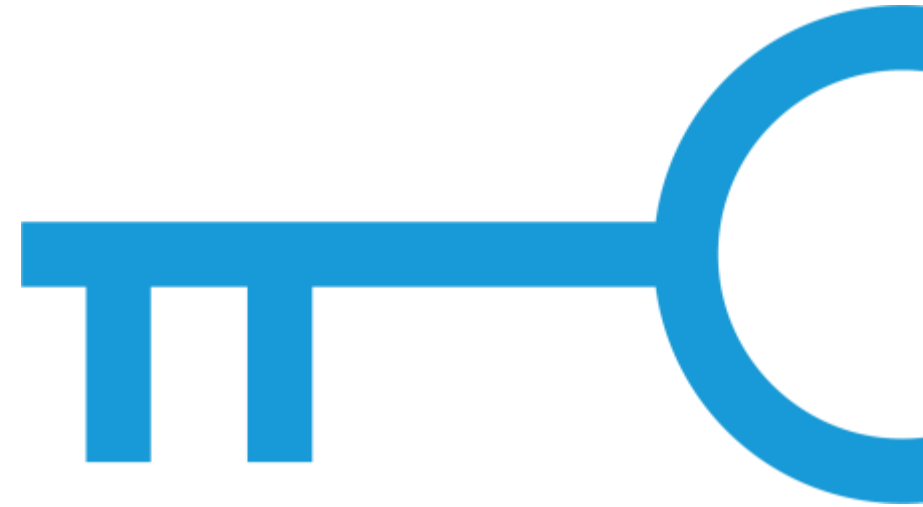**KEY INITIATIVE**
Digital Commerce

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Overview: Digital Commerce

Top Challenges and How Gartner Can Help

We help marketing leaders set strategy, leverage leading techniques and align channels, tools, data-driven insight and compelling content to deliver revenue growth through digital channels. Our research will address the following common client questions:

- How do I build or refine a digital commerce strategy?

- How do I benchmark my brand performance on Amazon?

- How do I optimize digital commerce performance?

The Topics We Cover Include:

- **Digital Commerce Strategy:** Formulating a coherent strategy that ties to broader business goals, marketing plans and spend is an essential starting point for digital commerce success.

- **Benchmarking Your Amazon Performance:** Measuring results against peers on Amazon, a leading digital channel, helps to establish a performance baseline by identifying leading tactics and prioritizing efforts.

- **Digital Commerce Performance Optimization:** Turning strategy into a plan for execution is key to allocating resources, choosing channels and tactics, and personalizing messaging or interactions.

Digital Commerce

Customer Journey
Platforms and Technologies
Personalized Commerce Experience
Skills and Team Structure
Strategy, Execution and Measurement

ID: 375791

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Challenges with Digital Commerce

1 Creating a differentiated e-commerce strategy that drives site traffic in an increasingly crowded market

- U.S. retail e-commerce sales are growing at three times the rate of total retail sales, but marketers struggle to differentiate their brands, drive traffic and convert customers amidst greater competition.

- Although 56% of B2B companies have launched an e-commerce site and 9% plan to launch one by the end of 2020, non-retail vertical marketers lack customer insight and fear channel shifts which makes coherent strategies difficult to formulate.

2 Capitalizing on the diverse marketing opportunities with Amazon relative to peers

- Amazon commands 49% of the U.S. e-commerce market and 5% of total retail spend, but marketers struggle to capitalize on brand and product promotion opportunities and to know when to invest in advertising on the site to boost consideration and conversion.

- Although 96% of U.S. consumers have made an online purchase, few brands are able to properly benchmark their own relative performance in the dominant online marketplace.

3 Optimizing digital performance with varying scope of responsibility

- 41% of marketing teams share responsibility for digital performance and, as a result, they center optimization activities around the use of customer data, segmentation and targeting, and advanced personalization.

- 53% of marketing teams are solely responsible for digital performance, adding even more experience management responsibilities.

- 24% of CMOs believe their digital commerce programs are ineffective.

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Questions Your Peers Are Asking

Topics	Key Client Issues
Digital Commerce Performance Optimization	▪ How do I align digital commerce strategic goals with operational performance? ▪ How do I balance commerce conversions with customer profitability? ▪ How can I measure execution through online channels?
Benchmarking Your Amazon Performance	▪ How do I understand how my competitors are performing on Amazon? ▪ How do I optimize my content for Amazon? ▪ How do I optimize distribution for Amazon? ▪ How should I use Amazon advertising to drive consideration and conversion?
Digital Commerce Strategy	▪ How do I build or refine a digital commerce strategy? ▪ How do I shift from a B2B to a B2B2C or direct-to-consumer model? ▪ How do I define and choose the commerce channels that are right for my brand? ▪ How do I ensure my commerce strategy is aligned with customer expectations?

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Capabilities Support Each Stage of Your Initiatives

Diagnose Current State

Assess your organization's content marketing capabilities using our [Maturity Model for Digital Commerce](#).

Ensure a consistent and cohesive purchase experience through these [three steps to connect your digital and physical commerce](#).

Diagnose the strengths and areas to improve your digital commerce program through a conversation with an Advisor/Analyst.

Compare your digital commerce strategy to best-in-class examples profiled in [L2's Retailers and Marketplaces Intelligence Report](#).

Develop Your Plan

Identify the highest impact areas for digital commerce and plan an efficient execution using the [framework to accelerate marketing's digital proficiency](#).

Anchor your content strategy around consumer preferences and values using [Iconoculture Consumer Insights](#).

Evaluate the effectiveness and completeness of your digital commerce strategy by submitting your plan to an Advisor/Analyst for feedback.

Execute and Drive Change

Leverage our guidance to [use customer journey analytics to enhance the buying journey](#) to improve targeting of e-commerce customers and drive revenue.

Select the right platform to support your digital commerce efforts using our [Guide to Choosing a Digital Commerce Platform](#).

Implement a framework for continuously measuring digital commerce performance using our [Hierarchy of Digital Commerce Marketing Metrics](#).

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Gartner Support Organized Against Your Timeline

Activity Roadmap		
Initiative	**0-90 Days**	**91-180 Days**
Digital Commerce	• **Key Resources**: Receive short list of materials, including the [Maturity Model for Digital Commerce](#). • **Consultation:** Review your self-assessment with an Advisor/Analyst to identify short- and long-term opportunities for upgrading your digital commerce strategy. • **Key Resources**: Refine your digital commerce strategy using our [three-step framework to connect your digital and physical commerce](#). • **Consumer Strategist Consultation:** Learn key insights about your target segment(s) from [Iconcoculture Consumer Insights](#) to create a more aligned content strategy. • **Benchmark**: Compare your current digital commerce activity with best-in-class execution using [L2's Retailers and Marketplaces Intelligence Report](#) to inform your strategy.	• **Consultation:** Speak to an Advisor/Analyst to understand Amazon e-commerce trends and modify your distribution strategy for optimal results. • **Key Resources:** Review our [Guide to Choosing a Digital Commerce Platform](#) to define and prioritize requirements based on strategy and existing marketing technology stack. • **Consultation:** Speak with an Advisor/Analyst as you look to identify outside vendors that can support your digital commerce program. • **Document Review:** Submit your digital commerce strategic plan to an Advisor/Analyst who will assess its quality and suggest opportunities for improvement. • **Key Resources:** Receive guidance on [how to use customer journey analytics to enhance the buying journey](#) to uncover and cater to your customer's path to purchase.

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Comprehensive Support Across Marketing

Advertising
- Advertising Channels and Formats
- Advertising Strategy
- Programmatic Advertising

B2B Buyer Insights
- Enterprise Customer Insights and Trends
- Small Business Insights and Trends

Branding and Value Proposition
- Brand Architecture
- Brand Investment, Measurement and Gov
- Brand Positioning, Values and Messaging

Content Marketing
- Content Marketing Best Practices
- Content Marketing Strategy
- Content Marketing Operations

Consumers and Culture
- Consumer Communication Channels and Buying Platforms
- Cultural and Societal Shifts
- Your Future Consumer

Customer Experience Leadership and Management
- Customer-Centric Culture
- CX Measurement and Business Benefit
- CX Strategy, Organization and Governance

Demand Generation and Sales Enablement
- Account-Based Marketing
- Lead Management
- Sales Partnership and Sales Support

Digital Commerce
- Digital Commerce Performance Optimization
- Benchmark Your Amazon Performance
- Digital Commerce Strategy

Customer Experience Design and Execution
- Customer Needs, Expectations and Perceptions
- CX Processes and Methodologies
- CX Project Planning, Prioritization and Execution

Marketing Data and Analytics
- Customer Insight and Analytics
- Marketing Measurement
- Data Management and Analytics Technology

Marketing Technology & Emerging Trends
- Critical Capabilities and Best Practices
- Emerging Trends
- Vendor Landscape and Selection

Multi-Channel Marketing
- Multichannel Marketing Best Practices
- Multichannel Marketing Strategies
- Multichannel Marketing Critical Capabilities

Marketing Organization and Operations
- Marketing Budget and Resource Management
- Marketing Structure, Talent and Training
- Marketing Operations
- Agency and Service Provider Management

Mobile Marketing
- Mobile Marketing Strategy
- Mobile's Role in Multichannel Marketing
- Mobile Marketing Technology, Agency and Vendor Management

Search Strategy and Execution
- Search Performance Benchmarks
- Search Strategy
- Search Management, Measurement and Optimization
- Search Vendor Selection

Social Marketing
- Social Marketing Strategy
- Social Marketing Management, Measurement and Optimization
- Social Marketing Technology, Agencies and Vendors

CMO Strategy and Innovation
- Marketing Strategy and Development
- Creating and Managing Disruption
- Marketing and Business Innovation Acceleration
- Marketing Leadership and Organizational Effectiveness
- Marketing and Business Innovation Acceleration

Market Insight and Analytics Management
- Insight and Analytics Talent and Processes
- Internal Influence
- Insight and Analytics Measurement and Business Impact

Digital Performance Benchmarks
- 28 industry sectors

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