

MVP Approach to B2B eCommerce: a Comprehensive Guide

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In 2021, all signs point to B2B eCommerce as the future of sales for B2Bs. Most decision-makers aren't planning on a return to in-person sales this year. That's fine with B2B buyers that prefer to research, evaluate, order, and reorder in a digital, self-service environment.

While more and more manufacturers, distributors, and wholesalers explore ways to move online, many harbor fears that hold them back. Brands worry about the success of their digital initiatives. They fear:

- Hefty investment into technology they don't understand
- Changes to existing processes may alienate employees
- eCommerce may discourage B2B customers from buying.

And they face these fears along with the uncertainties brought about by operating during the COVID-19 pandemic.

An MVP, or minimum viable product, approach addresses many of these fears. In software development, an MVP strategy focuses on building the absolute minimum and extracting the most value out of the exercise as opposed to delivering a complete product on a strict schedule.

In B2B eCommerce, an MVP is crucial, because adopting eCommerce in a B2B model impacts every facet of the business. It's a transformational process that touches sales, marketing, operations, customer support, and customer experience. The MVP strategy not only gets buy-in from these business areas but provides organizational feedback that is crucial to a successful widespread rollout of eCommerce. Unlike B2C eCommerce, B2B eCommerce processes are unique by company, and integrations may be far more complex. And when you are ready for that first soft launch, the MVP helps you evaluate the effectiveness of your digitalization efforts.



<u>Source</u>

Adding eCommerce in B2B is much more than just adding a shopping cart to your company's website. It's a way to improve organizational efficiency and provides the flexibility necessary to adapt to changing markets and market forces. Think of it as a digital transformation with the ability to future proof sales, marketing, and operations.

The MVP approach to B2B eCommerce puts your project on the path to success. Digital transformation initiatives are challenging, so translating lofty ideas into smaller components makes these goals more achievable. An MVP turns these goals into reality by helping you deliver, evaluate, and learn how they impact your company in the shortest time possible.

An MVP Is:	An MVP Is Not:
A minimum effort for maximum learning, feedback, or failure.	A deployment with the fewest possible features.
A flexible, incremental, and iterative development process.	A prototype or an early version of a product.

An MVP Paves the Way for B2B Digital Commerce Success

Today's buyers access mountains of information and they are accustomed to engaging and purchasing on their own terms. As customer expectations rise, product libraries grow, and sales professionals face more complex sales cycles, businesses grow more uneasy with a move online. In an ever-changing environment, launching a brand new eCommerce feels like the riskiest move a business can make - especially if they are entering this selling channel for the first time.

Setting up a fully functioning eCommerce presence requires extensive research, planning, effort, and time. The MVP strategy is a vastly different approach.

With a B2B eCommerce MVP, you test out the core function of your offering, evaluate its reception, test user feedback, and decide whether to further invest in the idea. Based on the results, you may choose to double down



This may seem costly, time-consuming, and counterproductive. But in reality, the opposite is true. Think about your business moving to eCommerce this way:

You can spend \$500,000 and a year of work to discover you've created an elaborate B2B eCommerce website that doesn't address your customer's desire to buy online. The MVP approach, by comparison, might take a commitment of \$200,000 and 4 months to make sure that you are on the right track. Because you validate as you go, you only advance the activities that work.

Advantages of an MVP for B2B eCommerce

An eCommerce MVP is the closest thing to launching your online portal idea into the real world. The experience of building an MVP will help rally your team behind the idea, gain customer insights, optimize your resources, and create a better product.

Businesses choose to go with an MVP approach for their digital commerce projects because:

It places the customer in the center.

Customer needs evolve rapidly and their expectations are becoming more complex. An MVP keeps your eCommerce strategy aligned with your audience.

- Validate ideas. An eCommerce MVP verifies that you are providing the experience your customers want. When you draw the right conclusions early on you waste less time and fewer resources. Not every idea makes it. It's the fastest and cheapest way to test the validity of your assumptions.
- Act on feedback. Collecting user feedback provides the insights necessary to keep customer and stakeholder needs and development in alignment. An MVP guides you to develop the desired eCommerce experience while building a product without unwanted features and functionalities.
- Keep up with the market. Today's markets are unpredictable. Long planning and development cycles risk crippling large eCommerce projects. An MVP reduces opportunity cost losses.

It saves time.

Since eCommerce MVP projects focus on a few key features and prioritize quick turnaround times, they rarely take longer than a few months. This gets your online portal up and running faster.

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- Quicker return on investment. An MVP speeds up user onboarding. The sooner your MVP is available to customers, the sooner they make a purchase. That quickly puts you on the road to ROI.
- Reduced implementation time. As MVP development progresses, ideas and features that don't validate are discarded. This can potentially shorten your implementation time.
- Faster time to market. An MVP gives you a first-mover advantage. You can start building an online brand presence, recognition, and gain a competitive advantage in your market.

It saves money.

With a firm focus on narrow goals, you greatly reduce the resources necessary to achieve them. An MVP makes wise use of company resources.

- Reduce risk. The iterative, whole-company, and user-centric approach to development identifies risks early on and minimizes their impact.
- Optimize costs. Greater visibility during the project scope and feature scoring stages maintains focus which translates to lower development and implementation costs.
- More options. When you build your MVP on a solid platform, you grow to meet your needs and market. The MVP is a proven foundation upon which you can add features.

How the MVP Process Works

The Agile approach to development and collaboration is a central component of an MVP. By focusing on the most important features and relying on feedback, you drive business value faster. Faster decision making and shorter development cycles make it easier to pivot and maximize resource allocation from conception to launch.

A look at the loop

The eCommerce MVP process utilizes a build-measure-learn feedback loop. Shortly after development, you examine the results, take into account any feedback, and work on the next iteration. As you improve with each iteration, you can measure your success and utilize feedback more effectively, reducing risk while increasing your chances of success.

Design Thinking + Lean UX + Agile = Successful MVP



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A B2B eCommerce MVP in Action

From theory to practical application, here's how a B2B eCommerce MVP strategy is implemented. It requires addressing organizational challenges head-on and making the validated learning process part of the company culture.

Step 1. Define goals and strategy

Your MVP should have a clear goal and address particular business needs. Depending on the goals that you've defined, map out the associated workflows. This can be a customer journey map, an order submission flow, or a product information update flow. Mapping the flows and processes guides your feature selection process.

The MVP's goal is to develop the features and experiences desired to meet identified business objectives.

Often customer satisfaction goals drive an eCommerce project. In this case, a goal may be:

«Enable customers to purchase online and get them to purchase again and again» This MVP starts with identifying the customer's minimum needs throughout the journey and then meeting those needs with customer-facing features.

Other businesses are concerned about the impact of new technology on internal processes and customer interactions. Their goal may be:

«Internal teams use new technology to automate routine tasks and improve customer service.»

In this case, the MVP will focus on the back-end processes. This includes automating workflows, providing teams with new features, and integrating with the existing echnology stack. Because all technology has a learning curve, businesses must include onboarding and training.

Other businesses may be unsure if eCommerce will work for their company. Their initial goal may be:

«Determine customer reaction to eCommerce before investing further.»

With this goal, the MVP delivers a basic storefront with a partial product catalog, price lists, the ability to check existing orders, and quickly re-order items. As part of testing customer acceptance, you'll gain feedback, and set the stage for A/B testing and easier product iterations.

Another common goal, especially for companies growing by acquisition, might be: *«We want to have a single source of truth connecting our systems.»*

While an MVP is not a full-fledged digital presence, the MVP must still perform its function - however small - correctly. Even integrations can use an MVP. You may start with a partial integration and test SFTP file transfers instead of full end-to-end API integration just to validate the concept and test how data flows between systems.



If you cannot fail, you cannot learn. Eric Ries, MVP concept creator

One of the greatest difficulties with the MVP approach is changing the institutional mindset. The MVP prioritizes progress over perfection and feature utility over number. You must maintain a balance between a development process that produces quickly and one that produces quality. Don't be paralyzed by fear of failure. Learn from failure and use failure to improve.

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Step 2. Identify and prioritize features

Once you outline the goals and the business processes associated with them, you'll pinpoint the most unproductive and time-consuming elements of the chain. These weak links are prime candidates for a digital solution. Determine what features will strengthen the chain. Then classify this set of features based on their importance to customers, internal processes, the difficulty of building them, and their value to your MVP goals.

Step 2.1 - Identify features

Many eCommerce projects are doomed to failure from the start as they address irrelevant or nonexistent problems. While drafting your feature list, create a habit of asking the following basic questions to every item on the list:

- What issue are you trying to solve with this feature?
- What is the impact of this issue/feature on business?
- Does it affect the customer experience?
- Does it affect employee productivity?
- Is solving this issue with a digital solution the best option?

Step 2.2 - Prioritize features

There are many ways to prioritize the features in your MVP project. But always keep in mind your users and the reason for the project. If you're switching from an existing eCommerce platform, the scope of your MVP must include the existing features your customers love.

If you're building a new digital presence, examine your back-office processes and how customers shop, place orders and receive support. For example, if customers prefer to upload CSV files with product SKUs when re-ordering, keep this feature in your eCommerce MVP. One way to prioritize is to identify the core features that you can't do without, and the nice to have features that can be developed in later iterations. As you prioritize, analyze each feature in terms of capability, technology, and time.

The MoSCoW prioritization method divides features into the categories of:

- Must Haves
- Should Haves
- Could Haves
- Won't Haves

Must-Haves form the first steps of your MVP build as they are critical to your product's success.



Prioritization of Features

Here is how the MoSCoW categories break down:

MUST HAVE

These are the main features that are inextricably linked to the functionality of your project. These features constitute the backbone of your MVP.

Example: For a first time eCommerce project, importing the product catalog is a high priority. For brands looking to improve B2B customer experiences with personalized pricing, a dynamic pricing engine would be a must-have feature.

SHOULD HAVE

These features are important to the success of your business but might be costly to implement. They are not in the first iteration but will likely appear in the second one.

Example: Some brands manage and enrich product information with a product information management (PIM) system. Compared to a traditional catalog import, a PIM integration is more resource-intensive.

COULD HAVE

These features do not have a substantial impact on the final product. They are useful and deserve exploration after the core functionality is built and tested.

Example: Multichannel brands selling B2B and B2C can limit their MVP to one area of business. The MVP launches with B2B and adds B2C functions at a later iteration.

WON'T HAVE

These features have some utility but provide little value. They can be implemented at a much later stage if ever.

Example: Industries where customers buy on an infrequent basis do not need a quick reorder function, as it doesn't impact the user experience.

Step 3. Select your implementation tools and team

Based on your requirements, work with the stakeholders on your team and external consultants to identify the tools that create the foundation for your MVP now and support the constant improvement loop for the future. Oro provides an FAQ and list of <u>companies</u>, <u>consultants</u>, <u>and agencies for digital transformation</u> as well as an <u>RFP</u> template to help you select an eCommerce platform.

The MVP approach is more than a product development methodology. It's a method of maximizing human resources, organizing processes, and empowering teams. The whole becomes greater than the sum of the parts. So make sure you assemble a team with the skills and mindset that aligns with the iterative process.

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Establish an Agile mindset.

An Agile mindset is necessary to maximize the accelerated learning loop and sustaining the MVP momentum. If you're using a waterfall methodology, transform to Agile before going forward.

Identify the right individuals

An effective MVP is created by a team with the technical skills and necessary processes in place. Ideally, team members will have prior MVP development experience. Identify the designers, developers, QA engineers, and project managers that will quickly adjust and adapt to the dynamic nature of the process.

Onboard the team

Management, development, and project teams must get up to speed on the MVP strategy and their role in the process. Shared understanding keeps the team focused on the solution and maintains the vision throughout the project duration.

Outsource when necessary

Businesses without the in-house skillset must bring in third-parties. Experienced MVP partners can offer leadership, resources, and expertise to achieve success with your eCommerce MVP project.

Stay efficient

The minimal aspect of the MVP applies to the team as well. Think in terms of competencies, as one person can fulfill multiple roles to save money. Regularly sketch, brainstorm, and collaborate to maintain speed without sacrificing quality.

Step 4. Implementation

An eCommerce MVP, like any transformative technology, affects the entire company. Take on organizational challenges at the outset. Leaders must address personal prejudices, cultural barriers, and organizational structures for the MVP to succeed. The <u>Standish Group</u> reports that **83.9% of IT projects partially or completely fail** for the following reasons:

- Incomplete requirements
- Lack of user involvement
- No executive support
- Unrealistic expectations

However, poor preparedness is only a part of the problem.

Other challenges during MVP development include excessive input from teams, stretched cycles, and feature-creep. Skimping on the scope of work, poor communication, and stakeholder distractions can slowly but surely veer your MVP off track.

Once you map out your strategy, define member roles and responsibilities, and determine what will be built, stick to the plan. It's the only way towards a quality MVP that will drive the desired results.

Step 5. Soft launch

If you've ever launched a new product, opened a retail store, or started a restaurant, you understand the importance of a soft opening. Release your project to a small audience, gain feedback, and iron out the initial kinks. This minimizes the risk of wholesale disaster when you launch at large. Your eCommerce MVP soft launch tests site components, gathers data about user behavior, and supplies valuable customer feedback. By getting feedback from a small number of customers, you benefit from a focus group that provides valuable insights on the user experience to the website administrator or project manager. These insights let you know if customers are moving through the site as expected, if there are any friction points, so you adjust as necessary to improve the user experience. A soft launch is the best way to discover and correct unexpected issues before the official release. During the soft launch, the new site shouldn't be available to all users. You can use basic HTTP authentication to grant access to only the users and customers in your focus group. With OroCommerce, simply authorize access to selected customers using the roles and permissions function.

Step 6. Feedback loop

The MVP's build-measure-learn approach increases the odds that your eCommerce project is headed in the right direction. Reprioritize your features and adjust your MVP as you gain more data and validate assumptions. Maintain the constant feedback loop that will help your project improve.



This validated learning process builds on prior success and halts the development of unwanted or unnecessary functions and features. Make sure that you use the lessons learned in each cycle in the next iterative cycles.



Common MVP Elements in B2B eCommerce

Every MVP is unique because no two businesses have the exact same needs. Businesses also approach the building, measuring, and learning process differently. But many eCommerce MVPs share this common set of elements.

1. Digital storefront

Are you looking to test if your customers are ready to purchase online? Then build a digital storefront and import product data.

Start by tracing the shopping path of your target audience. Your first iteration can be a partial product import, a category import, or a set of products used by loyal customers who will be the focus group for the soft launch.

Designing the storefront

You can't have a webstore without a digital storefront. Resist the temptation to be overly creative with the storefront design. Remain focused on the goal of the MVP. If the goal is to verify customer desire to order online, limit must-have store-front features to:

- Clean cross-browser experience
- Responsive design
- Recognizable brand identity (use logo and corporate colors throughout the site)

95% of the time you can incorporate these features with a default theme provided by the eCommerce platform vendor.

Importing products and customer data

Importing your product catalog can either be done through a manual CSV import or via an automated integration. For an MVP, you may need a small enough amount of data for manual entry or upload via a lightweight automated SFTP.

The same process applies to customer and employee data, as your import method will depend on the number of beta testers involved and your inventory turnover.

Ultimately, the breadth and depth of imported data will depend on the number of SKUs, the pricing structure, frequency of new products, etc.

2. Integration with business-critical Systems

Before planning your integrations, identify business-critical systems and identify the solution to serve as your source of truth.

If you want to enhance customer engagement and user adoption, the online experience has to at least match the current processes. Your MVP must offer customers and team members the right inventory information and adequate visibility into supply chain data.

Businesses with fast-moving inventory will want to focus on a real-time integration, whereas companies with flat demand curves can get away with batch integrations or even manual data entry. But even for the fast-moving inventory companies it often makes sense to start with a batch integration to test how the centralized data concept will work. As your MVP develops, you can introduce real-time syncs, add more data points, and connect between more systems.

What should you integrate?

Your MVP is not an island - it must operate in an ecosystem that includes tools and third-party applications. These include your ERP, payment providers, and fulfillment solutions. Many businesses also rely on CRM systems for customer relationship management. If one of your MVP goals includes enriching and centralizing your product data, you may also need a PIM system integration for your MVP.

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However, with your MVP, less is more, so resist connecting multiple systems from the start. The more applications you integrate at the start, the longer it will take, and the more complexity you add to the MVP. In selecting what systems should integrate, consider how long the integration will take to implement and how central it is to day-to-day operations.

In our experience, the B2B eCommerce MVP usually includes ERP integration at a minimum.

How to integrate your MVP and ERP:

As with everything associated with your MVP, start with your goals. If all you need is data from your ERP to test customer willingness to buy online, you might not need integration at all, a simple import/export of CSV files can do the trick.

But if ERP integration is a central element of your MVP, you need a more thorough approach.

1. Map how information flows between systems. Similar to the way you mapped your customer journey, map out how your ERP manages inventory, fulfills and ships orders, and handles invoices and payments.

2. Identify the data that must integrate. Inventory, pricing, product information, customer data, and their orders are usually must-have data to be synced.

3. Choose the appropriate integration strategy. Review your data flow map. Although at this point we are only building an integration MVP, it must be able to support the iteration cycle. The integration MVP provides the foundation for future integration. If you don't envision integration with more than two other systems, a point-to-point integration may be all you need. But if you are planning on integrating multiple systems you should start your MVP with a hub or Enterprise Service Bus approach. You can learn more about this in our guide to B2B eCommerce and ERP integration.

3. Backoffice workflows automation

Identify the most time-consuming tasks. Use your MVP to streamline and automate them.

If fear of how staff will adapt to new, automated workflows is holding you back, then the MVP approach will provide a soft launch to gain employee acceptance. With any new technology, there's always a learning curve and eCommerce is no different. The MVP allows you to set up and test your backend to make sure all employees, branch offices, and warehouse locations have access to the data they need to get the job done. As you iterate, you will find new ways of working and even more workflows to automate.

How to automate workflows

Manual, repetitive tasks are perfect for automation. Everything from entering data, creating reports, searching for content, sending emails, and coordinating with others can fall into this category.

Start with workflows that bring the greatest value to your MVP. Focus on improving back-office productivity and reducing human error. Most brands prefer to automate onboarding, request for quotes (RFQ), or the contract negotiation process.

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Click here to enlarge

Review your current processes. Identify the steps that take the most time and determine if they can be performed automatically. From back-office automation to self-service, there are many ways to streamline the sales journey.



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Expand and personalize these processes with later iterations. For example, create automatic pricing and discount calculations based on a specific company or customer.

4. Other B2B-Specific Features

Businesses are as individual as their digital commerce needs. Outline the essential steps and milestones in your customer journey and sales process and look for B2B capabilities to support them.

Without the right experience-enhancing capabilities, you'll be hard-pressed to sell your MVP to your stakeholders and customers. These B2B-specific capabilities may include:

User-defined account structures

B2B sellers often sell to businesses with complex account structures including multiple business units and stakeholders. If this describes your customers, your MVP must meet the B2B buyer's need to reflect their internal approval hierarchy, access roles, and localization requirements.

Search and filtering

Searching is the go-to method of finding information online, and filtering options greatly improve the experience. Some companies focus their MVP on the search experience, minimizing the emphasis on website navigation.

🔶 Dynamic pricing

Pricing strategies also vary from business to business. For example, many manufacturers contend with volatile supply and demand cycles for raw materials. Other industries need their pricing strategy to react to market conditions and accommodate individual customers. Depending on your needs, you can use either a formula-based pricing model or a real-time model that gathers inputs from various sources.

Make sure your MVP provides features that lay the foundation of a successful and futureproof B2B eCommerce portal.

Traditional Sales Process

Traditional Sales Process

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How to Choose an MVP-Friendly Platform

Malls and shopping centers are physical marketplaces. They are physical buildings B2B commerce is complex. Your B2B eCommerce MVP should embrace that complexity. To do so, you need a platform engineered for B2B, not a repurposed B2C platform.

Here is what to look for when searching for a platform to support your MVP project:

Separate components

A modular platform allows you to switch on and off components and features as you go. It also makes building on and expanding particular feature sets easier, allowing you to launch a product with maximum value and minimum effort. That's the MVP approach in a nutshell.

Look for a platform with a modular architecture and a strong API focus. Those are the characteristics you need for the best MVP for your application.

Technology stack and consultants

The MVP is a highly functional tool personalized for your business, so picking the right technology consultants and developers is key. Most brands choose the open-source model for its functionality, versatility, and security to meet their needs now and in the future.

Look for a vendor with a sizable market presence and an ecosystem of customers, partners, and developers. Find a specialist with experience adapting platforms to accommodate your verticals, industries, or applications.

Decoupled front- and back-end

Most platforms are single-stack solutions, meaning that they come with a front-end storefront that is inextricably connected to the back-end.

Platforms that decouple the front- and back-end provide a more flexible, incremental approach to MVP development. Brands can work on an MVP that only touches one side of the business while keeping the rest intact. For example, if you sell under multiple branded websites, unifying them under a single back-end while keeping the front-end unchanged, may be your MVP. It also ensures a smoother transition and a more comfortable experience for both customers and employees.

Out-of-the-box capabilities

Look for a vendor with a dedicated B2B focus that offers solutions built for multichannel B2B businesses instead of offering B2B add-ons, patches, and workarounds.

Make a list of features you need now and in the future and simply see if your shortlisted vendors offer them natively. In fact, a good B2B vendor will cover anywhere from 70-80% of B2B functionality ensuring that you can go live with your MVP faster.

+ Flexibility to customize

Some B2B eCommerce platforms are quick to implement and use, but do so at the expense of flexibility. This forces brands to seek workarounds to adapt to the platform, which negatively impacts the customer experience and long-term growth plans.

For the MVP approach to work, you need sufficient features to launch an MVP, but also the flexibility to support every feedback/improvement loop that will follow.

Unfortunately, not every vendor can accommodate the MVP needs of every brand. Many technology products and solution providers are simply not agile and flexible enough to support the creation of MVPs. Start your vendor selection process with your MVP goals in mind, and don't compromise on the user and employee experience.



Successful B2B eCommerce MVPs examples

Werner Electric

<u>Werner Electric</u> is a Minnesota-based electrical distributor that offers industry-specific brands, technologies, and energy solutions online. Since opening in 1920, they have grown to six branches and a distribution center that runs 24/7.

Being in a traditionally offline industry, they wanted to go above and beyond and offer a customer experience buyers remember. However, their legacy system couldn't accommodate the B2B pricing requirements and personalization ideas they wanted to implement.

Before going any further, they looked for a robust, flexible, and agile platform capable of putting their new ideas to the test. They chose to use the OroCommerce B2B eCommerce platform for their MVP while continuing to use their legacy system to support the existing customers.

Their MVP included:

- Real-time, dynamic pricing for customers and partners
- ERP integration with inventory, products, and pricing
- Partial import of their product catalog
- Usable front-end design

With the help of OroCommerce solution integration partners, Werner performed an ERP integration. Their MVP had up-to-date information on everything happening in the back-end from their inventory, products, sales orders, and pricing data.

Werner also implemented a pricing engine to generate personalized prices for both partners and customers. The MVP provided real-time pricing, including promotions personalized to every customer.

More importantly, a partial catalog import with a user-friendly interface allowed Werner to start beta testing early. It also gave employees time to become comfortable with the new platform before the launch.

Once the MVP storefront was complete, Werner used a soft launch release to test their implementation with a selected number of loyal customers. They received valuable feedback they used to iron out the final product. Their MVP approach lowered costs, reduced technology investment, and enabled more effective cross-departmental and cross-functional collaboration.



For an efficient MVP, partner with experts

The MVP is not just the most cost-effective and beneficial way to create an eCommerce presence, it's the right way to do so. An MVP approach to B2B eCommerce allows you to identify the key needs of your customers, and identify and build a solution that matches your exact needs. At the same time, your MVP is a consistent source of feedback and learning, allowing you to adapt to changing project requirements and implement the best features and capabilities of your eCommerce solution.



About OroCommerce

There are many eCommerce platforms on the market today, but only one platform was built with the needs of B2B eCommerce in mind. That's OroCommerce. With OroCommerce you get:



An open source solution to get up and running quickly. That's because its robust architecture, powerful workflow engine, and modular design are built with the fastest time to ROI in mind.



Freedom to deploy to the **OroCloud environment with advanced monitoring and 24/7/365 support**, to any other major public or private cloud, or a hosting provider of your choice or even your own IT department.



A rapidly growing ecosystem filled with **can-do attitude partners** and 24/7 support with the Enterprise Edition.



An out-of-the-box solution that can handle any eCommerce scenario. From B2B, B2C, B2B2C, to supporting marketplaces you have the option for traditional or headless architecture. OroCommerce is ready to do business the way you do business.



Full marketing and sales support from the CRM module that comes standard (or built-in) along with integrations for all major email marketing platforms and more.



Feeling inspired? **Contact OroCommerce** to experience for yourself how replatforming to a solution built for B2B can boost your business's bottom line.

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