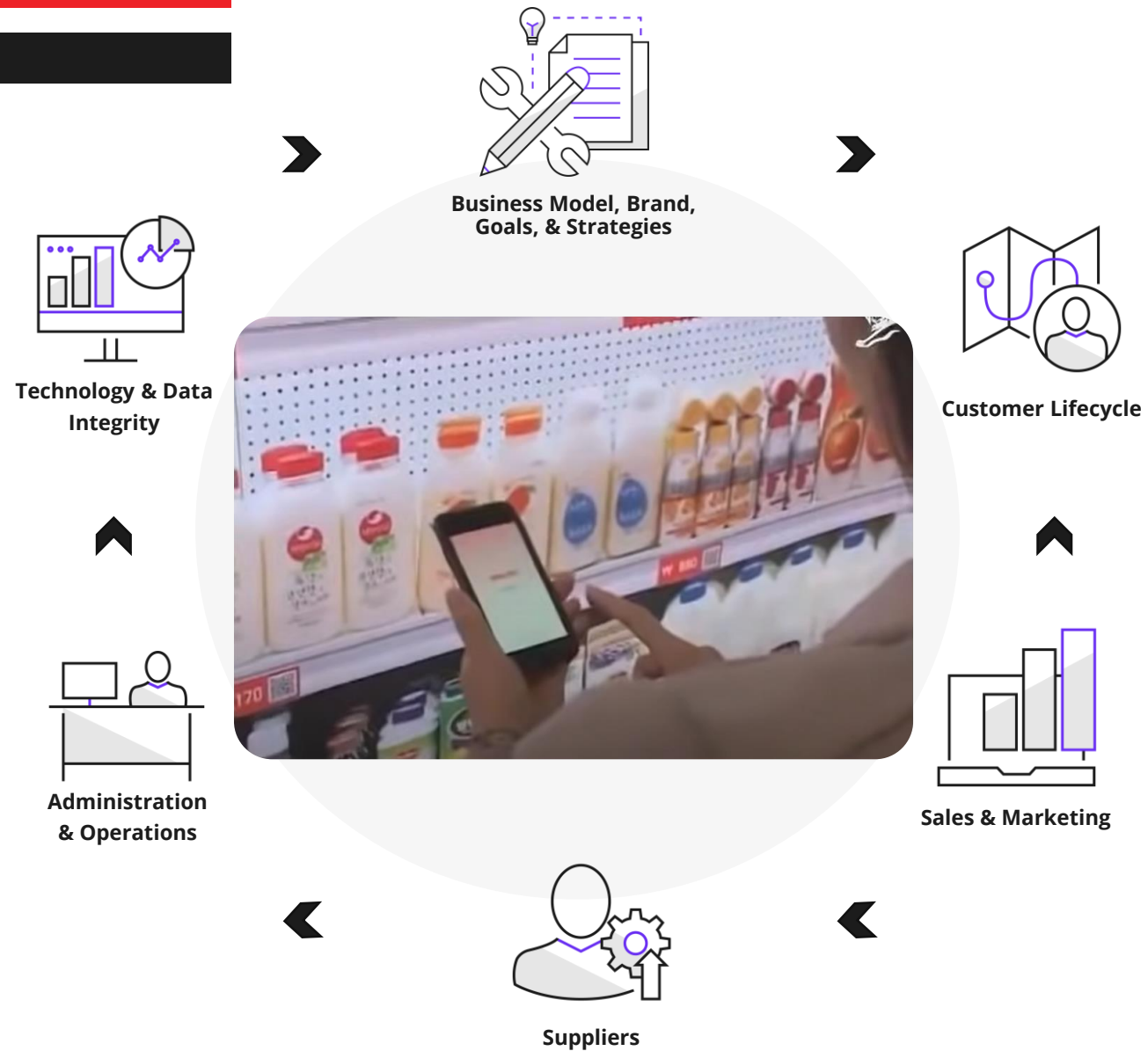
## Industry Leading Capabilities (What)

- Self- / Assisted- Service
- Capabilities & Features
- Omni-Channel Alignment
- Efficient & Accurate
- Unique 'Digital Only'



## Industry Leading Experience (How)

- Intuitive/Easy to Use
- Engaging & Interactive
- Relevant & Personalized
- Omni-Channel Alignment
- Unique 'Digital Only'







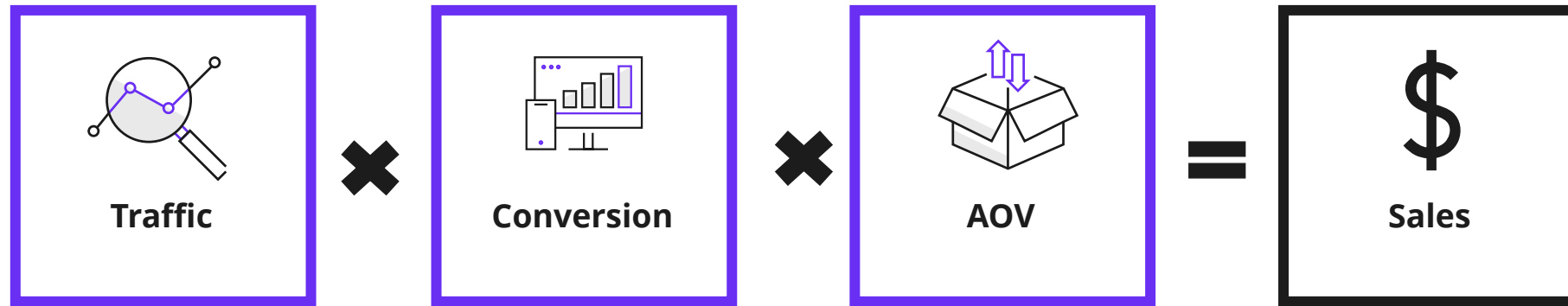
# Commerce Metrics as a Decision Framework





# Commerce Metrics For Management & Governance

## Revenue Growth



## Profit Protection





# Commerce Metrics For Management & Governance

## Revenue Growth



### USER TYPES

- Prospects
- Customers
- Internal CSR/Sales
- Call Center
- Suppliers
- Warehouse
- Drivers

### DATA-DRIVEN FRAMEWORK TO INFORM

- Priorities & Budgets
- ROI Assumptions
- Management & Reporting
- Extensions & Investments
- Unique & Disruptive Opportunities



# Commerce Goals, Metrics, and Data-Driven Management

Profile	Traffic ✕	Conversion ✕	AOV =	Revenue	Operating Cost	Profitability
Goals   Funnels   Analytics   Data-Driven Decision Making   AB & Variant Testing   Continuous Improvement   Closed-Loop Management						
	500k	8%	\$ 100.00	\$ 4M	Operating Margin	Bottom Line
User Segments	Drivers	Target CTA's	Quantify Increases	Revenue	Efficiency / Gains	Profits
<ul style="list-style-type: none"><li>• New Visitor</li><li>• Return Visitor</li><li>• Direct Customer</li><li>• In-Direct Customer</li><li>• Region</li><li>• Market / Industry</li><li>• Channel 'Type' (OEM, Dealer, End-Customer)</li><li>• User Roles (Admin, Engineer, Buyer...)</li><li>• Internal Roles (CSR, Sales, Branch...)</li></ul>	<ul style="list-style-type: none"><li>• Digital Marketing</li><li>• Paid Advertising</li><li>• Links &amp; Partners</li><li>• Consolidated Web Properties</li><li>• Product Information, Specs &amp; Comparison</li><li>• My Account</li><li>• Log-In for Quotes, Orders, Re-Order, History &amp; Support</li><li>• Knowledge &amp; Resource Center</li><li>• Product Support</li><li>• Commercial Support</li><li>• Offline Directives</li></ul>	<ul style="list-style-type: none"><li>• Product Downloads</li><li>• Request Information</li><li>• Lead Capture</li><li>• Web User Sign-up</li><li>• New Account Request</li><li>• Quote Request</li><li>• Order (In-Direct)</li><li>• Order (Direct)</li><li>• Log-In</li><li>• Re-Quote / Re-Order</li><li>• Product Registration</li><li>• Return Request</li><li>• Warranty Engagement</li><li>• Support Ticket / Chat</li></ul>	<ul style="list-style-type: none"><li>• Average Quote \$</li><li>• Average Order \$</li><li>• Average RMA \$</li><li>• Merchandising</li><li>• Accessory Purchase</li><li>• Portfolio Expansion</li><li>• Subscription Orders</li><li>• Substitutes</li></ul>		<ul style="list-style-type: none"><li>• Reduce Phone Calls</li><li>• Auto Account Set-up</li><li>• Self-Service</li><li>• Assisted-Service</li><li>• Integrated Workflows inc. offline/online</li><li>• Eco-System Integration &amp; Ops</li><li>• Reduced RMA's</li></ul>	



NB: Not all Digital Value is directly tied to Revenue but you should be clear about what the targeted value is and how it will be measured and reported



# Consideration Of Digital Extension





# Digital Commerce Trends


- Marketplaces
- Omni-channel
- Subscriptions
- AI
- Tracking
- AR / VR / Meta

## 2021 Gartner® Magic Quadrant™

- **MARKETPLACES** - 10% increase in digital revenue
- **OMNI-CHANNEL SUPPORT** - 15% will use digital commerce platforms inc. internal users (CSR / Sales)
- **SUBSCRIPTIONS** - 20% of revenue growth
- **SERVICES** - 10% of online revenue when attached value-add to physical products

# Commerce Goals, Metrics, and Data-Driven Management

Profile	Traffic	✖	Conversion	✖	AOV	=	Revenue	Operating Cost	Profitability
Goals   Funnels   Analytics   Data-Driven Decision Making   AB & Variant Testing   Continuous Improvement   Closed-Loop Management									
	500k		8%		\$ 100.00		\$ 4M	Operating Margin	Bottom Line
User Segments	Drivers		Target CTA's		Quantify Increases		Revenue	Efficiency / Gains	Profits
HOW COULD THESE IDEAS APPLY TO MY BUSINESS? QUESTIONS – DISCUSSION WITH YOUR PEERS / TEAM									







# Digital Commerce Trends

- **Marketplaces**
- Omni-channel
- Subscriptions
- AI
- Tracking
- AR / VR / Meta

## Definition

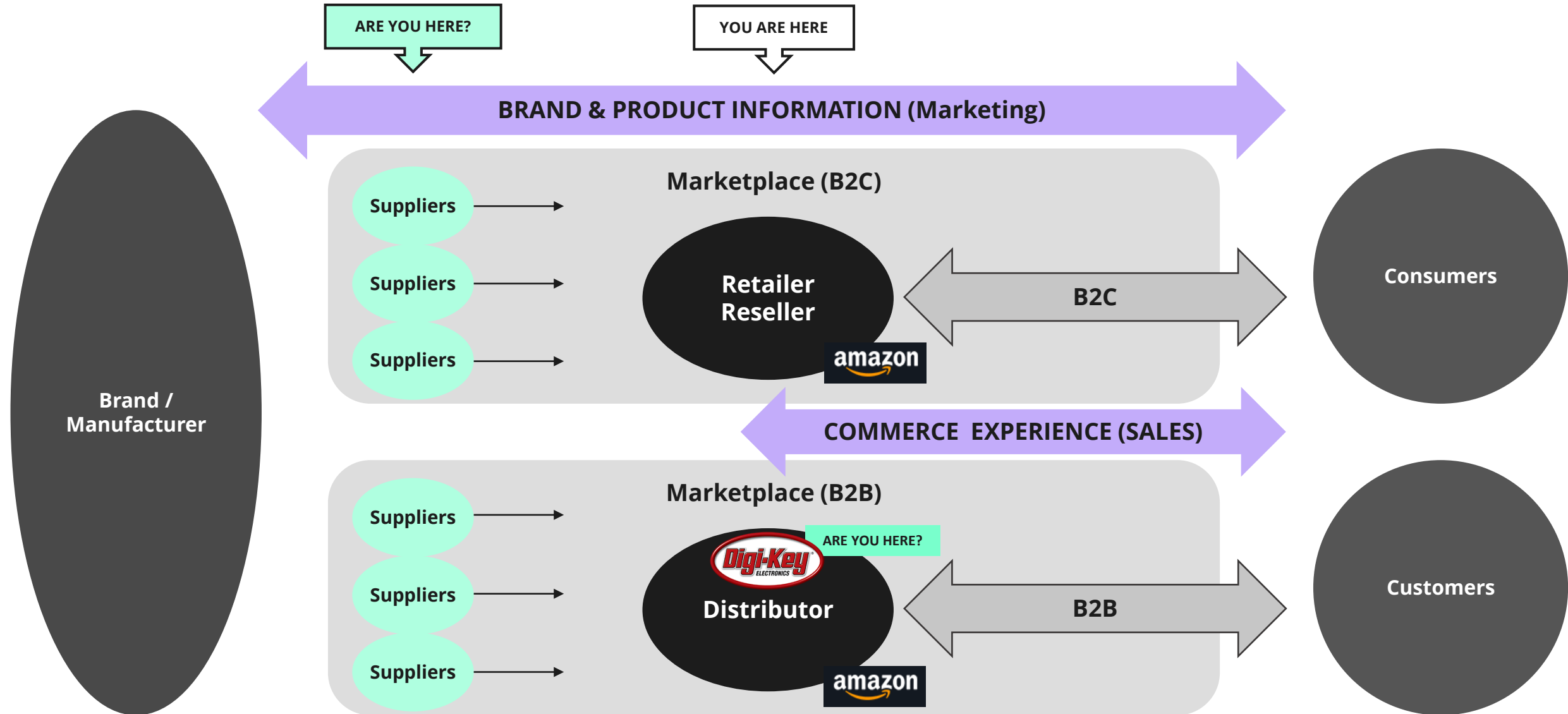
An online marketplace is a website or app that facilitates shopping from many different sources. The operator of the marketplace often does not own the inventory being sold and is often not responsible for fulfillment and delivery of those sales. The marketplace owner's focus is to present other companies' inventory to a user on their site and facilitate a transaction.

eBay is an ultimate example of an online marketplace, as they sell everything to everybody and yet own no products or inventory.

# Overview: Traditional Marketplace

EXTENSION

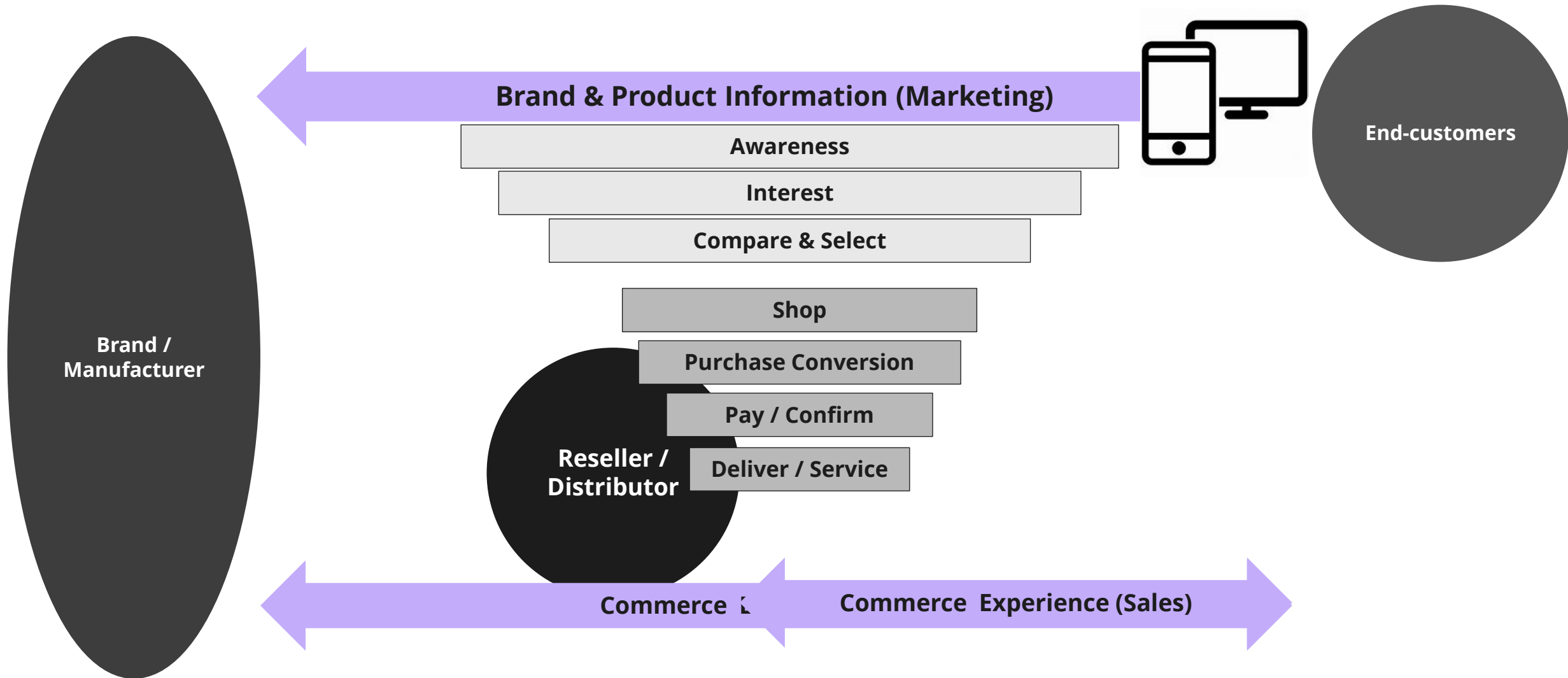
OPTIMIZATION



# Manufacturer 'Outside-in' Perspective

EXTENSION

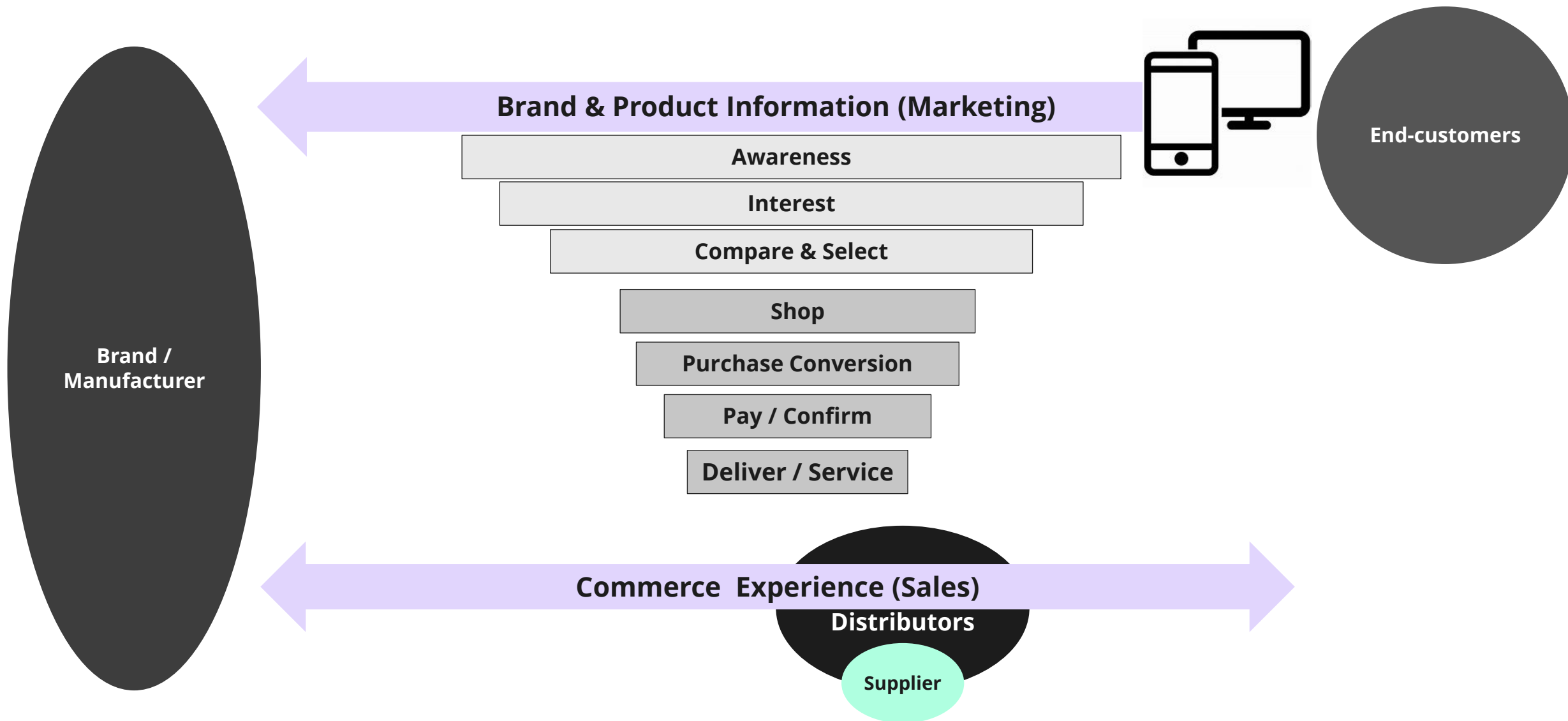
OPTIMIZATION



# 'Reverse Channel' Marketplace

EXTENSION

OPTIMIZATION



# 'Reverse Channel' Marketplace

3M Science.  
Applied to Life.™

Search

US - EN

Products Industries Brands

Account 5

3M™ Zero Gas Cylinder  
529-05-18

1. Select Package Type and Quantity

EACH

\$129.99-176.59

Quantity

1

2. Select Distributor and shipping option

Shipping to: 19422

ARE YOU HERE?

Best Customer Score

Maxwell Products

\$153.05/each

30.44% off

\$11.78

Ground Delivery

Est. Delivery : Oct 6

Add to cart

Buy now

GT MIDWEST

\$129.99/each

\$10.88

Ground Delivery

Est. Delivery : Oct 10

Add to cart

Buy now

Enviro Safety Products

\$141.19/each

6.61% off

\$11.35

Ground Delivery

Est. Delivery : Oct 11

Add to cart

Buy now

Additional Distributors

3M Science.  
Applied to Life.™

Search

US - EN

Products Industries Brands

Account

United States > Manufacturing > Metalworking > Resources > Purchasing Information

Metalworking

OVERVIEW > PRODUCTS > APPLICATIONS > RESOURCES > SUPPORT >

3M Abrasives Purchasing Information

ARE YOU HERE?

Shop at Amazon

Shop at Pack-n-Tape

Shop at Zoro



# Commerce Goals, Metrics, and Data-Driven Management

Profile	Traffic ✕	Conversion ✕	AOV =	Revenue	Operating Cost	Profitability
Goals   Funnels   Analytics   Data-Driven Decision Making   AB & Variant Testing   Continuous Improvement   Closed-Loop Management						
	500k	8%	\$ 100.00	\$ 4M	Operating Margin	Bottom Line
SEGMENTS	DRIVERS	TARGET CTA's	QUANTIFY INCREASES	REVENUE	EFFICIENCY / GAINS	PROFITS
MARKETPLACES (Example: Business Value)						
<ul style="list-style-type: none"><li>• New Users</li><li>• Existing Customers</li><li>• Existing Marketplaces</li><li>• Manufacturer Users</li><li>• Product DEV (Test)</li><li>• Suppliers (Partner)</li></ul>	<ul style="list-style-type: none"><li>• Increase SEO Traffic by expanding Product Lines</li><li>• Expand Niche and related categories to attract new buyers</li><li>• Create Niche sites</li><li>• Limit risks on regional / global test markets</li><li>• New Users 'upstream' within Man'f sites</li></ul>	<ul style="list-style-type: none"><li>• Increase number of Quote/Orders</li><li>• Position your products in front of more users / buyers</li><li>• Broaden offering to mitigate supply chain</li><li>• Inform Product DEV &amp; new categories</li></ul>	<ul style="list-style-type: none"><li>• Increase AOV of Quotes/Orders</li></ul>	<ul style="list-style-type: none"><li>• Increase</li></ul>	<ul style="list-style-type: none"><li>• Reduce inventory, holding costs</li><li>• Fulfilment cost</li><li>• Expand Supply Chain availability</li></ul>	<ul style="list-style-type: none"><li>• Incremental profit / lower costs to obtain</li></ul>



# Digital Commerce Trends

- Marketplaces
- **Omni-channel**
- Subscriptions & Services
- AI
- Tracking
- AR / VR / Meta

## Definition

Omni-Channel is defined as seamless and effortless, high-quality customer experiences that occur within and between contact channels and touchpoints. Often, this suggests the integration of all physical channels (offline) and digital channels (online) to offer a unified experience among customers.

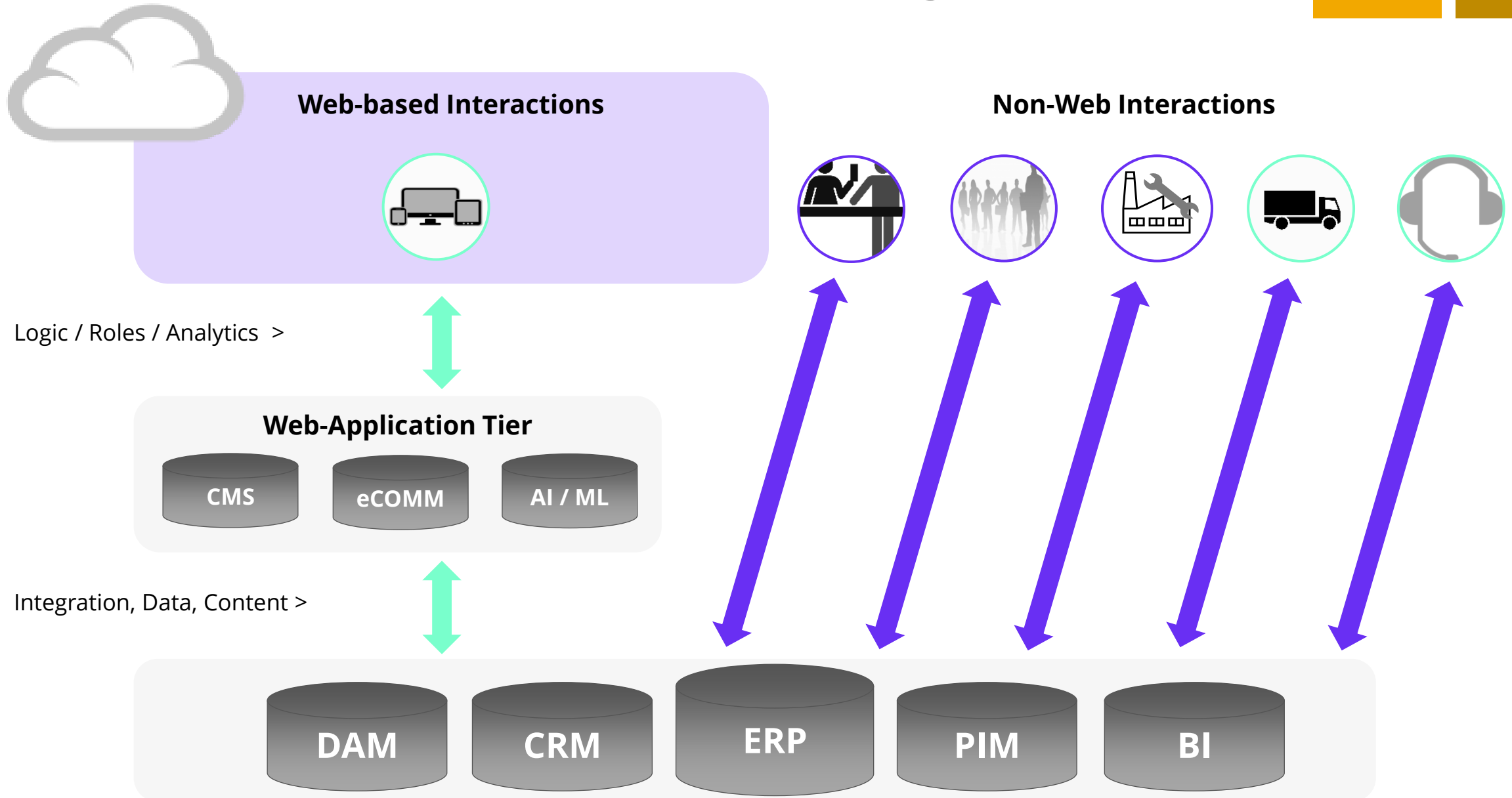
Examples of these channels that become synchronized in support of this type of customer experience include:

- Website interactions
- Mobile Applications
- Customer Services & Call Centers
- Sales and Customer Service
- POS Systems
- Marketing Departments
- Fulfillment and Support Centers

# Omni-Channel Alignment

EXTENSION

OPTIMIZATION







# Digital Commerce Trends

- Marketplaces
- Omni-channel
- **Subscriptions & Services**
- AI
- Tracking
- AR / VR / Meta

## Definition

### Subscription

- Standing / Recurring Orders
- Threshold Auto-Order / VMI
- Maintenance Deliveries (e.g., filters, consumables, etc.)
- Link to Product Registration
- Subscription Merchandising

### Services

- Value-add enhancement to Products
- Planning / Supply Chain Services
- Design & Visualization Capabilities
- Ease of Quote/Order Support (e.g., Lists, BOM, Production Profile, etc.)
- Alerts, Notifications, Back in Stock



# Digital Commerce Trends

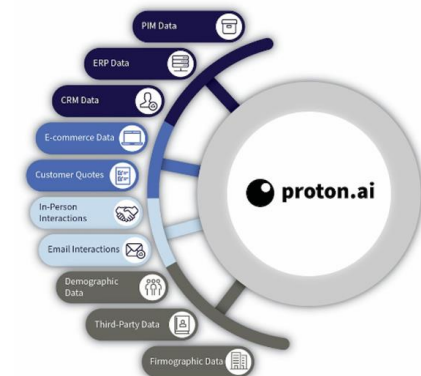
- Marketplaces
- Omni-channel
- Subscriptions & Services
- **AI**
- Tracking
- AR / VR / Meta

## Definition

Artificial intelligence (AI) refers to the simulation of human intelligence in machines that are programmed to think like humans and mimic their actions. The term may also be applied to any machine that exhibits traits associated with a human mind such as learning and problem-solving.

## Complex Omni-Channel Analysis (AI)

- Product Recommendations to Sales / CSR's – ERP/CRM and All Channels
- Dynamic Digital Recommendations
- Inventory Velocity / Trending
- And more...





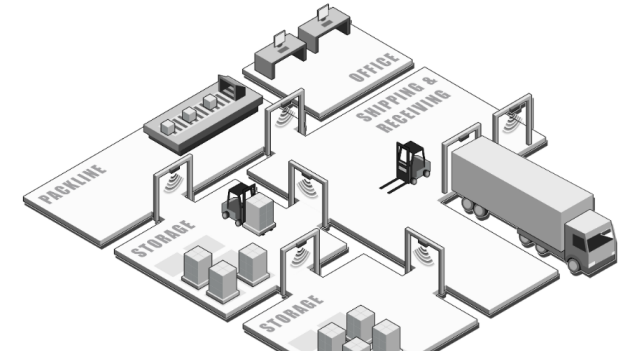
# Digital Commerce Trends

- Marketplaces
- Omni-channel
- Subscriptions & Services
- AI
- **Tracking (GPS / RFID)**
- AR / VR / Meta

## Where's My Delivery (GPS)?



## Where Is My Item (RFID)?



## What Is It (RFID)?



## What Happened To It (RFID)?





# Digital Commerce Trends

- Marketplaces
- Omni-channel
- Subscriptions & Services
- AI
- Tracking
- **AR / VR / Metaverse**

## Definition

### Augmented Reality (AR)

A technology that superimposes a computer-generated image on a user's view of the real world, thus providing a composite view.



<https://youtu.be/BrZUEL3LjtU>

### Virtual Reality (VR)

Computer-generated simulation of a three-dimensional image or environment that can be interacted with in a seemingly real or physical way by a person using special electronic equipment... or presented through a digital screen experience.



<https://www.marxentlabs.com/clients/>

### Metaverse

A virtual-reality space in which users can interact with a computer-generated environment and other users.

 Meta

 metaverses



# Digital Commerce Trends

- Marketplaces
- Omni-channel
- Subscriptions & Services
- AI
- Tracking
- **AR / VR / Metaverse**





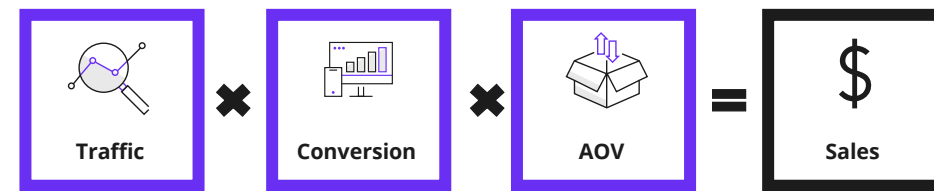
# Takeaways



## How can today's CEO establish, validate and successfully implement their Digital Strategy Roadmap & Capabilities?

- 1) Develop a digital strategy aligned to your business strategy
- 2) Include all major stakeholders | Outside-In & Inside-Out (inc. Sales)
- 3) Prioritize omni-channel alignment holistic roadmap
- 4) Commerce metrics to validate expansion priorities
- 5) Instill a culture supporting this journey:
  - Data-driven decision-making & management
  - Continuous feedback & improvement
  - Change management & team development

## Revenue Growth





THANK YOU AND GOOD LUCK!





# Appendix







# 5) Commerce Goals, Metrics and Data-Driven Management

Profile	Traffic ✖	Conversion ✖	AOV =	Revenue	Operating Cost	Profitability
Goals   Funnels   Analytics   Data-Driven Decision Making   AB & Variant Testing   Continuous Improvement   Closed-Loop Management						

What are your Goals?

Strategies & Tactics to Achieve them?

How are KPI's Measured?

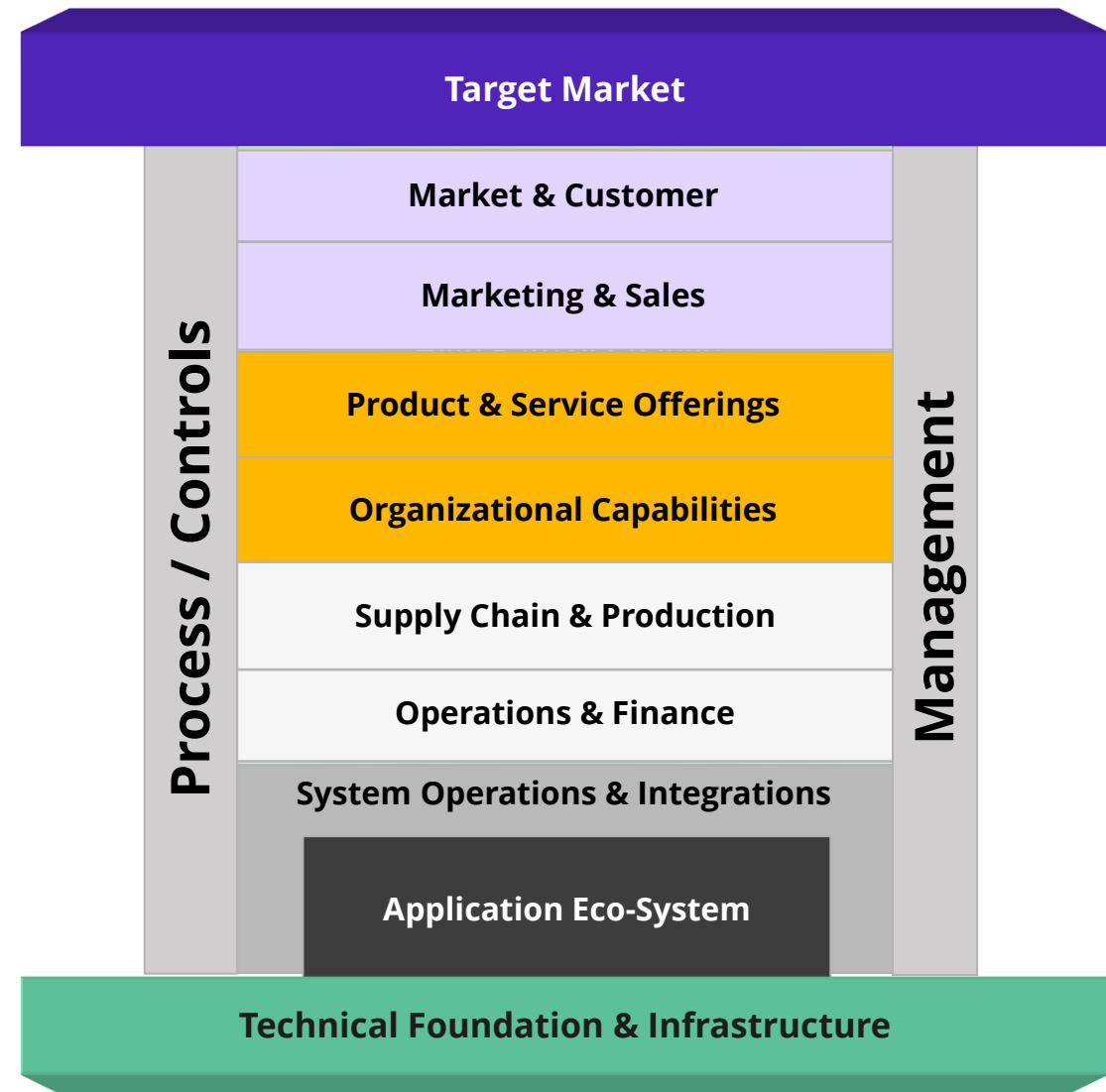
Data-Driven understanding of how your Customers / Users are Engaging

Deliberate Customer / Internal / Supplier Engagement & Feedback



# Digital Strategy Development: WHY?

- Management
  - Business Goals / Results / Growth
  - Inform Investment
- Market & Customer
  - Marketing & Sales
  - Product & Services Offerings
- Organization
  - Capabilities & Capacity
  - Operations, Process & Finance
- Technology & Infrastructure
  - Competitive Asset v. Liability
  - Long-range planning / alignment





# Digital Strategy Development: WHY?

Paradigm shift on the role of Digital in recent years

## Then

Channel Conflict  
Discreet Digital Channel  
Threatened by Digital Role  
Portal will seek it's own level  
Nice to Have / Tech Solution  
Minimize Expense

**Customers**

**Scope of Impact**

**Employees**

**Company Culture**

**Strategic Value**

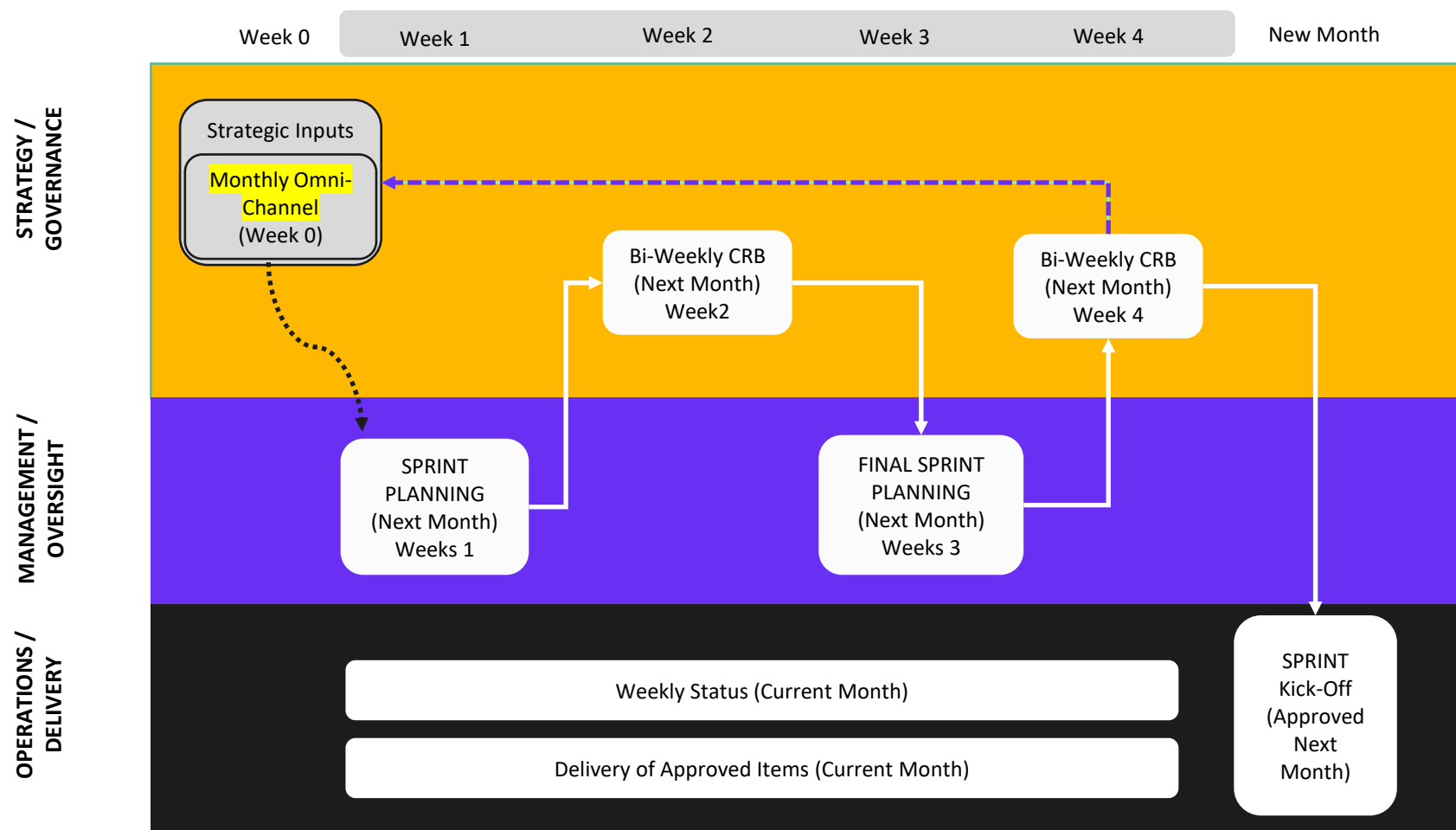
**Investment Alignment**

## Now

Preferred Channel Shift  
Business Experience ~ Digitally Enhanced  
Need to be Digitally Enabled & Aligned  
Full Digital Culture ~ Organization & Process  
Imperative / Significant Business System  
Strategic Asset / Capital Investment Plan



# Digital Project Governance





# Manage Your B2B Program: Governance

	Marketing	eCommerce	Technology	Ops / Finance	Management
Governance	<ul style="list-style-type: none"><li>• Senior Management / Executive-Level / Board Review</li><li>• Multi-Year Capital Plan Oversight ~ Escalation, Issues, Risks~ Organizational Change / Strategy Align</li><li>• Cadence ~ Monthly / Quarterly</li></ul>				
↑					
Program	<ul style="list-style-type: none"><li>• Key Stakeholders and Department Heads</li><li>• Roll-up Oversight of multiple and related projects ~ Escalation, Issues, Risks, Change Management and Business Performance</li><li>• Cadence ~ Bi-Weekly / Monthly</li></ul>				
↑					
Project	<ul style="list-style-type: none"><li>• Project Requirements, Design and Delivery Team(s) – Project Sponsors</li><li>• Project Status and Project Management (Scope, Budget and Timeline) ~ Escalation, Issues and Risks</li><li>• Cadence ~ Weekly / Bi-Weekly</li></ul>				