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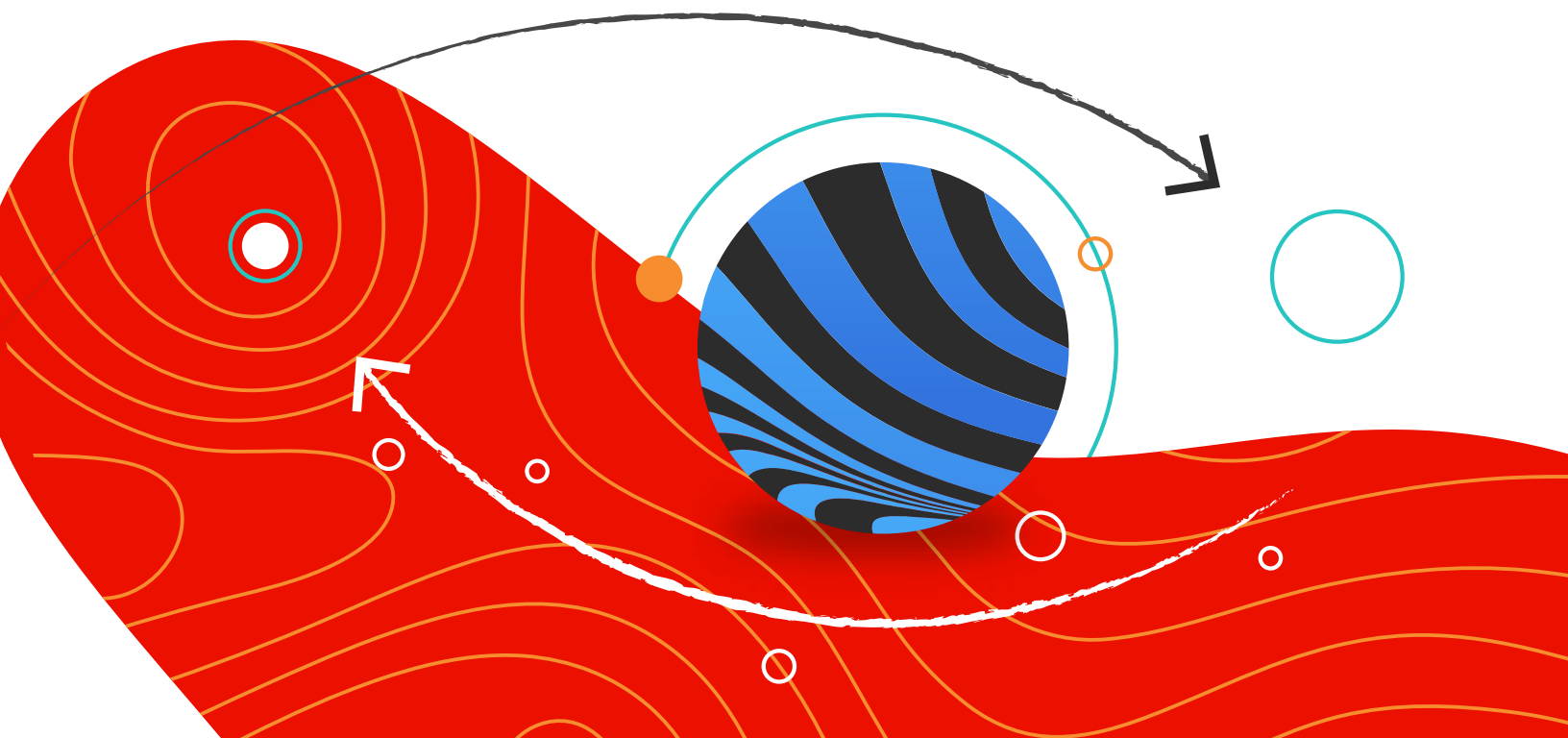
A Simple Plan for B2B Ecommerce

It's time to stop wondering if ecommerce is right for your B2B business—and start taking action.



The age of B2B ecommerce is already here. Digital B2B sales grew 40% from US\$900 billion in 2018 to an estimated US\$1.3 trillion in 2020. Today, 70% of B2B decision makers say they are open to making a purchase of more than US\$50,000 online, and 27% would spend more than US\$500,000.

And these figures will only grow as B2B buyers get younger. Today, 73% of all B2B purchasing decisions are made by millennials. And 26% of millennial B2B buyers already prefer to make their business purchases in online marketplaces like Amazon and Alibaba. It's no surprise Gartner projects that, by 2025, an overwhelming 80% of all B2B interactions between suppliers and buyers will take place online.



All of this suggests that for B2B organizations, ecommerce is fast becoming a requirement of staying in business. However, adopting ecommerce is a lot more than just installing an ecommerce platform. “Technology is just the tip of the iceberg,” explains Marion Freijssen, strategic business advisor, commerce strategy, EMEA, Adobe. “B2B companies that succeed with ecommerce begin with a clear business vision, research their market, and set measurable strategies and defined KPIs.”

And today’s B2B companies have more options than they think, for example, they can grow revenues by adding direct-to-consumer ecommerce, launch a consumer-facing marketplace, or operate a marketplace for businesses. They might also productize and monetize data they collect in the process of selling online or running a marketplace.

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Marion Freijssen

Strategic Business Advisor,
Commerce Strategy, EMEA
Adobe

We believe the ecommerce strategies that B2B companies adopt over the next year or so will have an outsized impact on their future trajectory.

This eBook will help you determine which ecommerce strategy is right for your business and how to take the next steps on your journey.

Make it more than a website: ecommerce models for B2B sellers.

Perhaps the simplest ecommerce model is to own and operate a single-seller website to sell your own products. “The very first step for B2B businesses is to identify who they’ll sell to online. Depending on your product and your business model,” notes Freijsen, “you might want to target your distributors, wholesale customers, or even consumers if they are the end users of your product.”

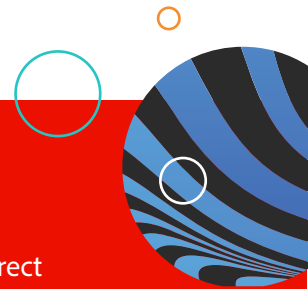
In this section, we’ll take a look at some of the most common ways B2B companies take advantage of single-seller websites.

Ecommerce can make direct sales reps more productive.

At first glance, ecommerce and human-powered direct sales can seem incompatible. “Often, direct sales teams are skeptical of ecommerce. They worry it’s going to replace or get in the way of their relationships with customers,” says Freijsen. “But ecommerce can actually help sales teams be more productive and enhance their customer’s experience.”

Here are three ways ecommerce can help sales reps sell more while building better relationships:

- In **assisted commerce**, customers look at products on your website while talking to a sales rep, who places the order online. This approach allows sales reps to reach customers who may be far from product showrooms and uncertain about ordering online.
- In **digitally enabled commerce**, sales reps use the commerce website to deliver proposals and price quotes and digitally route them for customer approval. This model is often simpler for sales reps than sending emails and attachments—and it makes it easier for customers to keep track of all the business they’re doing with your organization.
- In **self-service commerce**, customers can take the entire buyer’s journey online, from research to completing their transactions. At many organizations, customers with small, one-off orders are automatically directed to the ecommerce site so that sales reps can focus on larger and more complex deals offline.



Own a branded online store.

When you own a branded online store, you sell products produced by your company under your own brand. You may sell to your traditional wholesale distributors or your products' end users whether they are businesses, consumers, or even both. In fact, a hybrid model in which your brand sells to both retail businesses and consumers is becoming increasingly popular among apparel and consumer packaged goods (CPG) manufacturers.

Direct-to-distributor ecommerce

In this model, a manufacturer sells direct online to distributors it currently works with. This way, manufacturers don't have to worry about channel conflict—or create marketing tailored to end customers. Instead, ecommerce makes it easy for distributors to place orders and reorder popular products automatically. It also uses search engine optimization (SEO) and other digital marketing techniques to help manufacturers reach distributors outside their immediate geographical area more efficiently.

“For manufacturers that want to keep selling to their current customers and provide additional options for attracting new ones, this is a great, fairly straightforward option,” notes Freijssen.

Direct-to-customer ecommerce

In this model, manufacturers or distributors sell direct online to businesses that buy and use their products. Running this kind of ecommerce store requires a thorough understanding of customers' needs—and the expertise to create and execute targeted marketing strategies. The benefits are straightforward: the ability to reach new buyers, grow revenues, and better understand the needs and wants of end customers.

“For manufacturers that also sell through distributors and distributors that also sell to wholesalers, the major challenge here is channel conflict,” explains Freijssen. To avoid competing directly with your partners, you may want to identify a certain subset of products that will be available online only, set noncompetitive pricing policies, and offer added value (such as sharing customer data) to partners. “You need to make sure your direct-to-customer marketplace works for you and your channel partners,” Freijssen adds.

Direct-to-consumer ecommerce

In this model, manufacturers or distributors sell direct online to the consumers who buy and use their products. Reaching consumers online, bringing them to your commerce store, and converting them requires a high degree of consumer marketing expertise.

“We recommend that B2B companies only proceed with this kind of ecommerce when they have this experience in place,” says Freijssen. “Ideally, you'll want to hire an internal team, engage an external marketing partner, or a combination of both to help you deliver a personalized and engaging online shopping experience tailored to your target market.”

The advantages of going direct-to-consumer are clear: you gain an entirely new revenue stream and a better understanding of what the people who buy your products really want. However, as with the direct-to-customer model, channel conflict is a major concern. Here are some ways to avoid it:

- Limit the number of distributors in each region to minimize intra-channel competition.
- Standardize pricing and discount policies to avoid price wars and keep all channels with high margins.
- Engage in transparent and consistent communications with channel partners to reduce misunderstandings.



SalonCentric empowers its distributors with an ecommerce solution.

About SalonCentric: SalonCentric is a subsidiary of L'Oréal that distributes products to beauty professionals through State|RDA, SalonCentric's subdistribution channel, which includes 90 individually owned stores.

The challenge: State|RDA stores were buying product from SalonCentric by calling sales reps and filling out paper forms. They were selling to salons and beauty professionals the same way. They needed an ecommerce platform to make all of this faster and easier—and to keep up with digital competitors.

The requirements were complex. Because each individual store had its own inventory and a defined territory, each would need its own storefront. Sales reps and customers would need to have different account permissions, and the platform would need to calculate buyer- and product-specific tax rates.

The technology: SalonCentric deployed Adobe Commerce hosted on Adobe Cloud to reduce infrastructure and management overhead. The combination was chosen for its built-in B2B functionality and its reference architecture, which allows SalonCentric to build and manage many sites from the same administrative dashboard. The company partnered with Rightpoint to manage the system selection and implementation process.

The results: With the Adobe Commerce platform, State|RDA sales reps can now work beside customers to build shopping carts and requisition lists—or give them the autonomy to handle ordering for themselves.

"Today, sales reps are utilizing Adobe Commerce not only as a sales tool, but as a business building and resource tool! We are now able to get a clearer look into conversions and ordering and service trends, which allow us to improve on this already beautiful foundation," says Gabby Helms, director of ecommerce and digital marketing at SalonCentric.

[Learn more](#)

Participate in a third-party marketplace.

Selling on marketplaces like Amazon and others is a proven strategy for generating revenues fast. It's not surprising that millions of businesses sell on Amazon and hundreds of thousands sell on Amazon Business. But most third-party marketplaces are designed to drive prices down. And some are launching their own brands that compete with their sellers' brands.

“ For most businesses, third-party marketplaces should be one of many channels rather than the only way they go to market. They can easily become your competitors.

Marion Freijssen

Strategic Business Advisor,
Commerce Strategy, EMEA
Adobe

B2B marketplace participation

Amazon Business and Alibaba are giants in B2B selling, but industry-specific marketplaces are also growing fast. According to research by Digital Commerce 360, there are more than 250 B2B marketplaces designed for industry verticals. Selling on popular marketplaces can be an appealing proposition because it is cheap and easy: you simply get onboarded as a seller and start posting your listings. The marketplace's search feature allows customers to quickly find you. Plus, many of your existing customers may also want the option to buy your products from their favorite marketplaces.

However, although participating in marketplaces is easy, it also comes with unique challenges. For example, if you offer a product in a unique or emerging category that isn't associated with established keywords, it will be difficult for customers to find. Moreover, when marketplaces handle your fulfillment, they typically do not give you data on the businesses that buy your product.

"You must have a well-defined strategy and goals to succeed on third-party marketplaces without driving business away from your own web store," explains Freijssen. "Some strategies for taking advantage of a marketplace while protecting your brand include not offering your entire range of products in the marketplace, offering promotions that can only be used on your website, and owning shipping and fulfillment so you gain access to customer data."

B2C marketplace participation

Amazon and Alibaba are obviously also giants in the B2C space. They have proven models and algorithms for connecting customers with the products they need. Most consumer brands have some kind of presence on Amazon, and it can be a great source of additional revenue as well as another way for consumers to find their products.

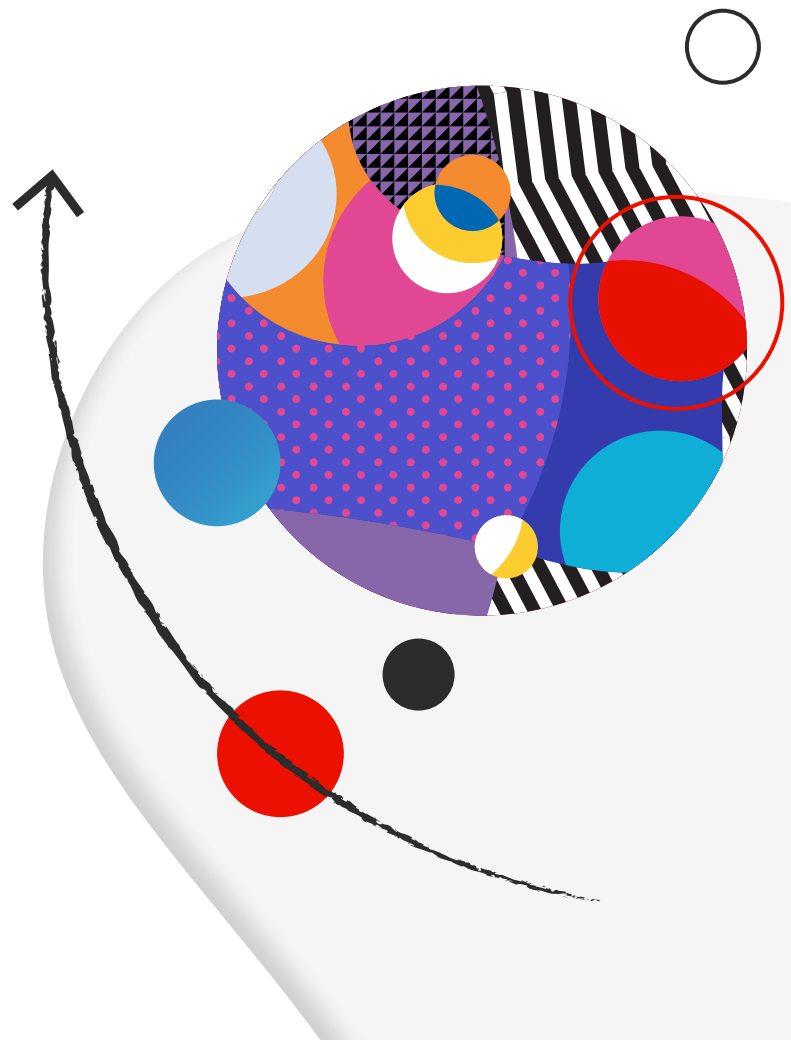
However, the same drawbacks mentioned for B2B marketplaces also apply here. You will need to ensure your product is associated with popular keywords or pay for advertising so it is surfaced to potential buyers. And you will need to manage your pricing and margins carefully and think creatively about how to connect with new buyers who find you through Amazon and other marketplaces.

Plus, if you also sell products to wholesalers and retailers, you will need to manage channel conflict using some of the same strategies mentioned in the [direct-to-consumer section](#).

Own a marketplace.

Marketplaces are an extremely popular way for both business buyers and consumers to shop. Online marketplace payments are expected to increase threefold over the next four years, reaching US\$87 trillion by 2025. And marketplace technologies are becoming more accessible to businesses. For all these reasons, owning and operating a marketplace is an increasingly attractive strategy for all kinds of B2B sellers.

B2B businesses may adopt a variety of approaches to running a marketplace. For example, you can take a vertical approach and offer products for customers in a single industry or market sector. This is a great way to get in-depth information on a specific audience and how they experience the customer journey. Alternatively, you can take a horizontal approach and become a “one-stop shop” for a broader audience. Amazon is an extreme example of this.



Owned B2B marketplace

B2B organizations are keenly aware of the competitive challenge that third-party marketplaces can pose. In response, a full 75% of B2B companies are actively developing their own marketplace strategies. Manufacturers can create marketplaces where their distributors—many lacking their own ecommerce capabilities—can sell their products online. Or they can create a marketplace that offers customers a collection of complementary products.

Meanwhile, distributors can use marketplaces to provide an online destination for customers who want to compare products in a particular category. Marketplaces also make it possible for distributors to offer a wider range of products and manage substitutions by inviting new third-party sellers to list and fulfill orders when inventory is low.

Honeywell launches GoDirect Trade, a groundbreaking B2B marketplace for aerospace parts.

About Honeywell: Honeywell International Inc. is a Charlotte, North Carolina-based industrial manufacturer that specializes in aerospace, building technologies, performance materials and technologies, and safety and productivity solutions.

The challenge: Honeywell wanted to provide a more modern and efficient way for its customers to buy aerospace parts. “The used aerospace parts industry is worth US\$4 billion a year, but the crazy thing is that less than 2% of transactions are done online,” said Lisa Butters, general manager of GoDirect Trade, powered by Honeywell Aerospace. “In fact, it takes an average of two phone calls and four emails to close a deal.”

The technology: Honeywell chose Adobe Commerce to provide the commerce experience and Mirakl to provide marketplace automation. The two solutions combined seamlessly deliver a consumer-line buying experience to aerospace parts buyers of all sizes.

The results: Honeywell launched their **GoDirect Trade** ecommerce site after just 12 weeks of development, bringing a new level of transparency to their industry by providing prices, product imagery, and quality documents on every part listing. Today, the marketplace has 2,000 suppliers and more than US\$300 million in inventory—and it’s growing fast.

Learn more

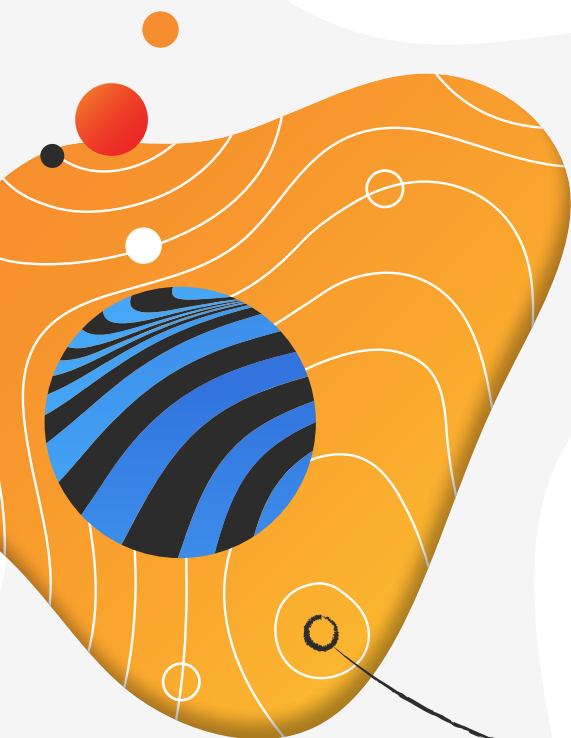
Owned B2C marketplace

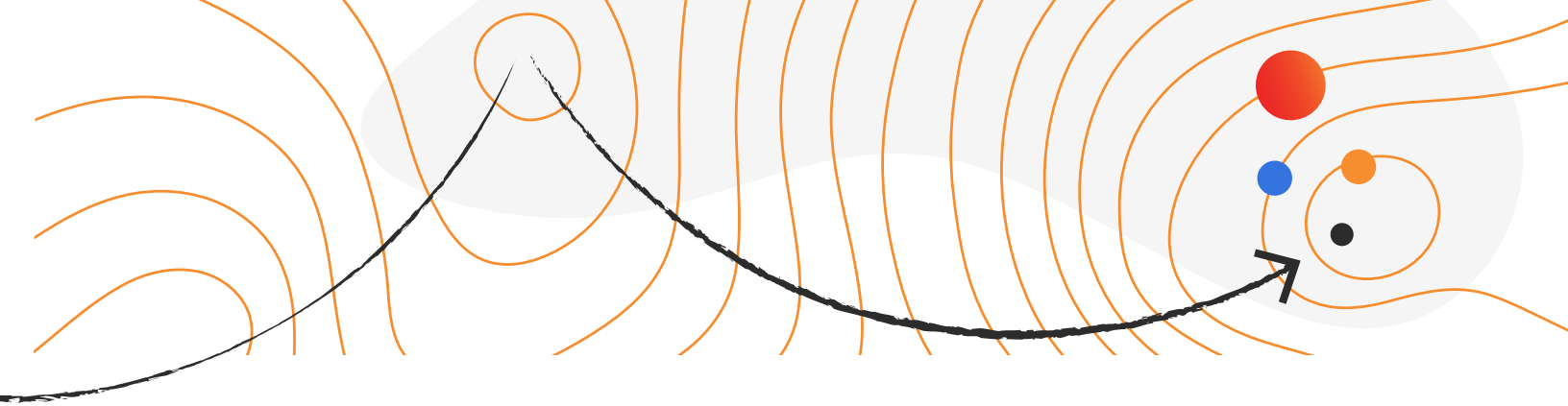
B2B companies that manufacture or sell products ultimately purchased by consumers might also consider creating a B2C marketplace. They can create a destination for customers and invite third-party sellers to help provide a more complete, well-rounded experience. For example, a coffee manufacturer might create a marketplace where consumers can buy coffee as well as accessories such as grinders and filters.

"As with creating a B2C web store," says Freijsen, "launching a B2C marketplace will require consumer marketing expertise."

Eight things to consider when adopting a new ecommerce model:

1. **Your competitors.** See how successful they are, how they're marketing online, and what ecommerce strategies are working for them.
2. **Your target market.** Research the customers you'll be selling to. Develop personas. Understand how, when, and where they like to buy.
3. **Your channel partners.** Ask whether your ecommerce venture could put you in competition with your partners. If the answer is yes, look at how you'll manage partner conflicts, either by establishing rules or by giving your partners something new and valuable.
4. **Your people.** Determine whether your team has any internal ecommerce expertise. If not, map out your gaps, which may include digital marketing, campaign management, or technical roles, and figure out whether you will hire, outsource, or both.
5. **Your tech stack.** Understand which ecommerce platform will best suit your needs, both today and tomorrow. Look at what kinds of data you will need to get into—and out of—your systems, and which integrations you will need.
6. **Your startup costs.** Estimate the budget you will need for staff, third-party vendors, software licenses, and marketing.
7. **Your potential TCO.** Consider what it will cost to operate and maintain your platform over time. This may include costs such as service providers, staff, and hosting.
8. **Your potential ROI.** Estimate how much product you are likely to sell for the first quarter and the first year. Compare that to your likely start-up and operating costs. Create projections for the next quarter, half year, year, and so on.





Choose wisely: technology requirements for your ecommerce model.

Before adding ecommerce to your B2B business, you'll need to choose the right technology. Different commerce models may need different functionality. You need a platform with features and extensibility options that support your near-term and long-term goals. You'll also want a platform that can scale quickly, connect to other business critical systems easily, and evolve in tandem with your business.

"Companies often buy ecommerce technology to solve a problem," observes Freijssen. "This is actually a mistake. Before you add a new technology, you need to figure out why you have a problem and consider potential solutions holistically. Technology may be part of your solution, but people and processes may also need to evolve."

Determine your core ecommerce functionality.

Ideally, you want an ecommerce platform with enough native capabilities to support your current and probable future business models. For example, if you currently sell only to businesses but think you might someday sell to consumers, you should choose a hybrid platform—or at least a platform with flexible, easy-to-use APIs. You'll also need to make sure your platform can scale and evolve with your business.

B2B capabilities

“B2B selling has considerably more challenges than B2C selling,” notes Freijssen. If your ecommerce plan includes selling to businesses online, either through your ecommerce storefront or through an owned marketplace, you’ll need a platform with a wide variety of business-friendly features built in or the flexibility to connect with B2B extensions. Here are some features to look for in a B2B commerce platform:

- **Customer-specific catalogs and pricing.** Customize catalogs and pricing models for different customers.
- **Volume discounts.** Create special discounts for large purchases.
- **Special taxation status for B2B buyers.** Configure virtually any tax rules, or easily integrate with a third-party tax service in complex cases.
- **Easy reordering.** Allow customers to reorder based on previous orders, and send reminders via text or email.
- **Flexible payment and checkout.** Offer fast and flexible payment and checkout options, including multiple payment gateways and mobile-optimized checkout.
- **Flexible shipping.** Provide shipping through many carriers and automate your fulfillment processes.
- **Quote support.** Automate price quote requests and negotiations with buyers.
- **Automated up-selling and cross-selling.** Connect marketing automation tools that drive up-sells, cross-sells, and repeat purchases.
- **Company account management.** Give customers a dashboard where they can see everything—including active quotes and orders, order history, credit status, and more—in one place.
- **AI-powered personalized product recommendations.** Easily add predictive product recommendations based on real-time behavioral data to any part of your site.
- **Intelligent, catalog-specific search.** Provide accurate, AI-powered product search based on customers’ past and present search behavior.
- **B2B-specific reporting.** Analyze your business with reports that blend data from your ecommerce platform as well as ERP, CRM, and other critical systems of record.
- **Assisted selling.** Allow B2B sales reps to place orders on behalf of their customers.

B2C capabilities

Selling to consumers is usually less complex than selling to businesses, but you still need a rich array of functionality to deliver the kind of personalized experience today's shoppers want. Today's consumers are very accustomed to online shopping, and they value flexibility and convenience as much as low prices. If you're planning any kind of direct-to-consumer sales, your platform should have these features:

- **Advanced mobile commerce.** Deliver a fully mobile-optimized experience. More than half of ecommerce traffic comes from mobile devices, although conversion rates are lower than for desktop users. The better your mobile experience, the faster you will grow.
- **Drag-and-drop web page and content creation.** Update content as seasons, products, and sales priorities change without help from IT.
- **Flexible payment options** (including integration with Apple Pay and the like). Allow consumers to pay with whatever method is most convenient for them.
- **One- and two-click checkout.** Remove friction from the checkout process for your repeat customers.
- **Guest checkout.** Allow new customers to check out without having to fill out a long form to set up an account.
- **Flexible, multi-channel fulfillment options** (such as curbside, BOPIS, and BORIS). Let customers choose from a variety of fulfillment options that blend offline and online services.
- **AI-powered personalized product recommendations.** Automatically serve predictive product recommendations for each customer based on their past and present behavior on your site and other data.
- **Intelligent search.** Make it easy for shoppers to find products using plain language or by uploading images.



Hybrid capabilities

"A growing number of B2B companies are likely to become B2B2C as direct-to-consumer sales models become more prevalent," notes Freijssen. If you think your business could travel this trajectory, you'll want a hybrid platform that offers both B2B and B2C capabilities, and lets you manage both B2B and B2C websites from a single dashboard. Otherwise, you can find yourself paying for multiple installations and maintaining two different systems, each with unique customizations.

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A hybrid platform, however, is easier and less costly to maintain over the long haul while offering greater flexibility for business growth. Ideally, a hybrid platform should offer integrated reporting and business intelligence, so you can get a holistic view of your entire digital business. It should also provide comprehensive product listing and inventory management across all your commerce stores as well as smart fulfillment designed to minimize wait times and shipping costs.

If part of your hybrid ecommerce strategy is selling through third-party marketplaces like Amazon, you'll want your platform to connect easily to those marketplaces, so product listings can be automatically updated as copy, imagery, and pricing change.

Why you need an API-first platform.

Of course, as important as it is, ecommerce doesn't stand alone. "No matter what your business model looks like, you need to connect your ecommerce platform to other business-critical systems like your ERP, CRM, etc. Plus, you may want to integrate innovative new technologies like augmented reality and voice-enabled search," explains Freijssen.

An API-first commerce platform that is built to maximize interoperability can help B2B businesses respond to rapid market changes and take advantage of time-limited opportunities. For example, nearly one-third of 13,000 developers responding to a survey—30.6%—said that APIs played a role in their organization's ability to respond to COVID-19 by accelerating the development of new apps for working remotely, complying with new regulations, and more.

Headless and composable commerce

With an API-first platform, you have the flexibility to adopt headless and composable commerce models. In headless commerce, you decouple the front-end user experience from the back-end commerce processing logic. This allows you to create unique branded user experiences for every channel—including mobile apps, in-store kiosks, and even wearable devices—while maintaining a consistent approach to shopping carts, payments, and fulfillment.

Composable commerce takes this a step further. Instead of looking at front ends and back ends, it divides commerce into a collection of microservices that can be mixed and matched to create a single experience connected by APIs. For example, your B2B company could use composable commerce to build a commerce experience around an advanced product configurator that uses augmented reality (AR) to show products at customers' worksites. Or you could use composable commerce to build a unique direct-to-consumer experience that emphasizes voice-enabled search. The possibilities are endless.

According to Freijssen, "Businesses with more complex and unique products, services, and business models are most likely to benefit from headless and composable commerce. To make them work, you need an experienced IT department with a team of developers or a development partner with proven expertise in your industry."

Consider marketplace technologies.

If your ecommerce strategy includes owning a marketplace, your commerce architecture could also include a marketplace module or extension. Popular ones include Amasty, Mirakl, Webkul, and Unirgy. Ideally, if you've chosen an API-first ecommerce platform, it will connect seamlessly with any of these.

Decide on a commerce architecture.

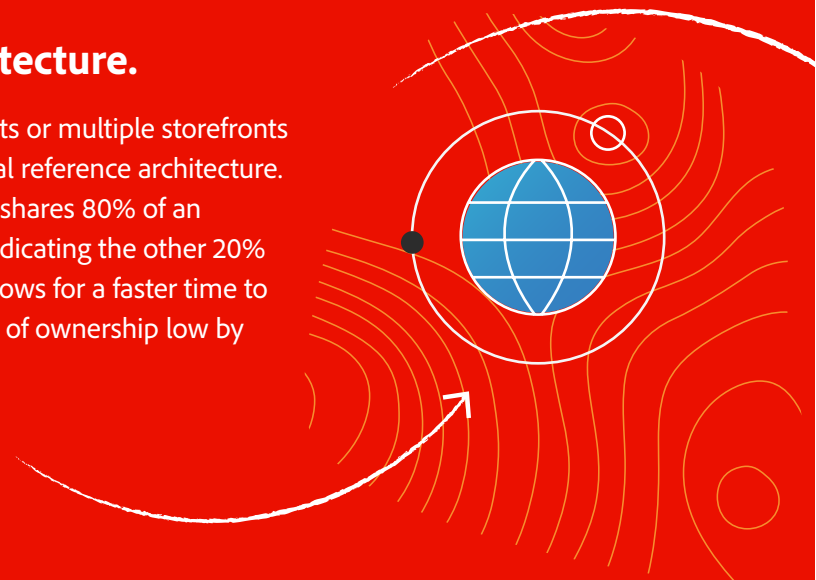
The kind of architecture you will need to support your commerce strategy and platform will depend a great deal on the complexity of your technical requirements. "When working with Adobe's customers, we ask four questions upfront when helping them plan a new ecommerce system," notes Freijsen. Those questions are:

- How many data streams will you have?
- How many business-critical systems will you need to work with? (These can include your CRM, ERP, or even other ecommerce systems.)
- How many payment methods will you need to support?
- How many shipping options will you want to support?

Answering these questions before you start talking to potential solution and technology partners will help you streamline those conversations and ensure you get the correct recommendations for your business.

Consider a global reference architecture.

If you think you'll need to create localized storefronts or multiple storefronts for distinct brands or product lines, consider a global reference architecture. A global reference architecture is a framework that shares 80% of an organization's code base across all its sites while dedicating the other 20% to the specific needs of a new site. This structure allows for a faster time to market for a new brand or site, yet it keeps the cost of ownership low by sharing much of the code base.



Prepare your organization for ecommerce.

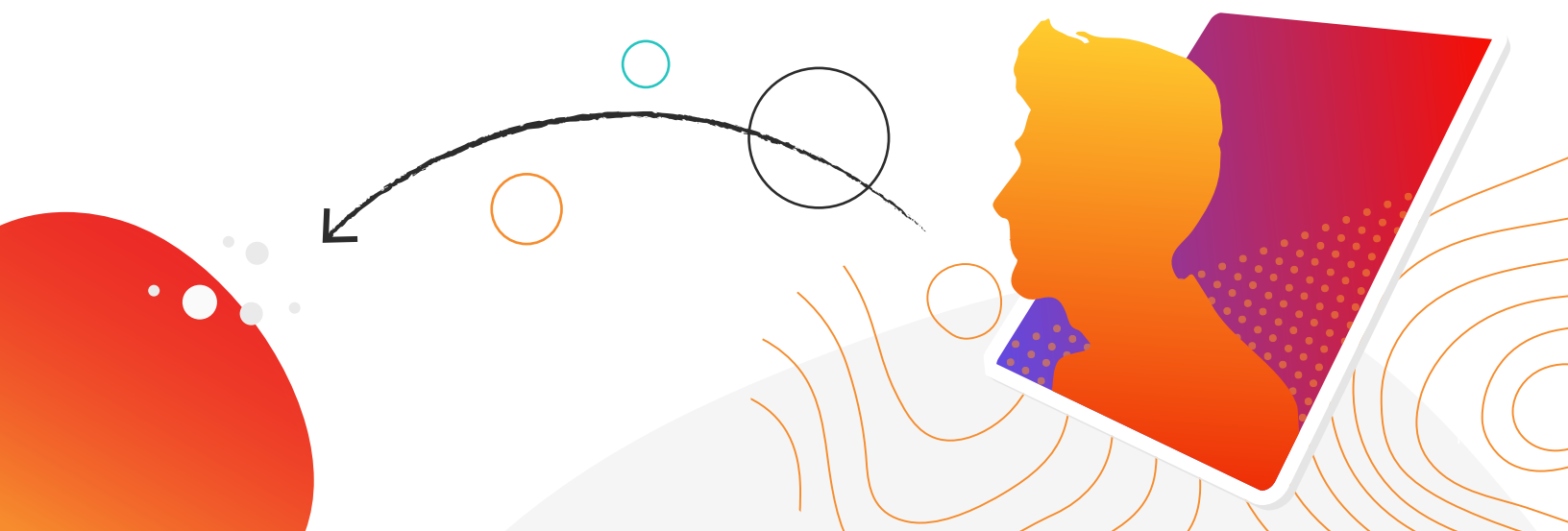
To deliver a great ecommerce experience, you need more than just the right technology. You also need the right people and organizational processes in place to ensure success. Without these, your ecommerce strategy may not get the resources it needs to succeed—and your technology may not be widely adopted, supported, or maintained.

Start at the top.

“Leadership support—or the lack thereof—can make or break your ecommerce venture,” notes Freijssen. “Without help from leadership, it can be difficult to get the budget and staff you need to get off the ground.” The easiest way to get buy-in from leadership is to make a strong business case for ecommerce and offer a clear explanation of how it will help increase and diversify revenues.

Identify and consult key stakeholders.

Ecommerce has the potential to impact many parts of your organization, including marketing, sales, finance, and operations. As you plan your ecommerce strategy, take the time to interview these stakeholders and understand their concerns as well as how they hope to benefit from ecommerce. “Ideally, you should nominate someone from each key constituency to weigh in on your requirements document and be involved throughout the testing, deployment, and training phases,” adds Freijssen.



Find and fill skill gaps.

B2B organizations that are new to ecommerce often find they have skill gaps that could make launching and running an ecommerce business very challenging. Common skill gaps include digital marketing—especially consumer-facing digital marketing for B2B companies that opt to add a direct-to-consumer storefront—ecommerce operations, customer support, development, and systems administration.

“It is critical to identify and address skill gaps long before you launch your ecommerce site,” says Freijssen. “Otherwise, you won’t be able to grow or maintain your ecommerce presence and risk making avoidable mistakes.” As noted above, getting buy-in from leadership will make it easier to get the resources you need to make your ecommerce initiative a success.

Chart a course to ecommerce deployment.

Once you have attained buy-in from leadership and identified the people who will play a major role in your ecommerce journey, it’s time to turn your plan into reality. This process involves finding the right partners, documenting your requirements, choosing your technology, and building a launch plan.

For B2B companies that are new to ecommerce, it can be helpful to engage an experienced consulting or solutions partner at the very beginning. A partner can manage the process of gathering and documenting requirements, assess your organization’s readiness for ecommerce, and help you quickly identify a short list of technology partners.

“Your internal IT department can work closely with your solutions partner and be involved every step of the way,” explains Freijssen. “This will allow your IT organization to determine how much help they’ll need to run and grow the system over time.”

Run and operate your ecommerce environment.

Deployment isn't the end of your journey. You will need to drive customers to your ecommerce site, run promotions, track performance, and keep the system itself secure and up to date. Again, you'll want to make sure you have all of these skills available before you buy a system and schedule a deployment.

"If you don't have these skills in house, you can engage one or more trusted partners," notes Freijsen. "A trusted partner can act as an extension of your team over the long term. Or they can help you get your people up to speed. They can also recommend strategies for measuring your success over time and course-correcting when you need to manage costs or accelerate growth."

Don't forget training.

Even the best, most carefully considered B2B commerce platform won't succeed if your people can't—or don't want to—use it.

"You have to look at people and technology together," explains Freijsen. "Even if you have internal expertise in digital selling and operations, you can't assume your people will 'just know' how to operate your new platform."

Freijsen further advises that companies moving to ecommerce consider two types of training. First, as part of launching a new commerce system, they should train everyone who will use the system regularly. Second, they should implement an onboarding process that will bring new team members up to speed.

As you address your training requirements, it's also important to simplify the processes your people will have to learn. Freijsen notes that one Adobe client, a multinational B2B enterprise, set up a standardized digital marketing platform to make it easier for teams worldwide to launch online campaigns, personalize them, and track their performance.

"They made it easy to set up new campaigns, and they systematically trained their business units," Freijsen explains. "They successfully migrated off a legacy marketing automation platform and trained 24 business units in over six months."



Take the next step.

Adobe offers a portfolio of professional services designed to accelerate the journey every business takes toward increasing customer loyalty and bottom-line growth. Our offering is designed to help any business cultivate the best customer experience strategy for their business, optimize technology to scale, and build skillsets to maximize the organizational talent they're invested in. We recognize that today's competitive landscape is unpredictable and constantly changing—and we are committed to helping businesses deliver outcome-based, scalable strategies tailored to their vision, helping them realize the value of Adobe's partnership, technologies, and beyond.

Learn more

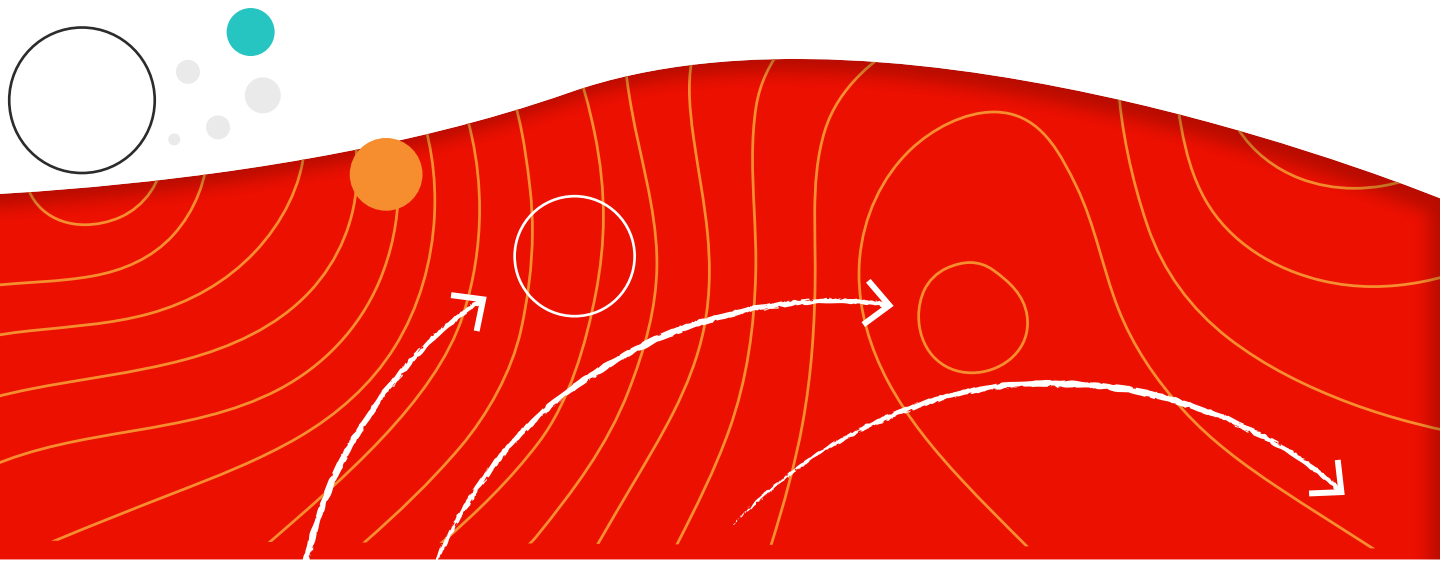
[B2B Playbook for Launching Ecommerce](#)

[The Changing Landscape of B2B Commerce](#)

[From B2B to D2C Online Sales](#)

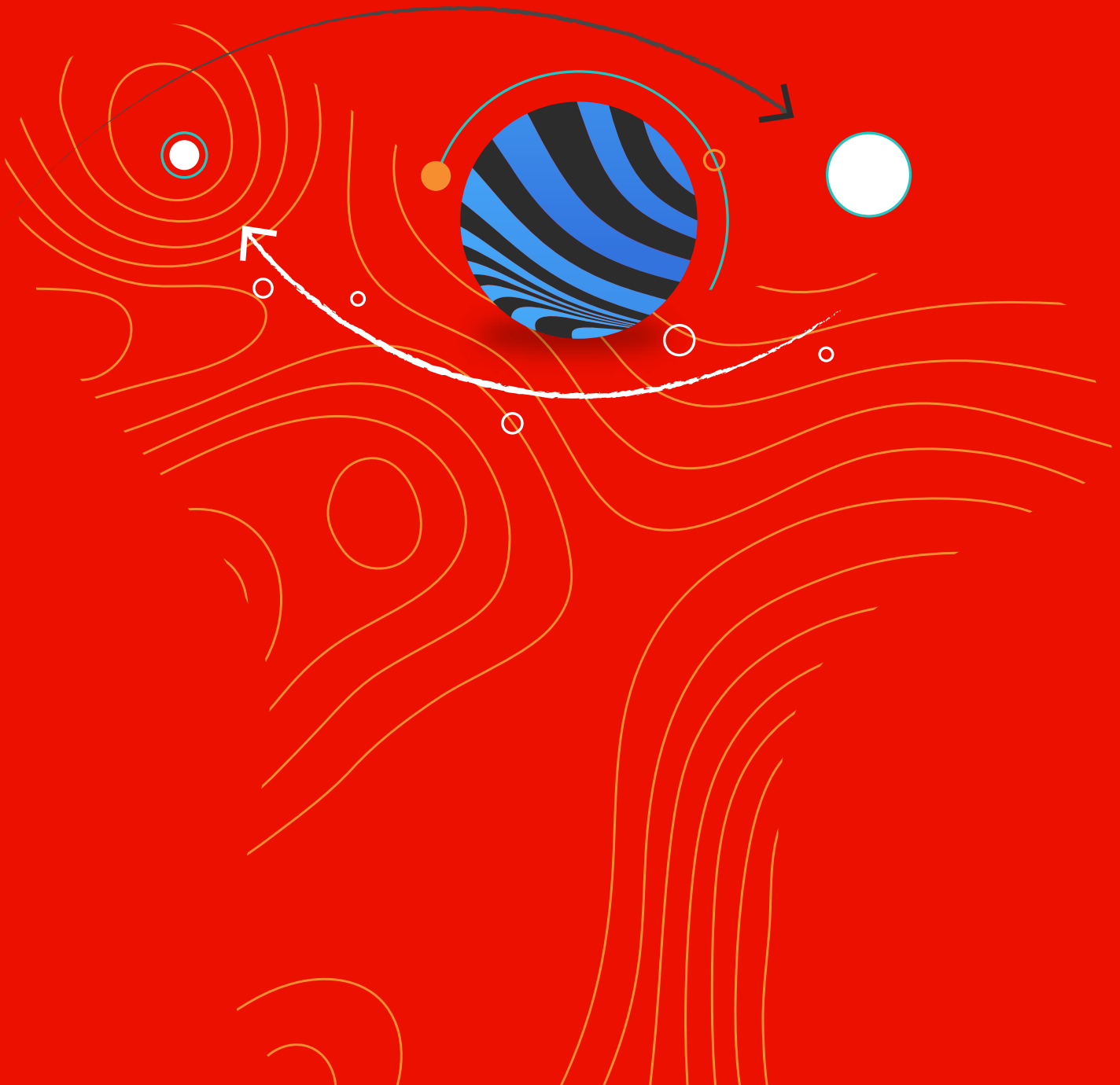
[What Are Marketplaces and Should Your Company Implement One?](#)

Marion Freijsen, Adobe Summit, 2021



About Adobe Commerce

Adobe Commerce is the world's leading digital commerce solution for merchants and brands. With Adobe Commerce, you can build engaging shopping experiences for every type of customer—from B2B and B2C to B2B2C. It's built for enterprise on a scalable, open-source platform with unparalleled security, premium performance, and a low total cost of ownership. Businesses of all sizes can use it to reach customers wherever they are, across devices and marketplaces. It's more than a flexible shopping cart system. It's the building block for business growth. For more information, go to **Adobe.com**



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