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B2B Cross-Channel Commerce
Complexity, consumerization, and change

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Introduction
Making the case for online investment

Cross-channel commerce has been a growing force in the consumer marketplace for the last decade, and is something that most business-to-business (B2B) companies are finding they can no longer ignore. Because every B2B customer is likely an online shopping consumer, B2B customers now e*xpect* their provider to be accessible online with the user-friendly, B2C-like experience that they are accustomed to. But in B2B, the online user experience must go beyond just good looks and convenience. The B2B customer is performing their job, and needs an efficient, reliable working environment. B2B organizations must deliver easy to use commerce experiences that adopt proven tactics from the business-to-consumer (B2C) world, while leveraging the necessary data to support B2B purchase decisions. Organizations that have gotten this combination right reap the rewards. In fact, Forrester Research reports "many B2B companies project that e-commerce will soon comprise 50% of total sales."[1]

Investing in cross-channel commerce shouldn't be approached as experimenting with a nascent, siloed channel separate from the core business. The Web and mobile channels bring an opportunity to scale in ways traditional direct or print catalog selling methods simply cannot. Growing online should be treated as a strategic business decision that can increase the profitability and efficiency of the entire organization. For example, investments in online (Web, mobile) provide new tools to enhance direct sales.

A well-executed commerce site can assist your sales force when researching inventory, viewing customer order history, and entering orders. The proliferation of mobile devices and tablets also brings new opportunities. These devices can replace large, outdated print catalogs, offer real-time inventory, order processing, and order placement on-the-go, as well as serve as a compelling asset for showcasing demos and products while in the field. Investing in an enterprise-grade commerce platform that can support complex global deployments and transactions also forces enterprise-wide operations to be much more agile as the business grows. Connecting and centralizing the disparate systems and sales channels required to scale a meaningful online commerce initiative has numerous internal and customer benefits ranging from real-time custom catalog views and logistics reporting, simplified support of different languages and currencies, and a more complete understanding of the customer lifecycle and customer behaviors that are difficult to measure in the offline world. With a functional online commerce environment, organizations can better serve and understand their customers, reduce operational costs, and identify new opportunities.

Investing in the right cross-channel commerce technology is critical to give B2B organizations like yours an edge over competition – who are undoubtedly racing to enhance their online presence as well. And, B2B businesses no longer have to custom build commerce solutions appropriate for their business on their own. The Oracle Commerce solution for B2B is purpose-built to handle the complexities and scale of B2B organizations while delivering a unique customer experience that exceeds customer expectations. We will outline those challenges and the unique value of the Oracle Commerce Solution in the following whitepaper.

The B2B Commerce Challenge
Complexity, consumerization, and change

Although business to consumer (B2C) attracts attention for being the "sexy" side of commerce, the latest U.S. Census data indicates that business to business (B2B) revenue transacted online is approximately $354 billion annually.[2] Compare that with $200 billion[3] in annual B2C transactions, and the B2B commerce story suddenly becomes more interesting. Surprisingly, even with impressive figures, "B2B e-commerce 'Role Models' are aspirational at this point," according to Forrester Research. "Forrester found no examples of companies that are more than 10 years into a B2B e-commerce execution, employ a full team of specialists, have fully integrated all of the critical modules available to them within their dynamic e-commerce platform, and consistently use advanced key performance indicators (KPIs) such as customer lifetime value to define success."[4] According to the 2012 Oracle B2B Survey, the adoption among B2B entities of cross-channel commerce has just begun, with only 25 percent of the B2B companies represented having an commerce site, with significantly less indicating that they have a current site.[5]

This is not a result of lax B2B attitudes or lack of innovation; B2B organizations are incredibly complex, making cross-channel commerce markedly more difficult than their B2C counterparts. Unlike B2C, B2B companies support a broader range of business models – many of which have become possible with the entre of online commerce. B2B business models can range from pure B2C (a Web site) and pure B2B (large account site for dealers), to B2B2B (multiple distributor portals) and B2B2C (portals, consumer stores). In addition to more business models, B2B organizations operate in a complex multi-channel, multi-currency, multi-brand, multilingual world, further complicated by massive product catalogs, custom contracts and pricing, complex supply chains, and localization issues.

To support this complexity, B2B organizations have had to build a complicated web of infrastructure, technology, and business processes. From siloed technologies deployed across several geographies to manage pricing, custom contracts, and inventory – to systems that manage product and product entitlements, business policies, different brand catalogs, prices lists, price rules, discounts, configuration rules, and organizational hierarchies. Because few technology platforms architected for B2B have existed, many organizations invested in building homegrown or third-party "starter" systems to bring their commerce sites to life, leaving most experiencing growing pains. According to Forrester Research, "B2B e-commerce professionals should capitalize on the principles B2C e-commerce has already proven by years of trial and error."[6] In order to scale their business and deliver the best experiences, B2B organizations need to incorporate proven B2C features such as interactive product catalogs, search functionality, and merchandising capability to take their Web and mobile offering to the next level – and to stay relevant. But for most organizations, the prospect of evolving B2B commerce operations is a daunting task - requiring a rethinking of infrastructure, processes, people, and technology.

Not only are B2B operations complex, B2B customers are complex too. They have unique needs, product assortments, pricing structures, and purchase behaviors. The 2012 Oracle B2B Survey revealed that most B2B sales involve more than two decision makers, but 28 percent have five or more decision-makers involved in the purchase process.[7] However, there is one thing about B2B customers that isn't complicated at all: their expectations. Each B2B customer is a consumer who expects the same cross-channel simplicity they

experience online at home, while doing everything from checking stocks to grocery shopping. The consumerization of B2B means that having just a transactional site is not enough, as customer expectations mirror their at-home consumer practices. These daily practices have dramatically impacted the expectation of user-friendly experiences, immediate answers, personalization, rich content, price comparisons, and cross-channel consistency.

While the challenges may seem overwhelming, it is an exciting – and demanding – time for B2B commerce. Digital channels have become the dominant medium for influencing decision-making and building a stronger relationship between the brand and the end customer. It's no secret that B2B purchasing is shifting away from traditional selling methods for the less expensive and more convenient Web, but there are no simple (or prescribed) decisions from a technology or people perspective. Today and beyond, the most-effective B2B commerce initiatives will be those that enable organizations to successfully use the right technologies in concert to engage customers, and enhance decision-making and business processes across the enterprise. B2B organizations will need to invest in technology that delivers compelling customer experiences and the operational efficiency necessary they require. Delivering a consistent experience across all channels and touchpoints is the new challenge for B2B commerce.

Overview: The Oracle Commerce Solution for B2B
A complete solution purpose built for complex environments

For organizations selling to other businesses across the globe, the Oracle Commerce Solution provides what no other combination of technologies on the market can: a unified, end-to-end commerce solution that delivers more lucrative experiences while simplifying management, reducing total cost of ownership, and accelerating time to value.

The Oracle Commerce Solution allows B2B organizations to more efficiently manage their cross-channel commerce efforts, including the ability to:

- Manage complex organizational hierarchies and delegate user administration.

- Easily integrate with homegrown and third-party back-end systems containing pricing, inventory, product, and customer information.

- Set up and manage custom catalogs, pricing, contracts, and payment terms.

- Schedule recurring orders and manage invoices.

- Create and manage configurable SKUs.

- Manage personalized cross-channel customer experiences.

- Facilitate transactions across digital channels and devices.

- Provide advanced search and faceted navigation.

- Deliver intelligent recommendations and merchandising.

- Gain real-time insight to product performance and customer behavior.

The Oracle Commerce Solution unifies the leaders of cross-channel commerce (Oracle ATG), customer experience (Oracle Endeca), and content (Oracle WebCenter Sites, formerly known as Fatwire) to deliver best-in-class commerce applications focused on personal user experiences, business user enablement, and scalability to meet the evolving demands of commerce.†

Development of the Oracle Commerce Solution is in direct response to the challenges that B2B organizations face, as outlined above. As a result of these market needs, three core values drive the development of the Oracle Commerce Solution:

- Delivery of relevant experiences to every customer

- Operational efficiency

- Scale for the complexities of B2B

The following three sections of this whitepaper will expand on these core values.

I. Delivery of Relevant Experiences to Every Customer
A fundamentally different approach

B2B customers may expect B2C experiences, but they have very different concerns. Every B2B customer is an employee performing their job. They get paid, and are even incented, in their ability the work efficiently in the systems that they have available. With more at risk than the casual shopper, B2B customers crave online simplicity and reliability to make their jobs easier, and to ensure they are making the right decisions. The more efficient you make their job, the more likely they are to keep coming back to your site. The Oracle Commerce Solution delivers experiences that engage customers in an interactive dialog; responding to individual queries and clicks with a relevant response. As customers search and navigate, their intentions come in to focus. Oracle Commerce experiences immediately respond to each signal with relevant products, recommendations, and content. By using all relevant information from different systems across the organization, customers can view up-to-the-minute information like inventory levels, delivery schedules, and available products. Oracle Commerce experiences ensure customers can effectively do their job in a reliable, intuitive experience that builds their trust and loyalty.

Managing the delivery of these experiences does not require large support teams or extensive manual effort. The Oracle Commerce Solution allows organizations to engage and convert more customers by transforming how cross-channel experiences are created and delivered. Taking a fundamentally different approach, the Solution begins with the customer and all relevant data to trigger dynamic experiences in a scalable model. This approach results in more engaging, targeted user experiences while minimizing manual effort and cost for the business.

The Oracle Commerce Solution allows B2B organizations to:

Deliver advanced search and navigation to each unique customer

B2B customers are diverse and changing. Predicting what one customer will want on a given day is difficult – and predicting what thousands will want is impossible. To further complicate matters, B2B product catalogs are very complex – with unique product assortments and pricing for each customer. Instead of predicting what customers will want and requiring IT to manually build static pages and complicated paths for every customer, the Oracle Commerce Solution automates and scales an infinite number of custom views and experiences.

The first step of delivering a relevant, engaging digital experience is listening to the customer. When a customer searches and navigates, they're sending signals of their intentions. This is a critical point in the customer's path, and Oracle Commerce search and navigation capabilities provide the most effective way for customers to explore an online B2B catalog to find desired items quickly and efficiently; accessing run-time data to show customers all of their possible, relevant options. The Oracle Commerce Solution features best-in-class search and navigation, purpose-built to handle complex, highly-attributed product catalogs and custom catalog views. The Solution's search and navigation capabilities have the power to perform at the scale B2B requires; currently powering demanding environments with millions of catalog items and trillions of potential attribute combinations, with hundreds of thousands of custom catalogs – handling this volume and volatility of data at run-time.

The power of Oracle Commerce search and navigation simplifies the process for the business, but also the customer. With-of-the-box usability enhancements, organizations can drastically reduce failed searches with search type-ahead, spell correction, and "*did you mean*?" modules, reducing frustration to get customers on their path more easily. The Solution uses each customer's clicks and queries in real-time to trigger and adapt search results and filter options. This way, customers only see relevant options in an easy-to-use interface. Options only relevant to the customer can include products they are permitted to order from a custom catalog, only the relevant attribute refinements or user reviews for that product set, and their custom pricing, bundling, and shipping options. The out-of-the-box experience doesn't just pertain to search and navigation. Every element of these experiences adapts to customers at run-time based on their selections and context. This can include triggering accompanying content, like promotions, recommendations, video, and PDF guides dynamically from the customer's search and navigation behavior.

The Oracle Commerce Solution can scale these unique experiences to every customer because of the powerful delivery engine at the core of the Solution, purpose-built for highly-complex commerce environments. While other solutions have expertise in managing and publishing static elements of an experience, the Oracle Commerce Solution has the power to assemble and scale collective experiences that are inherently dynamic in nature. Assembling and delivering experiences occurs when the engine uses the customer's context at every click to broker relevant content and data from Oracle repositories and any adjacent systems at run-time. This contextually-relevant approach ensures that every customer receives a targeted experience because experiences trigger and adapt to them, increasing engagement and likelihood of a conversion - with less work for the business.

Unique views for every customer

The consumerization of B2B means that customers expect richer, more personal, B2C-like experiences. Based on their company contract, or just by the fact they have to log-in upon visiting the site, each B2B customer experience should be inherently unique. But while many B2B organizations know a lot about their customers, very few have the technology in place to put this data into action.

The Oracle Commerce Solution was architected to handle complex, volatile data at run-time. It powers B2B commerce with incredible efficiency: leveraging all product and customer data to automate custom views for every customer. The Solution features capabilities critical for B2B organizations: custom catalog management and delivery. It provides best-of-breed, purpose-built technology to handle custom catalogs based on contacts and entitlements. The ability to leverage complex, changing data and present only contractually-relevant product assortments and pricing to customers is what makes the Oracle Commerce Solution the provider of choice for the globe's largest, most complex B2B organizations.

The Oracle Commerce Solution simplifies management with out-of-the-box modules that give business users the flexibility to set up experiences, access product catalog(s), customer profiles, and make experiences as

targeted as possible. For example, when an existing B2B customer arrives at a site, the Oracle Commerce Solution can accesses their profile information at run-time to personalize their homepage. This could include specialized offers, reminders, alerts about new products, and summaries of their current orders, invoices, and delivery schedules.

The Oracle Commerce Solution uses all underlying customer data to trigger content that is only relevant to that customer. For example, they may be incented to purchase a particular brand, so the solution would present targeted brand-related news, or boost that brand to the top of product search results. They may also be approaching time to refill or replace a specific product, which they can be prompted to do.

As customers explore a site, the Solution triggers targeted content to make the experience more compelling. For example, dynamic triggering of in-context recommendations allows organizations to scale always-relevant cross-sells and accessory suggestions to personalize the experience while increasing order values. When customers are ready to complete a transaction, the Oracle Commerce Solution simplifies the experience while giving the customer a more personal experience. Automated ordering processing with pre-populated information for order-entry streamlines the order process. With pre-populated purchase orders, shipping, and billing forms, customers' jobs are easier. Oracle also ensures total account transparency for customers to check their order status, transaction history, access reports, and update their billing and shipping information.

Very few businesses have complete customer data, which is why the Oracle Commerce Solution allows B2B organizations to track and store customer behavior over time to ultimately deliver more valuable experiences. During each session, the Solution begins collecting session data to build a detailed customer profile for later sessions. Business users can use this information to create more specialized experiences. For example, grouping like customers in to segments allows organizations to deliver more targeted content. Segmentation targets specific groups to, for example, deliver different winter promotions to customers living in Minneapolis than those living in Florida.

The degree to which an organization can deliver unique experiences is dependent on the availability and quality of customer and product data. For more detail on the content and data the Oracle Commerce Solution can leverage to drive these experiences, see section three of this whitepaper.

Deliver consistency across channels

Today, most B2B organizations are forced to prioritize. Limitations in their technology may force them to focus on the Web site, and turn focus to other touchpoints – like mobile – at a future time. But what we know about consumers is that they expect to be able to access sites from a computer at work or home, and a mobile device while in meetings or on-the-go. Even if organizations early to market with mobile solutions, most delivered frustrating, inconsistent user experience as a symptom of siloed or poorly integrated technologies. Similar to how Oracle Commerce experiences are assembled based on context, the Solution takes a revolutionary approach to multichannel delivery. The Solution has a presentation-agnostic API that serves up consistent, optimized experiences to any digital channel that an organization may have. This API centralizes and brokers all content assembly logic, personalization strategies, and any applicable business rules, serving relevant experiences to the requesting digital channel(s). This approach simplifies management while enhancing performance and delivery of consistent experiences everywhere customers engage – without having to hire separate teams to manage separate experiences. With the same core data, content, and business rules powering cross-channel experiences, experiences are seamless, sales are expedited, and delivery management is streamlined.

II. Operational Efficiency
Out-of-the box functionality, hands-on control

A goal of Oracle Commerce Solution is not only to make the B2B customer's job easier, but to also simplify the B2B professional's day with an efficient working environment. The Oracle Commerce Solution puts power in the hands of business users with the most complete set of tools on the market to efficiently manage back-end data and impact the cross-channel customer experience without engaging IT. Unifying many capabilities in to a single intuitive solution, business users can directly impact revenue through effective page management and merchandising by taking complete control over their product catalog and customer data.

The Solution grants operational efficiency to the business with:

Out-of-the box functionality, processes, and customizable workflows

B2B commerce requires a heavy blend of data integration, custom workflows, business process, and content targeting. This has typically been achieved only with expensive, custom projects. The Oracle Commerce Solution transforms the traditional process by offering out-of-the box functionality and prebuilt components focused on reducing operational costs and manual effort. Developed based on an extensibility to integrate with any combination of legacy enterprise systems, these prebuilt, pretested components can be customized and re-used.

From a back-end perspective, offers productized integration points for legacy data and content systems (including homegrown, ERP, PIM, MDM, OMS, DOO, CMS, and more). Once the data is in the Solution index, workflows do not have to be built from scratch. Instead, out-of-the-box workflow modules can be used as-is, or can be easily customized. The Oracle Commerce Solution includes an adaptive scenario engine which allows workflows to be easily mapped in a visual interface using prebuilt components. This approach simplifies the process of building processes, pipelines, and workflows, making it easier to build and re-use custom workflows without consulting dollars.

From a front-end perspective, order management administration, the shopping cart, customer account management (including organizational hierarchy, address book, order status, payment information), and payment processing modules are prebuilt. From an authorization perspective, contract and pricing management, scheduled orders, and authorizing workflows also come out-of-the-box and can be further customized. Site or channel expansion is simplified as well. Prebuilt components empower business users to create sites and expand in to multi-site environments and new channels quickly, leveraging customized catalogs, customer profiles and segments, targeting, shopping carts, and promotions to be shared across multiple sites and channels, without rebuilding.

The Oracle Commerce Solution not only streamlines daily tasks for organizations and their customers, it also simplifies operations for the B2B value chain. The Solution's prebuilt components and workflows improve quality by limiting points of manual intervention that introduce opportunities for human error. System automation also enables customer self-service for routine processes and tasks such as re-ordering or authorizing new users or locations. Oracle understands the requirements of B2B, so the Oracle Commerce Solution was architected with prebuilt components to support organizational hierarchies, approval workflow, purchase orders and lists, cost centers, custom payment Terms, invoicing, and configurable SKUs.

Business user autonomy

The Oracle Commerce Solution provides simple tools inspired by the needs of Web practitioners to work faster and execute business plans more efficiently. This means freeing IT professionals to focus on more strategic projects, and empowering the business user to impact the day-to-day site updates. With a single solution, users have complete access to all products and customer data, and can centrally create and optimize the cross-channel infrastructure and customer experience, without requiring IT engagement. This includes site-definition, product-related capabilities like catalog and category management, pricing, promotions, experience management features like layout, content creation, page management, and customer-related capabilities like creating and managing customer profiles and segments.

Business users have hands-on control over site(s) and every level of the catalog(s). They can define a new site, determine the layout, and create and/or leverage all necessary content and components to create a customer experience. In addition to setting up the core site infrastructure, business users also have total control over creation and management of their product catalog. They can control categories and products, create and combine catalogs or sub-catalogs, modify hierarchies, create bundles, and manage pricing and discounting with a single toolset.

One of the reasons that B2C sites are viewed as more user-friendly than B2B sites is because of the level of effort that retailers spend optimizing their experience - not just to make it look better, but to make it *convert* better. Experiences that convert more frequently tend to be based on the balance of engine-driven automation with people-driven control. Because of the power and intelligence of the engine at the core of the Solution, automating always-relevant experiences for every unpredictable customer is the most effective way to scale complex B2B experiences. While automation can reach a broad swath of customers, the human element of the customer experience is critical. B2B professionals are experts in their respective products and customer bases, aware of what's involved with running a business in a way no engine or algorithm can. Certain products, categories, and promotions contribute a disproportionate value to any business, and business users need the flexibility to impact these experiences quickly and where it matters most. To optimize high-value or low-performing opportunities, the Solution gives business users the tools to impact the experience quickly, without IT involvement.

For a framework and insight in to best practices, Oracle Commerce reference applications for Web and mobile environments allows organizations to get up and running quickly by showcasing of out-of-the-box features and best practices for coding standards.

III. Strength of Platform
Architected for performance and scalability

Rigid technology can paralyze an organization's growth. Companies are often forced to integrate many separate homegrown and third-party systems together to run their business, with each technology being driven by a different roadmap, controlling interrelated elements of the business, or running a siloed customer experience outside of the transactional commerce platform, organizations need to integrate data and content coming from disparate sources in to the customer experience, but integration of this data is an expensive, manual process. To alleviate these issues, the Oracle Commerce Solution is architected as an open, extensible platform that can integrate with any stack; purpose-built for tight frontend and backend integration controlled with a single solution. This structure allows Oracle to provide a lower total cost of ownership than other combinations of separate products and solutions.

The Oracle Commerce Solution is architected for performance and scale based on the following:

Data Anywhere Architecture

Delivery and optimization of cross-channel experiences wouldn't be possible without constant access to multiple data and content sources. The Oracle Commerce Solution has the unique strength to automate processing of large volumes of diverse data to deliver more engaging experiences at a lower cost to the business. With an extensible data ingest layer, the Solution unlocks value from data wherever it lives, allowing organizations to extract more value from investments across their technology ecosystem and centralize it in a single index.

The flow of data and content from disparate systems in to the Oracle Commerce Solution is an ongoing process, as B2B product catalogs and customer data changes dramatically over time. Systems that B2B organizations use produce structured and unstructured content, coming from traditional sources like ERP, PIM, MDM, OMS, and DOO systems, and newer sources for online environments like feeds from third-party Web analytics and user review providers, and rich media coming from a DAM, blog, or video platform. As data and content from these systems is created and modified, the Solution continually collects and aggregates it. As it is centralized, the engine finds relationships between different data points and connects them at run-time to be rendered in the customer experience, influenced by any applicable business rules. Centralizing multiple data sources creates better customer experiences: virtual product data and virtual customer data come together to create a complete picture of who the customer is and what they want, delivered to any touchpoint.

Performance at scale

Architected for operational efficiency, the Oracle Commerce Solution has ability to process data and deliver dynamic experiences at unparalleled scale. Powering the most demanding environments on the Web with millions of SKUs and billions of product attribute combinations, the Solution handles large and complex catalogs, processes volatile data from multiple sources to leverage at run-time, and delivers advanced custom experience demands like custom catalog views and pricing structures.

In addition to running a stable, performant environment, organizations must invest in technology that grants them agility to scale and grow their business. The Oracle Commerce Solution provides B2B companies will the flexibility to efficiently expand in to multi-channel, multi-site, multi-brand, multi-language, and multi-currency environments. The Oracle Commerce Solution is architected for operational simplicity, so that one index and a single business user application drives consistency across touchpoints, even as the business expands. The Solution removes the complexities of site expansion and management, enabling business users to create new properties with prebuilt, reusable components that can be shared between sites and touchpoints. Because the Solution unifies frontend and backend controls, organizations can share components across sites and environment, such as customized customer segments and personalization strategies, carts, product catalogs, and promotions. With this approach, organizations can quickly launch new branded sites, enter new markets, and expand in to new channels – with the ability to think in terms of quarters, not years.

Reduced Time-to-Innovation, Cost of Ownership

Built to scale, the unified end-to-end Oracle Commerce Solution reduces management and upgrade costs. The Solution delivers additional time-cost savings from an administration and experience management perspective, accelerating time to value.

The extensible architecture and out-of-the-box components allow organizations to gain more value from other ecosystem technologies, and automate many manual tasks associated with system integration. Once

data and content from across the organization is integrated, the solution architecture and flexible business tooling allows businesses to innovate more quickly and stay agile. Prebuilt components and robust tools allows business users to create, manage, and optimize cross-channel customer experiences efficiently and regularly, freeing IT to work on strategic projects. Customized catalogs, customer profiles and segments, personalization strategies, carts, and promotions can be shared across multiple environments, without the need or delay to rebuild new environments from scratch.

Because the Oracle Commerce Solution modularizes platform and component customization, custom work can be preserved through future upgrades. This approach saves time and service dollars, gives organizations greater flexibility to leverage the latest technology, and protects investments for future use.

Conclusion

The Oracle Commerce Solution changes the game for B2B organizations, providing what no other combination of products on the market can: a unified, enterprise-grade commerce solution that delivers more targeted, lucrative cross-channel experiences while simplifying management, accelerating time to value, and reducing total cost of ownership. With expertise from market leaders Oracle ATG, Oracle Endeca, and Oracle WebCenter Sites, Oracle provides a Center of Excellence for commerce; with research and development focused on delivering a scalable platform and aggressive roadmap that allows B2B organizations to innovate, grow, and leverage their existing investments.

Contact Us

The Oracle Commerce Solution team is committed to developing technology partnerships focused on commerce needs and products that deliver a faster time to value. For more information, visit www.oracle.com/commerce.

Sources

[1, 6] "B2B Commerce: Going from Surviving to Thriving Based on Proven B2C Principles," Andy Hoar, Forrester Research Inc., May 1, 2012.

[2] 2010 Census Data.

[3] U.S. Commerce Department, February 2012.

[4] "Evaluating Your B2B eCommerce Development," Andy Hoar, Forrester Research Inc., June 21, 2012.

[5, 7] Oracle 2012 B2B Survey, January 2012; 120 participants.

Notes:

† The Oracle Commerce Solution unifies the Oracle ATG Commerce and Oracle Endeca Customer Experience platforms. Prior to acquisitions made by Oracle, Oracle ATG Commerce (ATG) and Oracle Endeca (Endeca) had unique strengths and capabilities. The heritages of ATG and Endeca have informed the

roles of each technology in the unified Oracle Commerce Solution. The Solution and workflow includes the following:

The Data Integration Module provides a streamlined, out-of-the-box solution for unifying data traditionally housed in separate ATG and Endeca systems. Once this data has been integrated, the strengths of ATG and Endeca are leveraged to create, manage, and optimize cross-channel experiences.

The Oracle Commerce Solution leverages ATG for creating and defining the sites, data, and content that drives customer experiences. These capabilities include creating and managing multi-site and multichannel infrastructures, content creation, collection of session data, and management of the product catalog, pricing, creation of promotions and offerings, processing of transactions, management of customer profiles and segments, and the creation of personalization strategies.

Once this data and content is defined, the Solution leverages Endeca for the placement, contextual delivery, and optimization of cross-channel customer experiences. These capabilities focus on leveraging data and content from ATG and other sources to scale dynamic cross-channel experiences controlled by the business user. Page management and layout, content placement, and the dynamic delivery of products, content, personalization strategies, and contextual merchandising takes place at this customer experience layer.

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