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PLAYBOOK

How to overcome the common challenges of direct-to-consumer (DTC) eCommerce

Introduction

As direct-to-consumer (DTC) eCommerce gains speed, an unprecedented number of B2B organisations are taking the leap to grow a profitable new channel.

To realise their next phase of growth, B2B organisations are taking the leap to create and grow a profitable new channel. Still, the transition from selling business-to-business to selling directly to consumers certainly isn't easy.

That's why we've put together this playbook. It contains actionable real-world plays to overcome the most common challenges we see B2B organisations face when launching a DTC commerce platform.

Specifically, you'll learn why you should:

PLAY #1
Build a well-defined business case for DTC eCommerce

PLAY #2
Cultivate a unique product and service offering with growth potential

PLAY #3
Steer clear of channel conflicts with a solid pricing and promotion strategy

PLAY #4
Make real-time inventory accuracy a top business priority

PLAY #5
Consolidate the end-to-end order and fulfilment process

PLAY #6
Prioritise the customer experience and demonstrate the benefit of buying direct

PLAY #7
Create a sustainable customer acquisition strategy that will evolve with the business

PLAY #8
Drive maximum value from your technology investment

Why DTC matters

As eCommerce continues to accelerate globally, DTC selling is fast becoming an essential play for B2B organisations. Entire industries are adapting and evolving in response to changes in the supply chain.

Globally, eMarketer reports that worldwide eCommerce will approach $5 trillion by the end of 2021. As recently as 2018, worldwide eCommerce sales had not yet topped $3 trillion. eMarketer reports that the $4 trillion line was easily breached in 2020, $5 trillion will be achieved by 2022, and $6 trillion will be reached by 2024. In 2020, 18.0% of all retail sales took place via eCommerce. In 2024, that figure will reach 21.8%.[1]

Closer to home, the global pandemic saw a change to the Australian eCommerce industry on a never before seen scale. According to Australia Post, in 2020, more people were shopping online than ever before – up 31% to 5.2 million compared to the average in 2019. Consequently, online goods spend grew by 95% YOY, with online purchases continuing to grow at a rapid rate.[2]

These shifts online have been dramatic and will undoubtedly alter behaviour for pure-DTC companies, B2B companies, their customers and the volume of sales DTC will account for moving forward.

eMarketer reported that DTC eCommerce sales from digitally native established brands grew 45.5% last year, generating a whopping $111.54 billion, making up 14% of total retail eCommerce sales. eMarketer further expects relatively steady growth each year through to 2023, with DTC eCommerce sales set to reach $174.98 billion at that time.[3]

Still not convinced? The US-based direct-to-consumer purchase index predicts that more than 80% of consumers are expected to make at least one purchase through a DTC brand within the next five years.[4]

The case for DTC commerce in the eCommerce landscape is clear. It is certainly an emerging sales channel and will likely continue to contribute in a significant way to global eCommerce.

The DTC opportunity for B2B

When executed well, the DTC eCommerce model can open new revenue streams, grow closer customer relationships, provide improved business efficiencies and offer B2B organisations the chance to enter a growth phase.

What's more, by creating a DTC solution, the far-reaching environment and significant advances in eCommerce technology have made it possible for brands to scale and build brand awareness far quicker than if they were to create a physical store.

DTC also offers B2B organisations a platform to test the latest product and service innovation, giving these brands direct access to their consumers' feedback, for analysis and evaluation. A totally new advantage in many instances, with game-changing access to previously unattainable 1st party consumer data.

Advantages of a DTC eCommerce solution

- Add an entirely new sales channel and revenue stream to existing business operations.

- Take advantage of the positive customer attitudes towards shopping online seen in 2020, with research showing that consumers will maintain many of their newfound digital behaviours in 2021.[5]

- Leverage the robust data insights and analytics an eCommerce solution powered by Adobe can provide, using it as a pivotal tool to assist with the continual improvement of the customer experience and product offering.

- Manage all sales from one central location, for example an organisation could maximise technology investment by utilising one eCommerce platform to serve B2B and DTC customer groups.

Experiencing growth pains

While the growth in the DTC sector is undeniable, we continue to see B2B organisations experience major growing pains on the path towards launching a DTC eCommerce solution. Relatively low barriers to entry have opened up the opportunity for many organisations to break into DTC, but of these organisations there are varying digital maturity levels that impact a B2B's ability to scale.

Despite many B2B's being mature and well established in their existing B2B model, the DTC landscape is a whole new complex model to explore.

Digital and omnichannel adoption continues in most online shopping categories, according to McKinsey. Further, the shift is likely to stay post-crisis, with more consumers shopping online and continuing to adopt digital replacements for shopping.[6]

B2B organisations trying to break into DTC now face the same harsh realities and challenges all brands face online. They are entering a highly competitive and crowded eCommerce environment, and will undoubtedly experience growing pains along the way.

Nevertheless, the opportunity present is immense and potential business growth is certainly worth exploring even if it means encountering growing pains.

Taking an MVP approach to entry

A minimal viable product (MVP) approach for eCommerce projects helps all teams focus on the essential features required for an eCommerce platform to go to market. With a relatively low entry barrier for digitally mature B2B's, an MVP approach to entry into the DTC environment can fast-track revenue growth. Further, it can demonstrate the value of technology investment early on, to influence continued support for the roll-out.

Most Australian consumers have tried a different brand or retailer, with intent to continue their usage.[6]

Have you used any of the following since COVID-19 started?

Intent to continue

57%
Consumers have tried a new shopping behaviour

		Intent to continue
Different brand	32%	83%
Different retailer/store/website	26%	89%
New shopping method	15%	82%
Private label/store brand	15%	83%
New digital shopping method	11%	91%

1. eMarketer, Global eCommerce Update, 2021. https://www.emarketer.com/content/global-ecommerce-update-2021
2. Australia Post, eCommerce Industry Report, 2020. https://auspost.com.au/content/dam/auspost_corp/media/documents/2020-ecommerce-industry-report.pdf
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4. Diffusion PR, Direct-to-Consumer Purchase Intent Index, 2021. https://diffusionpr.com/us/2021-dtc-purchase-intent-index/
5. eMarketer, Global eCommerce Update, 2021. https://www.emarketer.com/content/global-ecommerce-update-2021
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Build a well-defined business case for DTC eCommerce

The classical definition of project success centres on achieving results on time, on budget and producing the agreed set of technical deliverables. Yet, producing the approved set of deliverables does not ensure the project itself will be a success.
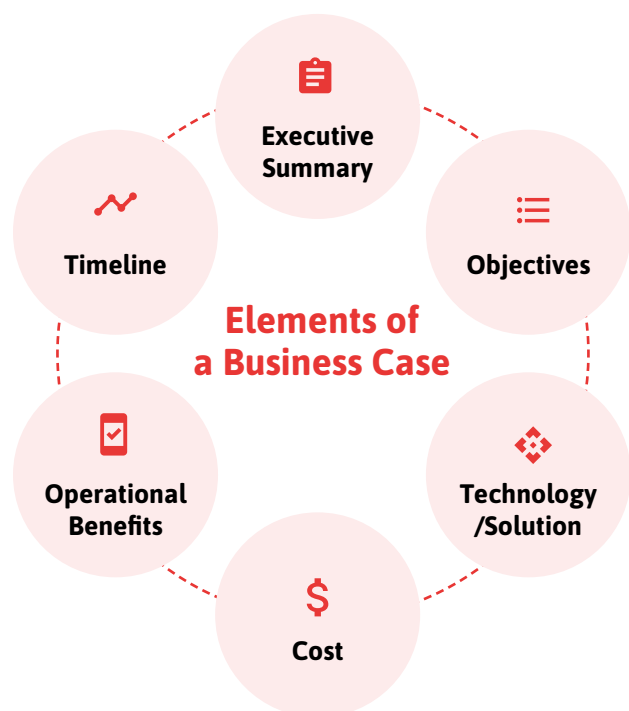
Increasingly, the need for a well-defined business case for a DTC eCommerce solution is the first order of business for any organisation serious about succeeding in the market landscape. Of course, the business case must address what the outputs will be and what investment is required to do this. It must also outline what the perceived benefits to the organisation are.

A well-defined business case must create a vision for the project, or solution, which can demonstrate the organisational benefit, further, how the solution can continue to evolve once deployed, with a platform innovation roadmap. This should outline future investments which will be required beyond the initial development or 'phase one' rollout.

Throughout a project of this scale, the business case is an instrumental piece of documentation. Before commencement, the business case will be essential to secure the funding required from senior leadership by demonstrating the outputs and wider benefit. Additionally, it allows leadership and key stakeholders to agree on key outcomes before any development begins.

At the beginning of the project, the business case will be used to assist in developing a project plan that will include milestones, timeline, budget, technical specifications etc. Finally, on completion the business case will be helpful to measure the success of the project. For example, it will help all involved to pose questions such as, did we (the organisation) achieve what we set out to do? Has the solution been delivered to the technical specification required? And, is the solution being used in the way the business had intended post-deployment?

Organisations must not underestimate the value of producing a well-defined business case before investing in a DTC eCommerce solution. At Balance Internet, we see that those who invest time into doing so, begin with a solid foundation and enduring sense of purpose.

Elements of a Business Case

- Executive Summary
- Objectives
- Technology /Solution
- Cost
- Operational Benefits
- Timeline

James Horne

CEO,
Balance Internet

B2B organisations should place a very high emphasis on working collaboratively with stakeholders when developing a business case for DTC. Developing high-quality, inclusive documentation from the beginning sets the tone for any eCommerce development and is beneficial to all involved.

Best-practice companies are clear on the role of DTC in the overall channel strategy before engaging a partner to build the solution. For example, it must be evident in the business case for DTC from the onset if the key objectives are to drive sales, stabilise market share, generate customer insights, generate feedback on new product ranges and services, become the primary or secondary sales channel, or otherwise. Without this clarity, it's impossible to measure if the platform has been successful after implementation. It's also complicated to get various business units to align on the core purpose of the solution and its role for the organisation.

PLAY #2

Cultivate a unique product and service offering with growth potential

The move into DTC eCommerce has many apparent benefits, including direct access to customers, a data-rich environment with access to behaviour and shopping data, and the opportunity to become less dependent upon major retail partners moving forward.

However, in cutting out the middle players, organisations need to ensure that what they can offer consumers will stand up in a highly competitive landscape. Simply offering the same products and services you already have available through alternative partners and channels won't be enough to drive success in the long-term.

Cultivating a unique product and service offering is about creating a product and platform with the capacity to evolve. In the undoubtedly competitive eCommerce market today, organisations that can evolve with their customers stand the best chance of capturing market share. As eCommerce customer demands and demographics change, so must the products and services DTC organisations offer them.

Organisations should strive to cultivate a unique offering to stand out from their competitors, and where possible avoid or minimise conflict with existing sales and distribution networks. At Balance Internet, we see those who demonstrate an intimate knowledge of their evolving customer continually innovating their offering.

Consider the following options:

Offer exclusive products such as those with limited availability, one-off collections, or products available only to specific customer groups.

Rebrand an existing product and sell it exclusively through the digital platform.

Offer a premium version of an existing product, at a higher price.

Sell replacement parts, components or accessories for existing products.

Bundle a selection of products, such as popular products, new products, mix-and-match bundles, cross-range bundles and themed bundles that that you only sell direct.

Provide subscription based products, such as subscription media and content, subscription consumables, or even subscription based servicing and maintenance.

Create personalised products, including custom-designed products, prescription products, bespoke products, made-to-order products or even personalised services.

David Crothers

Director of Client Success, Balance Internet

Organisations who are breaking into DTC need to offer something unique, and it can be quite challenging when their products are already in the market with well established retail partners.

It's important to remember, though, that you can make any product or service stand out by providing a brand experience to go with it. By creating uniqueness to the offering and accompanying it with a best-in-class customer experience, you're on the right path to making DTC profitable and sustainable.

In the initial stages, we always encourage B2B's to produce multiple concepts and prototypes. Further, to work closely with product managers, designers, engineers, and a variety of company stakeholders to drive collaboration in delivering the final product. The outcome should balance the product or service with customer experience, business impact and quality.

Steer clear of channel conflicts with a solid pricing and promotion strategy

One of the most common challenges we see for B2B's in the early stages of getting DTC eCommerce off the ground is channel conflicts.

Channel conflict can occur when a manufacturer effectively steps on the toes of their retail partners, including distributors, retailers, dealers or sales representatives. By selling their products and services via DTC, they effectively disintermediate their channel partners. Selling products directly to consumers through an eCommerce platform while maintaining a physical distribution with the same products and RRP is a channel conflict that all B2B's should understand.

Organisations can deliberately avoid channel conflicts by offering their customers uniquely priced products and services, promoted in an alternative approach. Or by providing a unique catalogue of products not available through channel partners (see play #2 - Cultivate a unique product and service offering with growth potential).

Existing channels and partner networks can remain the primary source of income after DTC is implemented. DTC can instead complement the channel network, where the same range of products is intended to be sold. The DTC platform could offer the exact RRP pricing available elsewhere or even cross-promote the partner network at a product level. For example, it could showcase information such as where to buy-in-store or where products are available exclusively, etc.

When an organisation can implement a solid strategy, which maintains the balance of peace with partners, it creates the optimum environment for DTC eCommerce to thrive.

Price Skimming

Bundle Pricing

Pricing at a Premium

Pricing for Market Penetration

Economy Pricing

Mike Lynch

Enterprise Commerce Specialist, Adobe

A commonly adopted strategy to reduce channel conflicts is to keep your existing retail and distribution partners in the loop with your DTC strategy and go-to-market.

Once you've made the decision to introduce a DTC channel, being upfront and clear about the approach with your network is extremely important.

This will allow you to explain how the channel won't conflict with the existing arrangements in place, whether that's through a particular pricing strategy or a complementary new product and service offering which won't conflict with theirs.

It will also give your extremely valuable partner network, who may be crucial to the primary income source for your business, the chance to air any concerns they may have. You can seek to resolve these, before the DTC platform is introduced which will be beneficial to your long term relationship with them.

Make real-time inventory accuracy a top business priority

Anyone trying to break into the DTC landscape will understand the importance of inventory accuracy to allow existing operations and new DTC operations to work in harmony.

A well-architected inventory solution is crucial to the success of an eCommerce platform selling directly to consumers. The solution implemented will factor inventory across several systems, including an Inventory Management System, an Enterprise Resource Planning (ERP) System, and an eCommerce platform.

First, an organisation should assess these existing systems' ability to be tightly integrated, which would result in a solution that provides the business with real-time inventory visibility and accuracy. For example, stock availability on the eCommerce platform should not conflict with stock pre-assigned to retail partners or large scale orders. Where system integration capability is restricted due to legacy systems or isolated technology, an analysis of additional system upgrades should be undertaken to understand the broader implications of gaining the level of inventory control required.

If real-time inventory visibility and accuracy become a top business priority, the systems integration will be crucial for the eCommerce platform's solution design and architecture. At Balance Internet, we often see this aspect of an eCommerce platform neglected, negatively impacting the final solution.

System integration will go hand in hand with a well thought out inventory strategy that will cover stock availability per customer group, minimum stock thresholds, and the ability to distinguish sales by 'palette' vs sales by 'single unit' within the same system.

5 Inventory accuracy best practices:

Introduce automation to reduce errors and digitise critical processes.

Measure and interpret analytics to understand trends and weaknesses.

Use comprehensive product labelling to track and retrieve stock efficiently.

Track reserve or 'safety' stock to understand demands on your inventory.

Adopt stock classification to help meet demands and avoid overstock (e.g. best-selling, slow-selling, unavailable for DTC).

Aaron Chidley

Director of Business Development, Balance Internet

You need to ensure all inventory processes and systems are well maintained and audited regularly for DTC to work in harmony with existing business operations.

The integrity of inventory at locations, particularly when DTC orders will be shipped from that location, is paramount. It can have a significant impact on the overall customer experience, often far more than organisations realise.

Brands that can communicate effectively with existing client networks and internal stakeholders regarding inventory (escalations, transfers and discrepancies, backorders, availabilities etc.), should look to have the same level of communication with their DTC customers—setting company benchmarks is a great way to understand effectiveness.

Teams with proven experience managing inventory functions are extremely valuable to successful DTC rollouts, involve them where possible in the solution design for valuable insights.

Consolidate the end-to-end order and fulfilment process

For the order and fulfilment process to work efficiently, a decision needs to be made about how the eCommerce orders will be processed from end-to-end. Meaning in what systems, at which locations, and by whom.

There will already be a process for managing orders for other business units, e.g. the existing process and systems for B2B orders. Organisations need to decide if one system will be able to handle both B2B and DTC orders or if they will be managed in separate systems. Where possible, using one system to manage all orders across is optimal.

Next, it's essential to create an operational process for handling both the B2B orders and DTC orders. B2B orders will be shipped in palettes, whereas DTC orders will be picked, packed and shipped in individual units.

The operational process will have a significant impact on a warehouse, distribution centre or fulfilment centres ability to handle both B2B and DTC orders, which needs to be considered. It may not be possible to do both in one location, and a strategy to overcome this needs to be devised before the eCommerce platform is deployed. The complete process must also, crucially include how packaging and returns will be handled.

When developing the best operational solution, the organisation will also need to factor the additional resource requirements to complete the end-to-end order and fulfilment process. These requirement should be included in both the overall cost of the project, and ongoing operational costs (capital expenditure / operating expenditure).

Finally, a decision about utilising an owned fleet for fulfilment vs selecting a third-party fulfilment partner should be addressed. It may make sense to maintain an owned fleet only for B2B orders and outsource the DTC fulfilment, or it may be possible for one fleet to do both.

End-to-end Order and Fulfilment

Receive · Process · Pick · Pack · Ship · Return · Reprocess
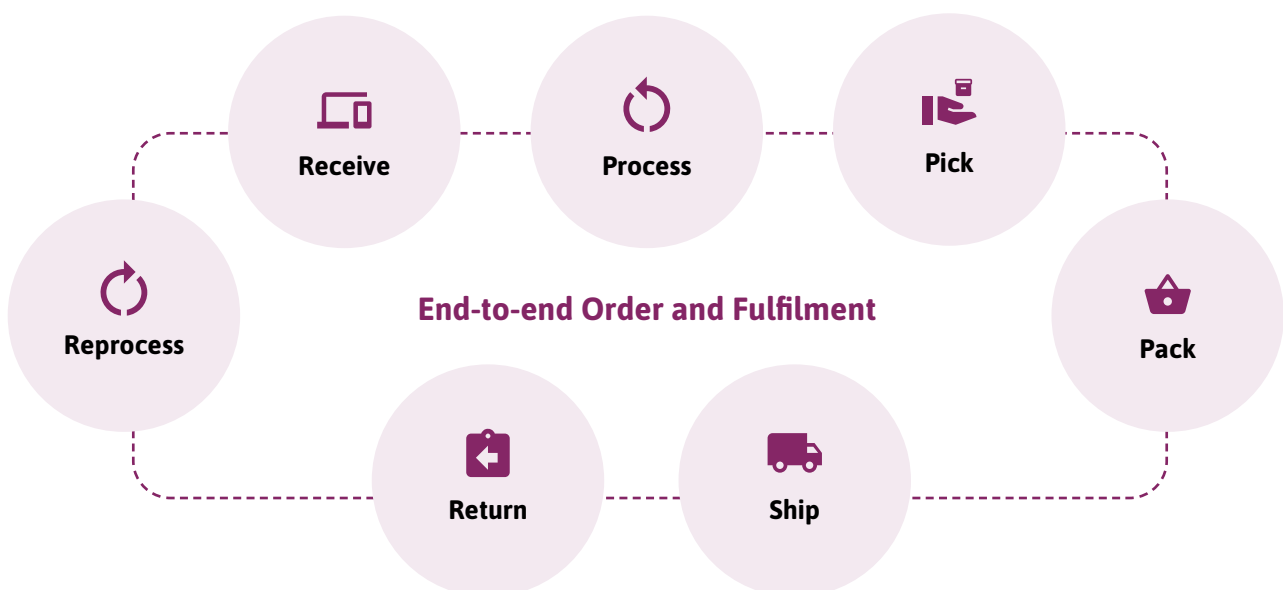
Alex Lawson

*B2B Customer Success
Manager,
Balance Internet*

Managing fulfilment for DTC orders is an entirely different process. Organisations may already have established B2B fulfilment processes, but soon find after launching DTC that customer expectations are vastly different. What's more, the inability to meet customer fulfilment expectations can damage the brand's rollout of DTC.

Ensuring that DTC customer orders are fulfilled and dispatched within a reasonable timeframe (which can be vastly different from B2B orders) whilst also managing the fulfilment team, and customer service staff can be challenging. It would be best if you tried to understand the impacts of getting it wrong before launching.

In my experience, to effectively consolidate the end-to-end fulfilment process, the approach should focus on product availability, data integrity, supply reliability and process efficiencies.

Further, there should be a strategic approach to fulfilment management across the board, with a strong focus on continuous improvement of internal functions to unlock constraints and improve process efficiency.

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Prioritise the customer experience and demonstrate the benefit of buying direct

For an organisation to be successful at DTC eCommerce, the customer experience should be at the centre of everything an organisation does.
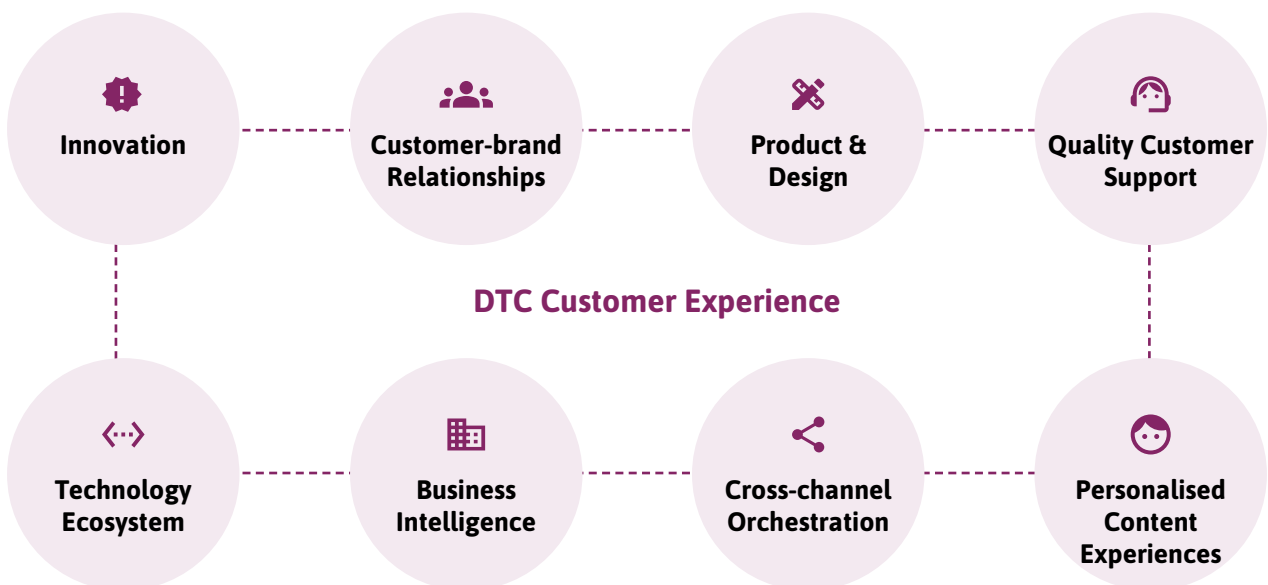
This should cover everything from the customer problem you are helping to solve with your products and services, the ease of onsite shopping experiences, the usability of your site, how barriers to purchase are overcome, and conflicts resolved.

All brands need to convey how their products and services will benefit the customer. DTC brands must also convey the case for customers to buy directly and cut out the middle players. In addition to how valuable the product is, why should customers come straight to the source? If this isn't clear for the organisation, it certainly won't be clear for the end customer and ultimately the customer experience will suffer.

Furthermore, the data and insights an eCommerce platform can provide are compelling. This 1st party data, which is likely to have been unavailable to brands previously, is now right at their fingertips with an owned eCommerce platform. The data and insights can be harnessed to adapt product offerings and, importantly, the customer experience—an incredible opportunity for B2B brands new to the DTC landscape.

Another factor for organisations to focus on in the interest of prioritising the eCommerce customer experience is quality customer support.

The platform's availability is 24-7, and as such, DTC demands that B2B organisations get serious about quality customer service or face the consequences head-on. Remember that customers can and will go elsewhere. If you're not dedicated to offering a quality product and service, why shouldn't they with so many alternate options out there.

Innovation — Customer-brand Relationships — Product & Design — Quality Customer Support

DTC Customer Experience

Technology Ecosystem — Business Intelligence — Cross-channel Orchestration — Personalised Content Experiences

Scott Rigby

Head of Digital Transformation APAC, Adobe

DTC companies who want to stay relevant and innovative often look to market leaders or emerging industry trends for inspiration to enhance the customer experience.

However, often all the inspiration you could possibly need is right at your fingertips - your customers. Understanding what your customers actually want, a vital component to business growth, is within your reach. From the moment a DTC platform goes live, there is access to data and insights, which when harnessed effectively can tell you everything you need to know about gaps in the current customer experience.

The most common types of customer needs, such as functionality, convenience, good on-site experience, easy to use design, reliability, performance, and efficiency, are constant focus areas for leading DTC organisations we work with. They also never stop striving to improve the customer experience.

Create a sustainable customer acquisition strategy that will evolve with the business

You've got the product, you've got the DTC platform, and now you need the customers. Post launching a DTC platform to ensure customers keep coming back, you need a systematic and sustainable acquisition strategy that can evolve with new trends.
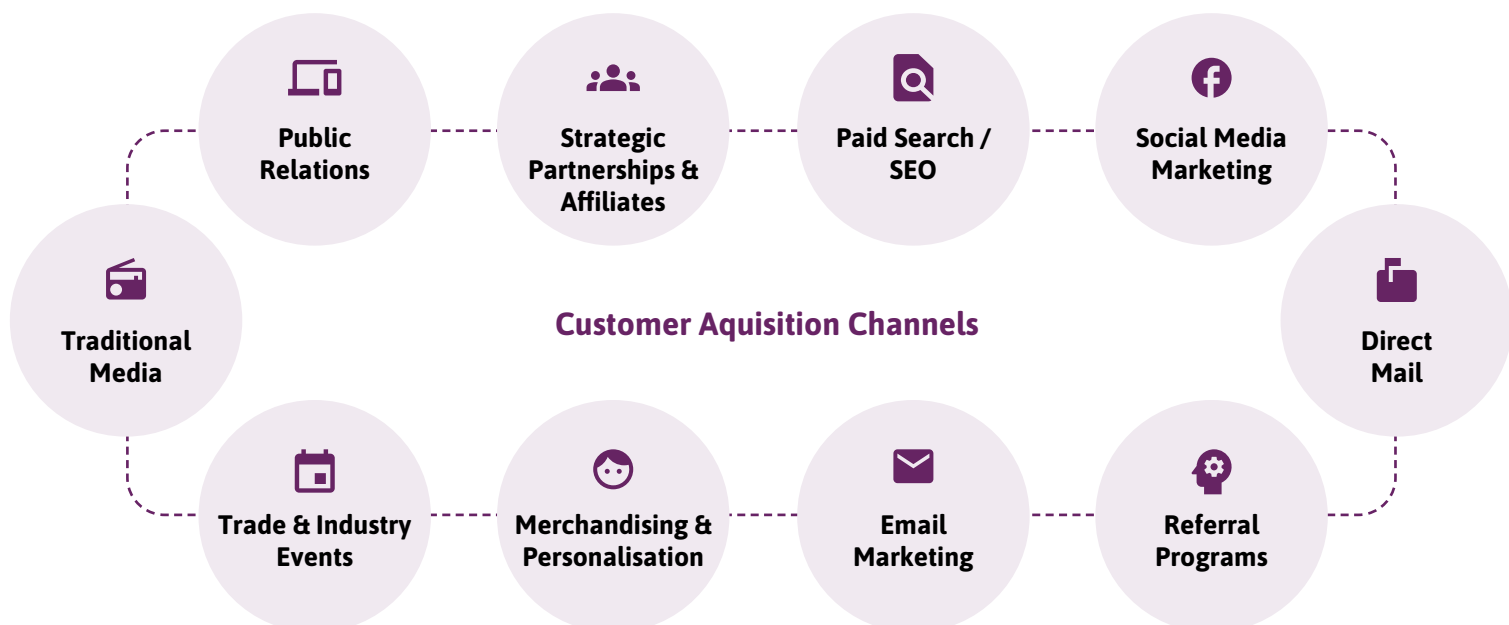
An acquisition strategy for DTC eCommerce is different from other marketing strategies because it focuses specifically on bringing new customers to the DTC site you have invested in.

We often see significant investment into product and technology, with very little dedicated to customer acquisition strategy at the time of launch or ongoing. As the tail end of a project approaches, there usually isn't a reasonable budget allocation left over.

Acquiring a new customer can be up to five times as costly as retaining an existing customer, which is why managing customer acquisition is crucial to DTC profitability.

It's imperative to remember that retail partner networks and distributors have huge budgets dedicated to marketing and promotion on a scale that are tricky to compete with.

Being successful at DTC eCommerce means understanding that customer acquisition, conversion, and retention are crucial pieces of the marketing puzzle. Not only does an organisation require a dedicated acquisition strategy, but the business case for your DTC channel (see play #1 Build a well-defined business case for DTC eCommerce) should also factor in the upfront and ongoing budget requirements for acquisition marketing.

Customer Aquisition Channels

- Public Relations
- Strategic Partnerships & Affiliates
- Paid Search / SEO
- Social Media Marketing
- Traditional Media
- Direct Mail
- Trade & Industry Events
- Merchandising & Personalisation
- Email Marketing
- Referral Programs

When designing a customer acquisition strategy for your DTC eCommerce channel, take time to lay out the acquisition blueprint for understanding what each channel will cost.

Costs for specific channels can change over time, so be sure to create a buffer in the overall budget. Additionally, ensure that you have a strategy that will allow your marketing team to stay competitive by setting up a process to frequently review emerging channels to invest in and stay up to date with the most recent acquisition marketing trends.

Remain agile in your approach, your DTC customer acquisition strategy should keep evolving just like your eCommerce platform.

James Horne

CEO,
Balance Internet

Drive maximum value from your technology investment

In the current economic climate, post the COVID-19 crisis, all technology investment is under intense scrutiny and review.

Ensuring that you choose a modern and flexible platform for DTC eCommerce is essential to making sure you get the best value from your investment at a time when organisations are looking to cut costs and drive sales.

For the technology gatekeepers in a B2B organisation, they must consider the cost of the technology to implement and how the investment will drive maximum business value.

For example, choosing the cheapest platform for eCommerce isn't necessarily in the organisation's best interest. It may not have the capabilities required to offer a best in class customer experience, or even say, digitise specific business processes which can create operational efficiencies beneficial to the bottom line.

Another example of how B2B's can drive maximum value from their technology investment is by introducing a robust platform that can consolidate both B2B and DTC offerings from one central location—removing the need for two separate systems.

Understanding the impact introducing new technology for DTC eCommerce will have on legacy systems and business operations is also crucial. A level of application rationalisation can often be carried out across an organisation, meaning cancelling or replacing technology with newer or more compatible alternatives.

Finally, to drive maximum value, a review of the underutilisation of legacy systems can be highly beneficial. This may not reduce the IT costs, but it certainly could improve employee satisfaction and likelihood for platform adoption within the organisation, driving maximum value for investment.

Drives

Technology Evaluations

Technology Plan

Business Mission, Objectives & Gaps

Informs
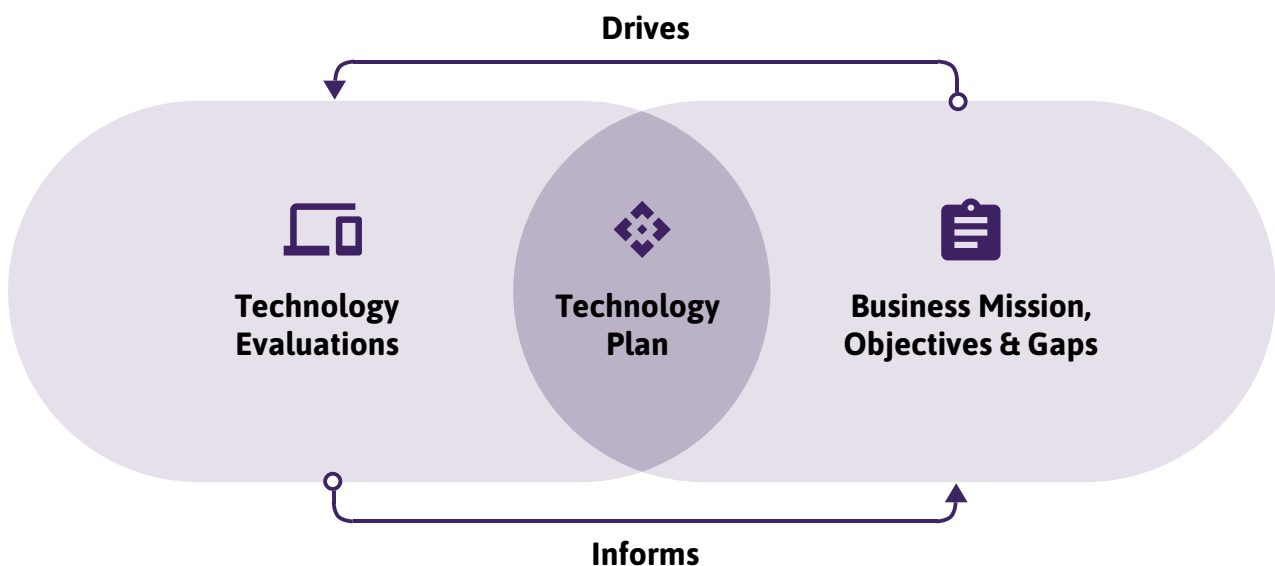
Scott Rigby

Head of Digital Transformation APAC, Adobe

To get the most out of a significant investment in technology to implement a DTC eCommerce solution, you should always invest appropriately in the right platform and right solution partner to bring your commerce platform to life. This is particularly true where complex systems integration is required with existing business systems. Working with a flexible platform to meet your requirements is critical, as is working with a solution partner that can architect a solution to meet your needs.

Taking a phase-based approach to implementation can also be a highly effective way to demonstrate to your project stakeholders the value of initial investments and keep the project delivery achievable within any constraints (time, budget, or otherwise) the business may have.

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Where to from here?

If you're ready to kick your DTC strategy into overdrive, get in touch with our team of experts at Balance Internet.

Let us help you to:

🔧 Build a well-defined business case for DTC, work with our team of eCommerce strategists to nail your approach, before you start building.

🛍 Cultivate your unique product and service offering, with our knowledge of how industry leaders are structuring their offering.

🏷 Decide how you will steer clear of channel conflicts, in a series of business strategy workshops.

📱 Make real-time inventory accuracy across the board a priority, with guidance from our team of analysts and solution architects.

🗄 Understand the real requirements of an end-to-end order and fulfilment process, and overcome what's holding you back from offering a seamless experience.

🙂 Prioritise the customer experience for your target demographic, by working with us to develop a channel specific CX strategy.

👤 Understand why you need to create a customer acquisition strategy, what's involved, and the reasons you won't be successful without a sustainable strategy.

❖ Drive maximum value from your technology investment, starting with a customised free demo of Adobe Commerce for DTC.

Get in touch to organise an Adobe Commerce DTC demo today!

📱 **Call us**
1300 624 368

🖱 **Request a demo**
for your business

✉ **Send us an email**
to get started

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Our Experts

This playbook was produced in collaboration with James Horne, David Crothers, Aaron Chidley, Alexandra Lawson, Scott Rigby and Mike Lynch.

James Horne
CEO,
Balance Internet

James is a digital commerce innovator and thought leader with a deep passion for driving business success from digital commerce ecosystems. With more than 20 years of experience as a solutions architect. James made his first online sale (a music CD) via an eCommerce system built with open source software in 1996. His digital retail experiences have given James a comprehensive understanding of every challenge facing businesses and opportunities that exist within them. He also has extensive experience in digital transformation in the B2C and B2B sectors. James has become the "go-to guy" for online commerce and marketing.

Aaron Chidley
Director of Business Development,
Balance Internet

Aaron has a background in traditional bricks and mortar retail. After building three online stores in the late 2000s, Aaron jumped ship to Balance Internet to be a Project Manager. He is now the Director of Business Develeopment. He thrives on understanding the nuances of how each business goes about getting a product online, how a customer buys it, and how it ultimately gets into their hands. Aaron is passionate about online operational strategy, end-to-end business analytics and technology deployment.

David Crothers
Director of Client Success,
Balance Internet

With a career spanning 25 years in advertising, retail and digital marketing, David is a specialist at leveraging eCommerce to drive sales and business efficiencies. He is passionate about fully-integrated campaigns that drive sales online and in-store. David's experience spans director and leadership roles at Y&R Mattingly, Grey Worldwide and JWT, leading businesses in online media and content, direct marketing, digital production, public relations and software development.

Alexandra Lawson

*B2B Customer Success Manager,
Balance Internet*

With close to a decade of experience in in senior marketing roles across leading Australian B2C and B2B organisations in the FMCG and fashion industry, Alexandra jumped the fence from the client-side to join Balance Internet several years ago. Alexandra is now the Balance Internet B2B Customer Success Manager, with a strong passion for helping the Balance client portfolio create superior eCommerce solutions and stand-out customer experiences.

Scott Rigby

*Head of Digital Transformation
APAC, Adobe*

Scott has over 20 years of enterprise experience providing strategic advice to C-suite and senior executives in digital transformation, strategy, marketing, innovation, organisational change and cloud computing. Scott has advised a broad range of customers and industries from finance to retail, media, telecommunications, automotive and high-tech.

Scott is highly skilled in helping organisations reimagine and transform their customer experience, employee engagement, business models, processes and operations, by understanding the opportunities and challenges that new technologies can have on businesses, their culture, their customers and the world of work.

Mike Lynch

*Enterprise Commerce Specialist,
Adobe*

Mike Lynch is the Enterprise Commerce Specialist at Adobe in Sydney. Mike has more than 20 years of experience in various aspects of web development, eCommerce and customer experience.

Having worked with some of the APAC's largest retailers, wholesalers and service providers, he brings with him a wealth of experience across multiple platforms, integrations and business processes as they pertain to online customer engagement and revenue streams.

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Innovative. Creative. Results.

At Balance Internet, we're all about striking the right balance between technology, data and what your customers want. We partner with Australia's leading brands, retailers, government agencies, educational institutions and corporations to deliver innovative and transformative eCommerce and digital experiences.

Balance Internet is a highly specialised eCommerce agency, and our unmatched industry expertise guides our first-class digital delivery process. We are one of the most experienced eCommerce solution providers in the Asia-Pacific region with members of our leadership team working in the space since 1996. With Adobe Commerce technology at our core, we create high-performing solutions that harmonise digital ecosystems.

Balance Internet is at the forefront of digital transformation strategy and development. Backed by our ever-growing team of certified developers, creative designers, business analysts and eCommerce specialists, we help you succeed with holistic, best-practice, fully-integrated solutions designed to grow your business and deliver results.

As the only marketing communications holding company in Australia and New Zealand with the ability to genuinely deliver end-to-end marketing and business transformation solutions to clients, we are proud to be part of the innovative and creative team at Publicis Groupe. The Publicis Groupe was voted a HRD Employer of choice 2021.

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Adobe

Adobe Commerce

Commerce for Enterprise

As one of the largest and most diversified software companies in the world, Adobe enables everyone — including students, creative artists, small businesses, government agencies, and the largest global brands — to design and deliver exceptional digital experiences.

Our strategy for unleashing creativity, accelerating document productivity, and powering digital businesses gives our customers a real competitive advantage, enabling them to engage their constituents across every digital touch point. Our relentless focus on innovation; our category leadership with Adobe Creative Cloud, Adobe Document Cloud, and Adobe Experience Cloud; the large and expanding market opportunities we target; and our track record of successful execution against our strategy position us for continued growth well into the future.

Adobe Commerce, part of Adobe Experience Cloud, is the leading commerce solution for merchants and brands across B2C, B2B and hybrid use cases and was named a leader in the 2020 Gartner Magic Quadrant for Digital Commerce and 2020 Forrester Wave for B2B Commerce.

Adobe Commerce, powered by Magento, boasts a strong portfolio of cloud-based omnichannel solutions that empower merchants to successfully integrate digital and physical shopping experiences. Adobe Commerce is the #1 provider to the Digital Commerce 360 Top 1000 online retailers for the tenth consecutive year and the Top 500 Guides for Europe and Latin America.

Adobe Commerce is supported by a vast global network of solution and technology partners, a highly active global developer community and a robust eCommerce marketplace for extensions available for download on the Magento Marketplace.

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