

# E-Commerce for Suppliers: B2B Hacks to Drive Online Sales

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SAF 2023

# My Background / Overview

- B2B and B2C marketplace scaling in cannabis
  - 7 countries and 38 states
  - Integration between ecommerce and SaaS / IaaS
  - Highly competitive space with high market variability
  - Very law/policy driven
- Presentation is light on
  - Hardcore funnel strategies
  - SEO strategy
  - Payment and rev cycle strategies
- Focus (tried to narrow from B2C talk)
  - Ecommerce through lens of company operating metrics
  - Sales team and ecommerce synergy
  - A light overview of B2B digital merchandising
  - Brand in B2B supply chain

# Disclaimers

- New to industry, so some general assumptions
- Small sample size validation
- Not selling any solutions focusing on strategies
- I won't win any presentation awards
- I found a meme generator while preparing this presentation

# What does Komet do in Ecommerce

- B2B Ecomm
  - Point to Point Ecommerce
  - K2K (automated supply chain eCommerce)
- Ecommerce API's off ERP / Inventory Management
- Digital payments
- Future Roadmap
  - Bunches
  - Hardgoods
  - Added accounting integration
  - B2B eCommerce embeds
  - Robust B2B deals, discounting, loyalty
  - True headless API's
  - CRM to ecommerce



# B2B Ecomm Economics

# Why Embrace B2B Ecommerce?

## Benefits

- Improved gross margin (5-10 point uplift)
- Orient sales team for growth
- Reduce discounting pressure
- Higher order sizes
- Reduced error rates
- Better range of available marketing strategies
- Reduced spoilage
- Faster new market expansion
- More agile analytics

## What Changed

- COVID
  - Digital comfort
  - Remote teams
  - Consumer demand hangover
- Generational Shift
- Inventory/Data Improvement
- Farm digitization

# Thinking Revenue Cycle and Relation to eCommerce

Gross Margin ↔ CLTV - CAC - COGS

Purchase Frequency/Life (CLTV)	How often do they come back and is it organic?
Purchase Size (CLTV)	How many products do they purchase and what is the trend?
Cost of Acquisition (CAC)	How much are you spending to get new customers or reactivate dormant customers?
COGS / Cost to Sell (COGS + Indirect)	Can you reduce shrinkage and decrease labor as a proportion of your goods sold?
Conversion Rate or Error Rate (-CLTV)	How lossy are you on the orders placed or how many customers are “bouncing”?

Disclaimer: Apologies to any accountants viewing this slide

# Purchase Frequency

- Ecommerce de-frictioning
- Digitizing loyalty/rewards
- Customer lifecycle marketing
- Digital deals and discounting (and analog too)
- Digitizing standing orders





# Both businesses and consumers cross-shop

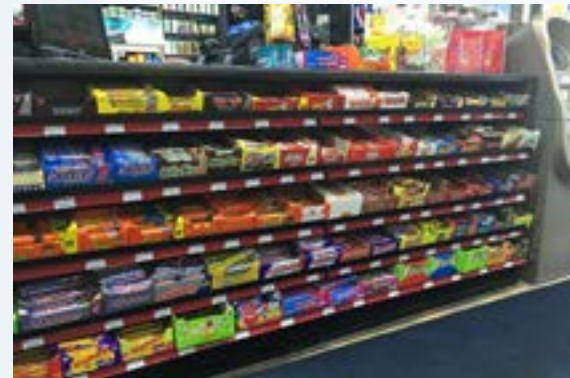
1800flowers.com Compare

Audience Interests Jul 2021 - Jul 2022 (13 Months) Worldwide Desktop

	Domain (URL)	Interests	Global Rank	Revenue Share	Cross-Industry	POP change	AdSense
1	logicalabellations.com	Food and Drink - Groceries	-	100	14.60%	-	🔴
2	fromyourflowers.com	Lifestyle - Gifts and Flowers	#28,831	99	7.32%	-	🔴
3	fl.com	Lifestyle - Gifts and Flowers	#59,763	98	5.98%	-	🔴
4	1800flowers.com	Lifestyle - Gifts and Flowers	#75,467	87	4.81%	-	🔴
5	proflovers.com	Lifestyle - Gifts and Flowers	#52,622	87	4.36%	-	🔴
6	happyandkind.com	Food and Drink - Groceries	#55,897	84	4.85%	-	🔴
7	urbanfarmers.com	Lifestyle - Gifts and Flowers	#184,240	76	3.30%	-	🔴
8	loopy.com	Lifestyle - Gifts and Flowers	#81,085	76	3.19%	-	🔴
9	ediblearrangements.com	Food and Drink - Groceries	#30,367	72	3.28%	-	🔴
10	1800baskets.com	Lifestyle - Gifts and Flowers	#304,576	71	2.75%	-	🔴
11	yourflowers.net	Lifestyle - Gifts and Flowers	#67,722	70	2.77%	-	🔴
12	windflowers.com	Lifestyle - Gifts and Flowers	#172,388	68	2.88%	-	🔴
13	banana.com	Food and Drink - Groceries	#181,300	68	2.88%	-	🔴
14	truffloquets.com	Food and Drink - Groceries	#160,425	62	2.30%	-	🔴
15	cheryls.com	Food and Drink - Groceries	#195,770	60	2.34%	-	🔴

# Average Order Size

- Smoother ecommerce; friction = less purchasing
- Catalog visibility (buy new items)
- Time to shop / time shifting
- Easing discounting pressure
- Faster reordering - “don’t rely on memory”
- Upsell/Cross-Sell/Bundle
  - Getting almost box lots to box lots (or full pallets)
  - Suggesting related goods
  - Relevant recipe suggestions
- Freight cost “buckets” (if selling delivered prices)



# Cost of Acquisition / Reactivation

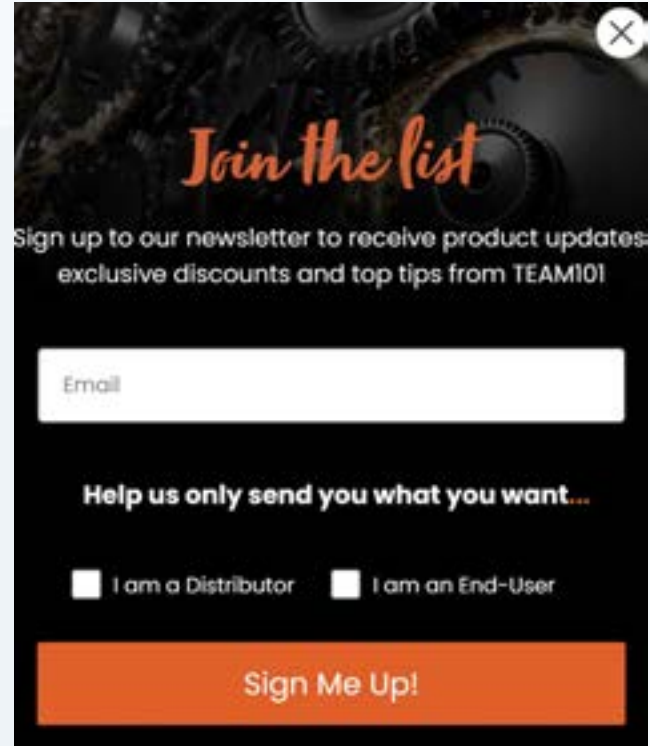
- Marriage between ecommerce and the marketing strategies it enables
  - Digital channels can convert to customer signup or lead generation
  - Better tracking of marketing effectiveness
- Better allows referral networks and referral rewards (suppliers, loyal customers)
- Good ecommerce opens your inbound channels
  - Note: A lot could be added on inbound channel expansion
  - Inventory browsing
- Reactivating a dormant customer is just as good as a new customer
  - Ecomm let's your sales team deepen book penetration

# Wholesaler SEO

<input type="checkbox"/>		Keywords (77)	↓ Volume	Yearly Trend	Zero-Click Searches	KD	Intent	CPC	Leader
<input type="checkbox"/>	1	wholesale flowers near me	5,924		68%	49	LOCAL TRANSAC	\$1.24	N/A
<input type="checkbox"/>	2	artificial flowers wholesale near me	365		65%	33	TRANSAC LOCAL	\$0.57	N/A
<input type="checkbox"/>	3	flowers wholesale near me	353		75%	52	LOCAL TRANSAC	\$1.52	N/A
<input type="checkbox"/>	4	wholesale fresh flowers near me	282		76%	78	LOCAL TRANSAC	\$1.37	N/A
<input type="checkbox"/>	5	dried flowers wholesale near me	273		68%	3	LOCAL	\$1.63	N/A
<input type="checkbox"/>	6	wholesale silk flowers near me	189		66%	73	TRANSAC TRANSAC	\$1.28	N/A
<input type="checkbox"/>	7	silk flowers wholesale near me	163		81%	22	LOCAL TRANSAC	\$1.44	N/A
<input type="checkbox"/>	8	fresh flowers wholesale to the publ...	145		65%	N/A	LOCAL TRANSAC	\$1.13	N/A
<input type="checkbox"/>	9	wholesale dried flowers near me	97		80%	59	LOCAL	\$1.83	N/A
<input type="checkbox"/>	10	wholesale artificial flowers supplie...	88		68%	71	TRANSAC LOCAL	\$1.41	N/A

# Email Marketing to Drive Ecommerce

- Always grow the list
- Segment customers / roles
- Don't mix transactional/non-transactional emails
- Don't "unsubscribe all"
- Make transactional emails impactful
- Make transactional emails timely
- Advanced
  - Tie emails to ecommerce
  - Trigger-based emails



Join the list

Sign up to our newsletter to receive product updates, exclusive discounts and top tips from TEAM101

Email

Help us only send you what you want...

I am a Distributor  I am an End-User

Sign Me Up!

# Cost of Goods Sold + Sales Cost

- Sales
  - Sales team moves to AM model - can service bigger book
  - Decreased labor to reduce aging
- Labor
  - Increasing basket size yield labor efficiencies
  - Digitizing standing orders facilitate lower labor per \$ (tracking reduces CS costs)
- Inventory
  - Pre-selling inventory or ordering on prearranged demand reduces spoilage
  - Better data to reduce goods that don't sell and increase goods that sell
- Freight
  - Better data and predictability
  - Pre-selling inventory can avoid repackaging (cross docking)

# Error Rate - the X Factor

- Lack of critical payment support
- Pricing errors (includes tariffs and taxes)
- Manual steps interrupting digital process
- Sales against unavailable inventory
- Failure to display relevant inventory
- Missed delivery or failure to manage delivery expectations



# Inside Sales and eCommerce



# Sales Teams and B2B eCommerce Synergize



# How to Marry Sales and eCommerce

## Do

- ALL orders are online orders; Enables sales teams to enter online orders on behalf of customers
- Marry analog and digital workflow / order queue
- Invest in sales enablement tools for ecomm
- Treat ecomm orders like an opportunity for upsell
- Bias pricing/fees to drive online sales (chase margin expansion)
- Make payments seamless
- Digitize standing order supplementing

## Don't

- Have disparity in discounting / deals
- Exclude ecomm sales from commission (incentivize digital sales)
- Keep your sales team “posture” the same as pre-digital (e.g. think AM)
- Position ecommerce as an alternative to sales best practices
- Prevent customers from adding to orders
- Ignore NPS or satisfaction

# Identify What You Want To Change in Sales

- High percentage of static standing orders
- Low penetration on customer book
- High order book customer concentration
- Customers aging without follow-up (triage process)
- Static SKU mix in orders (lack of upsell/cross-sell)
- Difficulty moving new or discounted SKU's
- Stagnant new customer prospecting
- No customer success or satisfaction measurements
  - Orders are a trailing indicator

# Sales Team Incentives Paired to Ecomm

- Collar commissions around a higher AOV per customer
- Think about multivariate commission that includes:
  - New client growth / dormant account activation
  - Ecommerce account signups
  - Book penetration
  - Digital order ratios / standing order digitization
- Dynamically adjust margin targets based on MTD performance
- Tying commission to margin or discounting profile
- Digitally tracking NPS



# B2B eCommerce Strategy

# Ecommerce & Merchandising Best Practices

- Do you want to login gate?
- Cleanly handle multiple users / new users
- Add search and get people to engage with new SKU's (suggest new products)
- Provide enough info; don't confuse your knowledge with their knowledge
- List versus grid; readability
- Cultivating reviews
- Thinking about value signals or triggers
  - Can you better segment the intent of the shopper
  - How to position aged inventory as a good deal vs. unwanted/remnant
  - How to position new products to drive sales uptake

# Common B2B Ecommerce Ailments

- Ecommerce democratizes buyer personas (veterans/newbies)
- As orders digitize, customers want post-order digitized
- Ecommerce should aid payment transparency

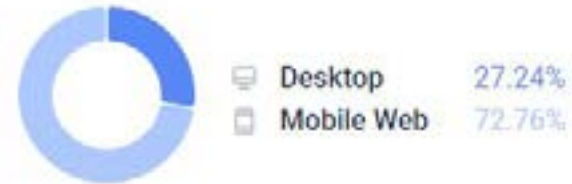
## What are the biggest issues?

- Delivery and tracking (44%)
- Relationship with suppliers (39%)
- Visibility of product features (34%)
- Payment terms (34%)
- Ease of checkout (33%)
- Ease of repeat ordering (33%)

# B2B Needs Mobile Too

- B2B will skew more desktop
- Can provide subset of functions in mobile
- Shopping lists and favorites
- Aid for cash and carry setups

## Consumer Device Split





# Category Page Strategy

- Match hierarchy of shopping intent
- Enable search
- Think about filters and rendering results (and clearing)
- Product imagery and form of display (density, card vs. row)
- Capture means of fulfillment to determine display

# Example: Amazon . . . Fishing Rods

- Ordered by engagement (generally)
- Biased towards Amazon preferred monetization pathways
- Individually based - profile & behavior
- Amazon advertising has impacted

1-16 of over 5,000 results for "fishing rod"

#### Eligible for Free Shipping

Free Shipping by Amazon

Get FREE Shipping on eligible orders shipped by Amazon

#### Department

Fishing Rod & Reel Combos

Fishing Rods & Accessories

Fishing Rods

#### Customer Reviews

★★★★★ & Up

★★★★☆ & Up

★★★☆☆ & Up

★★☆☆☆ & Up

#### Brands

Zebco

Ugly Stik

PENN

Sougayilang

Berkley

PLUSINNO

OKUMA

▼ See more

#### Sports & Outdoor Price

Up to \$25

\$25 to \$50

\$50 to \$100

\$100 to \$200

\$200 & above

#### Deals & Discounts

All Discounts

Today's Deals

#### Fishing Type

Baitcasting

Fly Fishing

Ice Fishing

Spincasting

Spinning

#### Hand Orientation

Right-Handed

Left-Handed

Ambidextrous

#### Business Type

Small Business

#### Fishing Rod & Reel Combo Material

Carbon Fiber

Acrylonitrile Butadiene Styrene

Alloy Steel

Aluminum

Carbon Steel

Ethylene Vinyl Acetate

Fiberglass

▼ See more

## B2B Inventory Example



☰ BROWSE CATALOG

**McMASTER-CARR®**

# McM Example

McMASTER-CARR.

hand files

x | Q

Clear All

**Shape**

 Triangle
 

**Length**

 Length
 

4"  
6"  
8"

**Width**

9/32"  
3/8"  
1/2"

**For Finish**

Fine  
Coarse  
Medium

**For Use On**

Iron  
Steel

**Cut Pattern**

 Swiss

11 Products

About Files

Files, also known as American-pattern and machinists' files, are used to remove material quickly.

**Precision files**, also known as Swiss-pattern files, are made to exacting measurements to ensure smoothness and are useful for finishing delicate and intricate parts.

More

Precision Triangular Files



Made to exacting measurements to ensure smoothness, these files are used for finishing delicate and intricate parts. They have three filing surfaces with two sets of diagonal teeth to work in spots others can't. Files do not include a handle but do have a tang that fits into a handle. Length does not include the tang.

 For technical drawings and 3-D models, click on a part number.



Double Cut

Lg.	Wd.	For Use On	For Coarse Finish (No. 00)		For Medium Finish (No. 0)		For Fine Finish (No. 1)		For Fine Finish (No. 2)	
			Each	Each	Each	Each				
<b>Double-Cut Faces</b>										
4"	9/32"	Steel, Iron	<b>4258A17</b>	\$20.71	4258A18	\$19.55	---	---	4258A21	\$20.35

Precision Triangular File for Coarse Finish, 4" Long

Each

**ADD TO ORDER**

In stock

Product Detail  3-D Solidw...

6"	3/8"	Steel, Iron	4258A24	23.23	4258A25	21.30	4258A26	\$22.19	4258A27	25.58
8"	1/2"	Steel, Iron	4258A31	35.26	4258A32	27.69	4258A33	30.51	4258A34	31.57

# McM (Continued)

11 Products

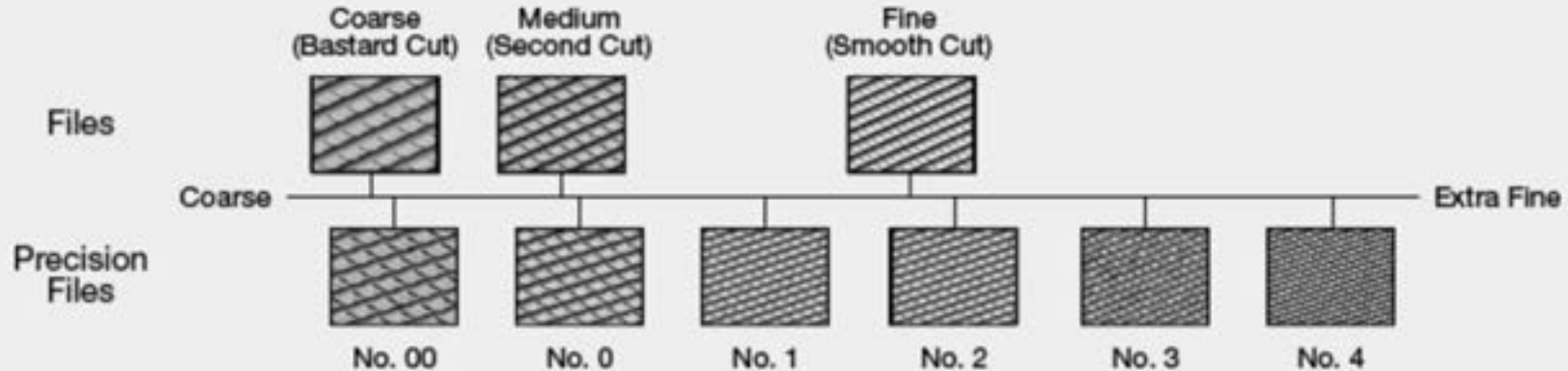
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Finishes



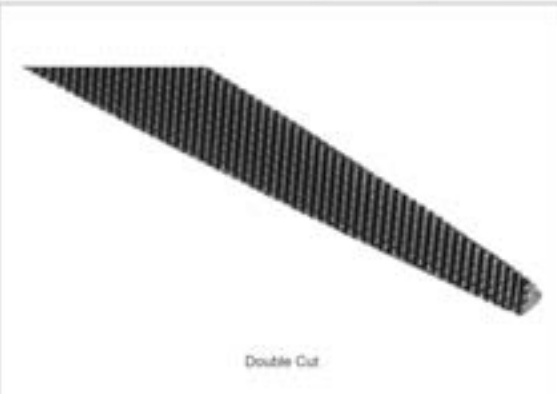
# McM (Continued)

**Precision Triangular File**  
for Coarse Finish, 4" Long

2-D PDF



MASTER-CARBIDE™ 4258A17  
For Finish: 80 Degrees



Double Cut

CAD 3-D Solidworks Download

Streamline your design process with our Solidworks Add-In. Available for Solidworks 2017 or newer. Download Add-In

Shape	Triangular
File Style	Tapered
File Type	Standard
Cut Pattern	Swiss
Finish Number	00
For Finish	Coarse
Length	4"
Width	5/32"
Face Tooth Style	Double Cut
Flexibility	Rigid
For Use On	Steel, Iron
Individual Set	Individual
RoHS	RoHS 3 (2015/863/EU) Compliant
REACH	Not Compliant
DPARS	Specialty Metals COTS-Exempt
Country of Origin	Poland
Schedule B	820310.0000
ECCN	EAR99

Made to exacting measurements to ensure smoothness, these

# A B2B Product Page Anatomy

Persistent (Cart Too)

SEO Breadcrumb

Don't Do This!

Reviews Matter

Inventory Mgmt





ID Match

**Not Visible:** Multiple images, Quote, Wishlist, SEO Descriptors, Suggested Items

The screenshot shows a B2B product page for 'PROTEAN Fast Dry Solvent Cleaner-F400 - Box of 12'. The page layout includes:

- Navigation Bar:** A dark orange bar with links for AEROSOLS, FOOD GRADE, GREASES, OILS, CLEANING & SANITISING, OUR BRANDS, DIGITAL BROCHURE, and TYGRIS ACADEMY.
- Breadcrumb:** Home > Food Grade > Food Grade Aerosols > PROTEAN Fast Dry Solvent Cleaner-F400 - Box of 12.
- Categories:** A list of filters including AEROSOLE, FOOD GRADE, GREASES, OILS, CLEANING & SANITISING, and OUR BRANDS.
- Shop by Price:** A section for filtering products by price range.
- Brands:** A list of brands including TYGRIS, PROTEAN, DEFENCE+, Onetip, and INGENUS.
- Featured Products:** A section for related products.
- Product Image:** A central image of the PROTEAN Fast Dry Solvent Cleaner-F400 can.
- Product Details:** The product name 'PROTEAN Fast Dry Solvent Cleaner-F400 - Box of 12', a star rating of 5 stars with 'No Reviews' and a 'Write A Review' link, and an 'AVAILABILITY: IN STOCK' indicator.
- Pricing:** The price is listed as \$112.83 (Ex. VAT) and £9.40 per unit. The price including VAT is \$128.40 (Incl. VAT) and £12.20 per unit.
- SKU and UPC:** The SKU is 14008 and the UPC is 800025347102.
- Box Quantity:** The box quantity is 12.
- Size:** The size is 400ml.
- Food Safe:** The product is marked as 'Yes'.
- Quantity:** A quantity selector with minus, plus, and a central input field.
- Add to Cart:** A black button labeled 'ADD TO CART'.

# A Dose of My Own Medicine . . . Komet Ecommerce

Boxes	Bunches								
Vendor	Product Description	Unit Price	Stems /Bunch	Available Quantity	Mark Code	Order Quantity (Bunches)	Actions		
Floreal	Achillea Achillea 10 Stems Orange Select Orange 	\$3.26 /BU	25	3 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
Flores ABC	Agapanthus Blue Bicolor 	\$7.75 /BU	20	9 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
Flores ABC	Agapanthus Red 	\$1.07 /ST	25	3 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
Flores -MIA	Aistro Blue	\$0.84 /BU	10	1,199 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
Flores ABC	Rose Freedom	\$0.75 /ST	25	3 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
George's Flowers	Rose Red	\$0.70 /ST	25	2 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
Flores ABC	Roses Freedom 40 	\$0.92 /ST	25	31 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		
Agrinag	Sunflower Gold 	\$1.33 /ST	13	2 BU	<input type="text"/>	<input type="text"/>	<a href="#">Add</a>		

- Images to speed search
- Grid vs. List View
- Discounting indicators
- PDP Modal
- Review framework
- Faster reorder
- Save for later / Lists
- Unit toggling
- Recipe builder
- Product Norm./Cat.
- Scarcity and urgency indicators
- Improved filtering
- Substitution suggestions
- Infinite product scroll
- Price compare



# B2B Deals, Discounting and Loyalty

- It's a myth that these don't work as well in B2B
- Buyer (B2B & B2C) behavior is inextricably tied to “winning” & “success feedback” & “gamification”
- Ensure you have parity between online and offline
  - Single fastest way to cripple ecommerce growth
- Allow your sales team to manage and adjust
- Have marketing channel plan for deals and discounts
- Map triggers and rules for dynamic deals/discounts

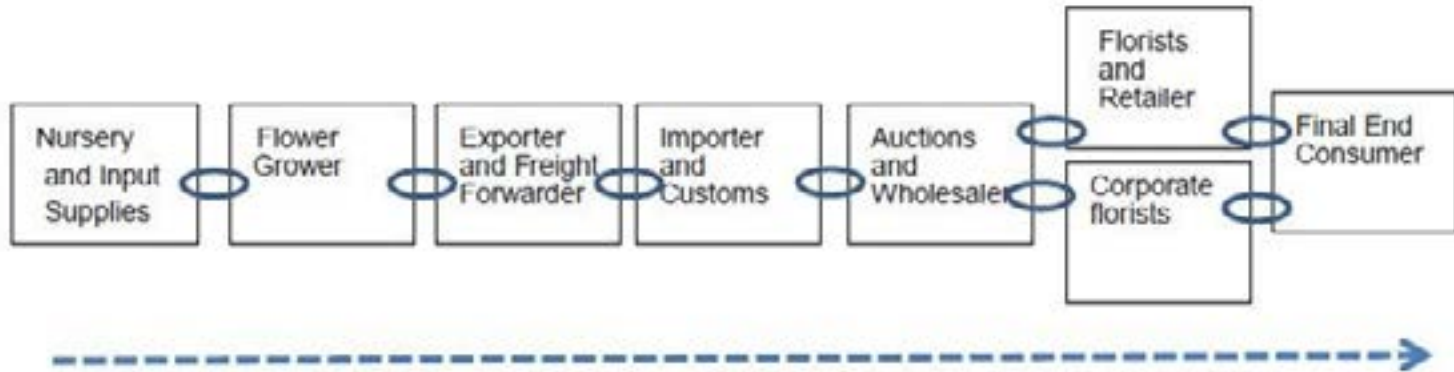


# Bonus: Brand Affinity in a Digital World

# Brand Issues From Cannabis

- Consistent mismatches between perceived and actual brand velocity
- Mismatched self-perception vs. third party perception
- In industries with a distribution layer - decay in brand positioning
- Heavy spiffing to reps by brands
- Radically different supply chain structures
- Packaging requirements varied

# Grower Brand Awareness Decay Through Supply Chain



# Fighting Brand Decay

- Monitor NPS
- Building product reviews
- Finding brand champions
- Make digital collateral
- Buyer training and education
- Rep spiffing
- Normalize product descriptions, including on third party sites

# Brand Exercise

- Survey down supply chain customers
- Think who drives your sales growth? Is it the person you sell to or the person who buys from them?
- If you ask buyer sales reps about your brand - do they answer consistently?
- Does your imagery for products and packaging in collateral match current state?
- Do you have a list of “why you” values and do you actually deliver?



# Questions or Komet Curious?

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Helping floral companies grow.