



CASE STUDY

## Realizing Digital Growth Through a Winning B2B eCommerce Strategy

# Realizing Digital Growth Through a Winning B2B eCommerce Strategy

for a leading German window manufacturer

## Challenges

- **Risks relationship with channel partners** from blunt market-entry
- **No direct access to decision makers**, limiting marketing and sales capabilities in growing online business market
- **Limited margin potential** by selling mainly to retailers with high dependencies
- **Limited controllability** of online offer **price level and product presentation**, as no own scaled business available

## Objectives

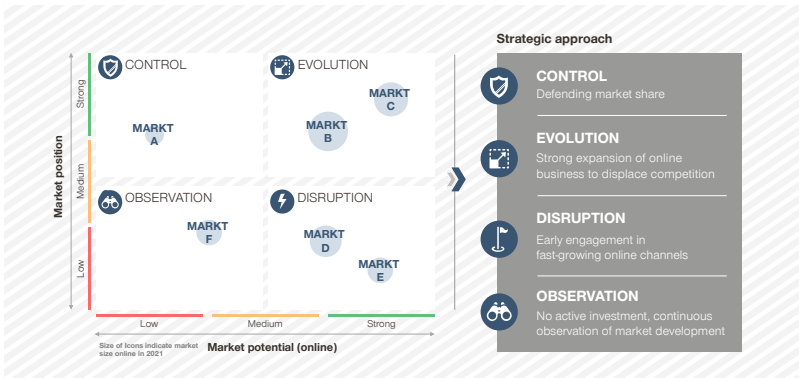
- Setup an eCommerce strategy per market, defining target and goals (e.g., brand awareness, sales growth, differentiation, and internationalization)
- Mitigate channel conflict with the eCommerce strategy while maintaining online growth
- Identify and prioritize possible eCommerce channels per market
- Create a high-level business case

## Approach

- Introduced relevant best practices from cross-industry leaders
- Conducted profound analysis per market based on relevant KPIs and expert interviews
- Applied strategic archetypes per country based on respective market positioning and online market potential
- Rated channels based on 10 criteria to identify channels with the highest target contribution per country
- Built a revenue potential model, which includes a high level business case validation and a resource investment plan



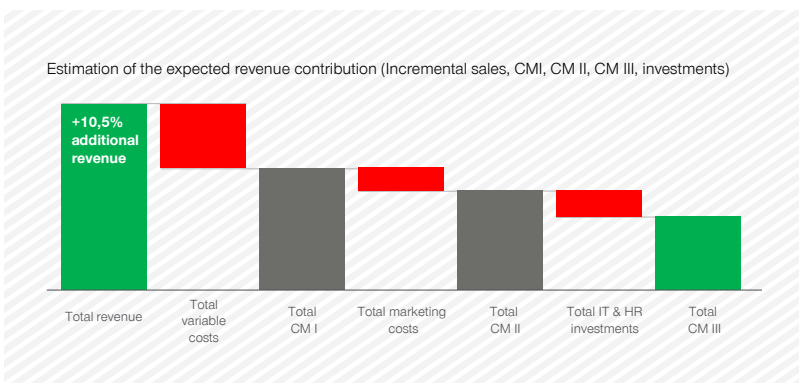
## Deliverables



**1 Selection strategic approach** per market based on market position and potential (online)

MARKET B	KET C	KET D	KET E	KET F		
<b>EVOLUTION</b>	Amazon (M/B FBA*)	Amazon (FBA*)	Easy	B2B: Own Website, B2C: Own Website	Online (and hybrid) Vendor I, Vendor II	Specialised online retailer Hybrid I, Hybrid II
Target dimensions	Importance	Importance	Importance	Importance	Importance	Importance
Profit increase	+	+	+	+	+	+
Price & product presentation	+	+	+	+	+	+
Product range	+	+	+	+	+	+
Score	High	High	High	High	High	High

**2 Channel prioritization** per market along defined dimensions



**3 Incremental revenue contribution estimate**



### Impact

Up to **10.5% p.a. revenue increase** due to online channel build-up within 3 years

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