

# B2B E-Commerce

Moving B2B Business Through Digital  
Channels



# Poll: Who secretly wishes they were a B2C marketer?

# Let's talk logistics

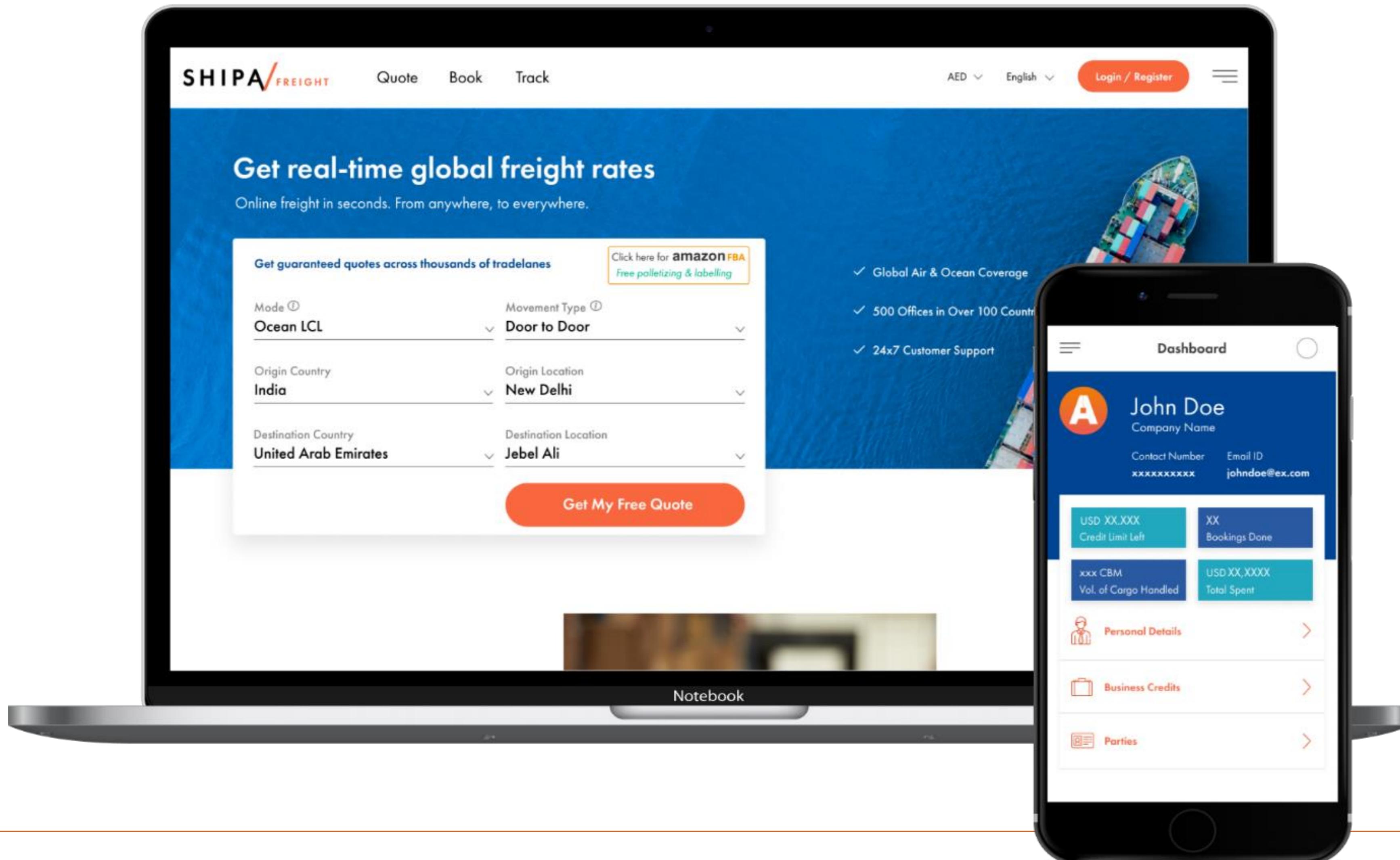


**Agility**  
\$5.1 billion revenue  
Offices in 100 countries  
22,000 employees  
60,000+ customers

# Digital: thrive or die



World's most comprehensive integrated freight platform. Quotes in seconds, online booking, 100% visibility (goods tracking), access to additional services like customs, insurance, trade financing, ecommerce logistics.



# 3 Things We Wrestle With



# #1) What kind of digital?

Does it even make sense to think about e-commerce?

## Digital First and Digital Support



## Determining Digital Type

	1	2	3	4	5	
<b>Offering</b>	<ul style="list-style-type: none"> <li>• Standard or Custom</li> <li>• Differentiated or Commodity</li> </ul>	<ul style="list-style-type: none"> <li>• Single standard</li> <li>• Little differentiation</li> </ul>	<ul style="list-style-type: none"> <li>• Few standards</li> <li>• Some differentiation</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple standards</li> <li>• Significant differentiation</li> </ul>	<ul style="list-style-type: none"> <li>• Configured to order</li> <li>• Highly differentiated</li> </ul>	<ul style="list-style-type: none"> <li>• Custom designed and built</li> <li>• High risk or complexity</li> </ul>
<b>Purchase Complexity</b> ASP, Signoff, Length of Sales Cycle	<ul style="list-style-type: none"> <li>• &lt;\$10K-\$100K</li> <li>• Single buyer</li> <li>• &lt;3 mo. buy cycle</li> </ul>	<ul style="list-style-type: none"> <li>• \$100K-\$250K</li> <li>• 3-6 in buying group</li> <li>• 3-6 mo. buy cycle</li> </ul>	<ul style="list-style-type: none"> <li>• \$250K-\$500K</li> <li>• 7+ in buying group</li> <li>• 12-18 mo. buy cycle</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;\$500,000</li> <li>• 10+ in buying group</li> <li>• &gt;18 mo. buy cycle</li> </ul>		
<b>Go-to-Market</b> Who Drives the Sale	<ul style="list-style-type: none"> <li>• E-commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Inside sales only</li> <li>• No direct sales force</li> </ul>	<ul style="list-style-type: none"> <li>• Inside and direct sales force</li> </ul>	<ul style="list-style-type: none"> <li>• Geography or territory coverage</li> </ul>	<ul style="list-style-type: none"> <li>• All clients have sales coverage</li> </ul>	

Type	Range	EXAMPLES	Blade Server	SaaS Software	Private Jet
Offering	3-6		1	2	4
Purchase complexity	7-11		2	4	5
Go-to-market	12-15		2	3	4
Total:		5	9	13	
Type:	Digital First	Digital Hybrid	Digital Support		

# Mapping the change helps align the organization



Agility	Shipa Freight
What are customers buying?	
How many trade lanes?	
How frequently do they ship?	
What kind of rates are they eligible for?	
What does the buyer decision-making profile look like	
What's the total spend potential?	
Level of tech integration required?	
Business size	
If they called us, who would we have historically sent them to?	

# Understanding your digital choices is critical for building your organization



Talent, processes, and technology are different depending on what digital transformation strategy you pursue

## Digital First Organizational Capabilities

	Sales	Marketing	Product
<b>Organization and Skills</b>	<ul style="list-style-type: none"><li>Inside sales capability to support online sales</li><li>Partner management skills to build relationships</li></ul>	<ul style="list-style-type: none"><li>Digital strategist</li><li>Inbound specialists</li><li>Store operations</li></ul>	<ul style="list-style-type: none"><li>Understanding of digital buying process</li><li>Market analysis</li><li>Volume or tiered pricing</li></ul>
<b>Process and Measurement</b>	<ul style="list-style-type: none"><li>Align for late handoff to sales or channel</li></ul>	<ul style="list-style-type: none"><li>Conversion optimization</li><li>Shopping motion (cross-sell, upsell, compatibility)</li><li>Promotions management</li></ul>	<ul style="list-style-type: none"><li>Include self-driven purchasing in product</li><li>Use digital actions as feedback loop</li></ul>
<b>Technology</b>	<ul style="list-style-type: none"><li>Inbound call management</li><li>Ticket tracking</li></ul>	<ul style="list-style-type: none"><li>Commerce function</li><li>Live chat</li><li>Managed trials (where possible)</li></ul>	<ul style="list-style-type: none"><li>Support trials in product design</li><li>Predict future purchases based on product use</li></ul>

SiriusDecisions ➤

## #2) A data strategy is essential

Good analytics to data decision-making is key, and good communication of the data helps align the organization.

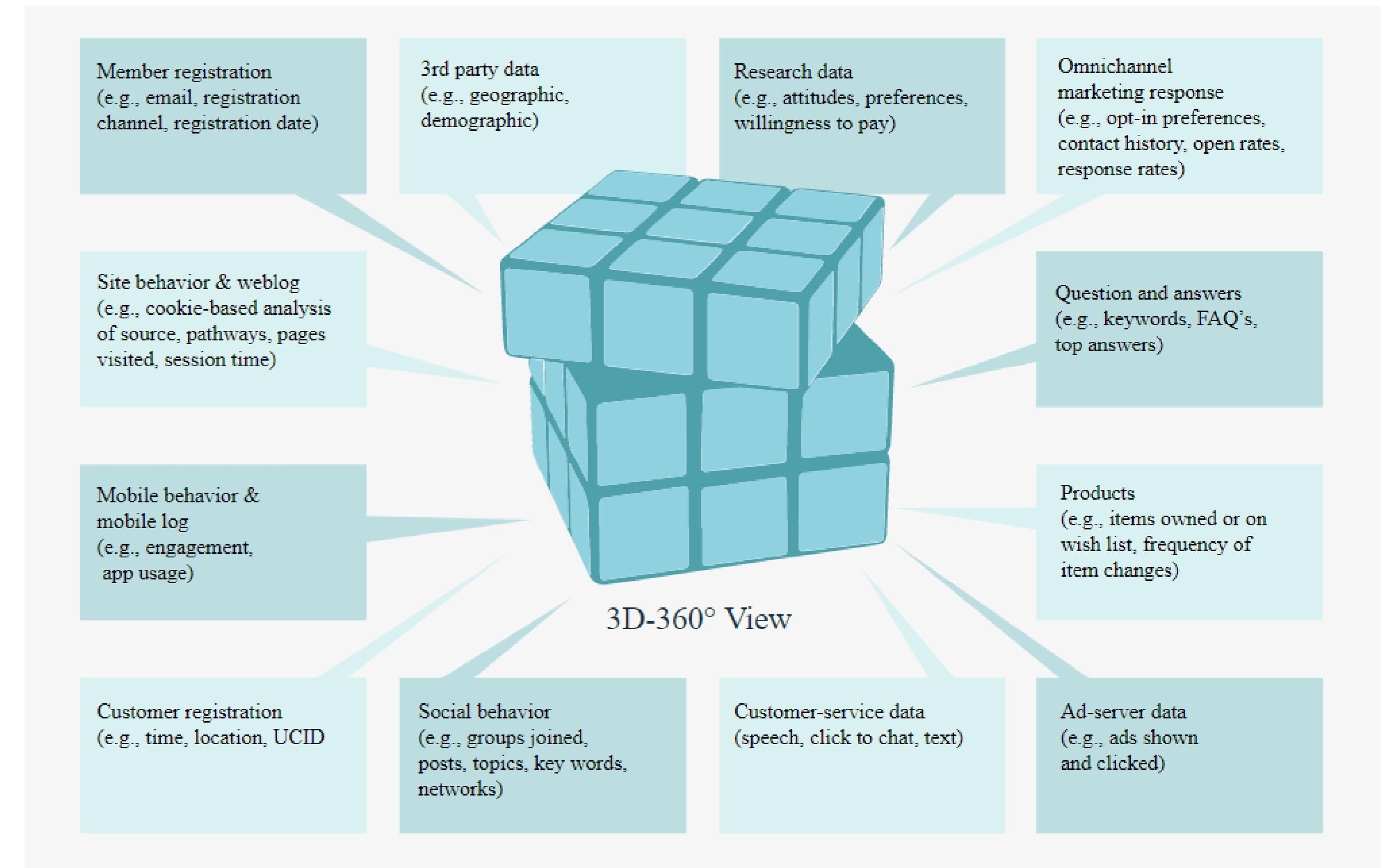
Class	Description	E-Commerce Metrics
Impact	Effects against business goals	<ul style="list-style-type: none"> <li>Revenue growth</li> <li>Customer lifetime value</li> <li>Cross-sell/upsell revenue</li> </ul>
Output	Direct results of actions	<ul style="list-style-type: none"> <li>Conversion rates and velocity</li> <li>Web visits and click rates</li> <li>Buyer ratings and reviews</li> </ul>
Activity	Counts of actions taken	<ul style="list-style-type: none"> <li>Paid search placements</li> <li>Time on store</li> <li>Abandonment rates and stages</li> </ul>
Readiness	Preparedness to perform	<ul style="list-style-type: none"> <li>Launch e-commerce framework</li> <li>Contact database growth</li> <li>Store render time</li> </ul>



# But setting it up so that you have the right data and can use it meaningfully is the bigger effort

- Mckinsey talks about the big data trinity:

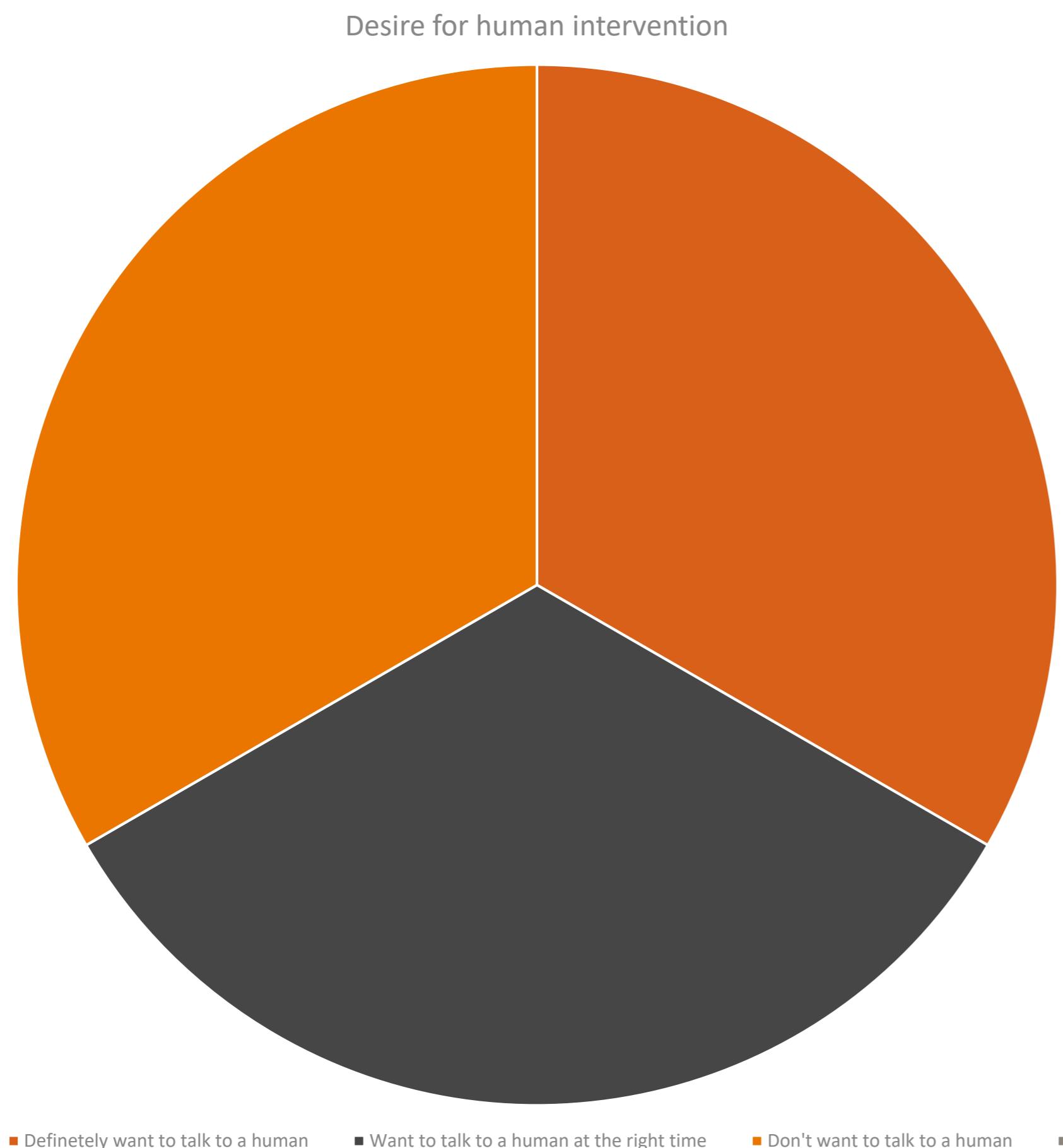
- 3D-360 customer view
- Analytics road map
- Self-learning eco-system



McKinsey  
& Company

# The human touch still matters

66% of customers want some human interaction, irrespective of level of shipping expertise.



Inside sales team major game-changer to getting the business the first time, but after that, it moves back to digital





What digital model is right for you?



How do you get the data piece right?



How much human interaction and at what points?



# Thank You

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