



# The Digital Revolution of B2B Marketplaces

Will B2B follow B2C into  
an Amazon-style future?



PRODUCED BY

**TechPros**

# Contents:

|  |           |
|--|-----------|
| <b>Executive Summary .....</b>   | <b>03</b> |
| <b>Introduction.....</b>   | <b>04</b> |
| <b>Chapter 1 - The current B2B landscape and its everyday challenges .....</b> | <b>05</b> |
| Pricing & Margins  |           |
| Market culture   |           |
| Sales methodology  |           |
| <b>Chapter 2 - Digital transformation in the B2B sector.....</b>               | <b>07</b> |
| Inward focus   |           |
| Customer focus   |           |
| <b>Chapter 3 - B2B to become more like Amazon .....</b>                        | <b>10</b> |
| We're all consumers  |           |
| Customer demand  |           |
| <b>Chapter 4 - Resistance to change .....</b>                                  | <b>12</b> |
| Change takes time  |           |
| Education is key   |           |
| <b>Conclusion .....</b>  | <b>14</b> |
| <b>Final Thoughts.....</b>   | <b>15</b> |
| <b>Acknowledgements.....</b>   | <b>16</b> |

# Executive Summary

Statistics show that B2B marketplaces are playing catch up with the B2C sphere. NovaFori's interviews with more than 30 industry leaders surfaced a range of business challenges; from pricing, to market culture through to sales methodology. Digital transformation is offering great opportunities, both internal and external. B2B consumers now expect an Amazon level of service. How far are we from delivering it? And what are the challenges standing in the way?

**The insights distilled in this eBook make it a must-read for leaders looking to harness the benefits of digital B2B marketplaces for their organisations.**





# Introduction

McKinsey research<sup>1</sup> shows that B2B companies are playing catch-up with their B2C counterparts when it comes to offering customers an Amazon-style sales experience.

**The small percentage that have already invested in digitising their B2B sales processes benefit from an annual compound growth rate that is five times higher compared to other companies in their field. On top of this they are delivering 8 percent greater shareholder returns.**

Whilst many industry leaders are increasingly aware of the benefits of digital transformation, enacting change within their own organisations is a significant challenge.

To gain insight on the specific challenges facing the commodities and leasing industry, NovaFori conducted a series of interviews across Europe and North America, the results of which are distilled into this eBook.

<sup>1</sup>McKinsey & Company, October 2016 - How B2B digital leaders drive five times more revenue growth than their peers

# Chapter 1

## The current B2B landscape and its everyday challenges

The panel of interviewees, while all involved in the leasing and commodities industries, operate in a wide range of markets, which led to an interesting spread of views being expressed when asked about their everyday challenges in conducting their business.

### Pricing & Margins

For Jennifer Cole, eCommerce manager at Ottobock, a leading supplier of prosthetic limbs, one of the major challenges contained in the existing supply chain is the management, transparency and control of pricing, when many of their products are sold through distributors:

“Just thinking about the supply chain is a challenge to me - it’s always a challenge working with the distributor, because the distributor price is at a lower price point. And then, obviously, they in turn sell to your customers at the same price point that you’re selling to your customers at.”

For Erik Hahnfeld, Director of Lease Sales at JX Enterprises, which is a truck dealership chain, the area of most concern is the sheer number of businesses operating and competing in his local market, with multiple vendors competing for the same business, which inevitably drives down margins:

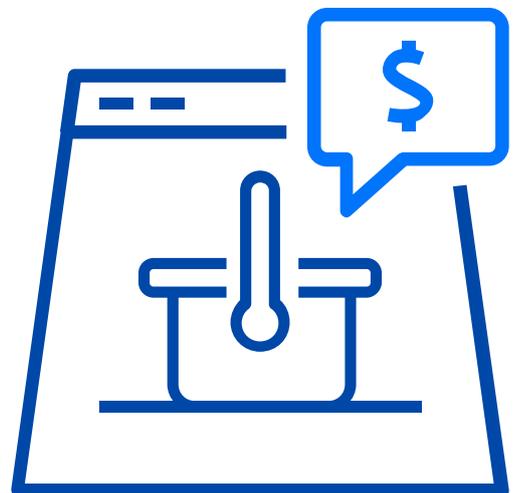
“My main challenge is the market. I mean, I have Chicago on my backdoor and you have an awful lot of business there, but you have an awful lot of competition that you’re up against on a daily basis. Everybody wants to be in that market to get a piece of that pie. It really drives profit margins down. When you have nine different competitors on a deal, there’s not a lot of margin left.”

It is clear from our research that competition at a micro and macro level is accelerating across sectors – particularly with respect to pricing – meaning that winners and losers will be determined by those who can master reacting in a timely manner to transactional trends, to maximise value throughout the supply chain.

### Market culture

Ghazwan Mousallati is CEO at Leno Gulf, a premium quality sesame seed exporter headquartered in Dubai. Mousallati is a believer in the benefits that the digitisation of marketplaces can bring, but observes that the major challenge in developing markets will be to convince and assist local farmers with adopting modern methods of trading:

“Personally, I am a big fan of digitising the marketplace for commodities. However, my part of the world is Africa, where commodities such as sesame, hibiscus, chickpeas, oil, dates, legumes are grown. For the digital space to work, I don’t believe it can function without having someone on the ground next to the farmers.”



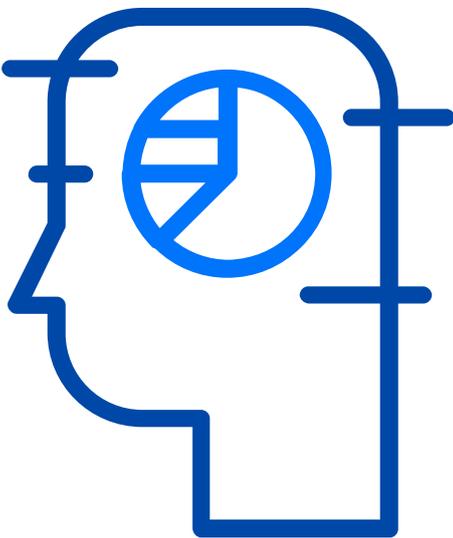
## The current B2B landscape and its everyday challenges

He feels that a digital platform would be of great help, especially when it comes to issues like price volatility and supply chain:

“The commitment to pricing and to offers is very volatile. The culture of Africa, in general, will not have the same respect that we have in the international world for offers, pricing and delivery time scheduling. So, the answer is yes, digital is a big asset. It will work. However, it needs to be a platform with personnel on the ground next to the supplier to communicate with the international world.”

Throughout our research, we heard interviewees express concerns about adoption of new processes – no matter how efficient – as a barrier to adoption. Mousallati’s quote illustrates the importance of the need for intuitive processes and user experience, as well as good support - key ingredients for overcoming initial resistance and fear of change. Moreover, it is imperative that for any new technology to succeed, benefits of usage and interaction must be immediate and obvious. Technology solutions that fail to recognise this will become more of a hindrance than an accelerator of innovation and growth.

### Sales methodology



For Erik Hahnfeld at JX Enterprises, digital transformation in the business world is having an impact on the way his company’s sales team operates with respect to changes in the buying process:

“I was doing research about a month ago on a couple of different topics. One of the things I read is that 60% to 70% of the buying decision is done before a company will even bring in a sales rep to talk to them because you have so much information on the internet. It seems like a lot of people are doing their research up front, and then they invite the sales rep in to do that last little bit, to see which company they want to go with.”

This behaviour echoes the way in which consumers in the B2C market use the internet to research the best products – and prices – prior to making any purchasing decision. Any transactional model and platform that successfully leverages this behavioural trend is likely to engender greater trust, loyalty and ultimately increase the volume, value and frequency of transactions.

# Chapter 2

## Digital transformation in the B2B sector

B2B online sales are predicted by Forrester<sup>2</sup> to account for 13.1% of all B2B sales in the US by 2021, and yet many B2B organisations seem slow to embrace the opportunities for customer facing platforms afforded by digital transformation, preferring perhaps to use new technology to first save costs and improve the efficiency of their internal systems.

We put this question to our interviewees, to see if indeed digital transformation was more inward focused.

### Inward focus

For Jennifer Cole, the emphasis at Ottobock has been on improving the online transaction process, rather than the customer experience per se:

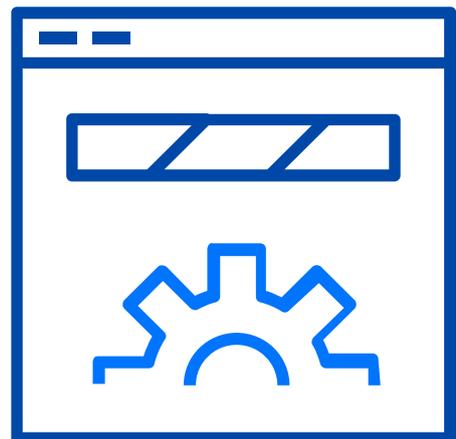
“We definitely, at least from a global perspective, have put much more focus and energy on the transaction, and on making sure that we can digitise the order and letting someone order the product. We’re much slower at focusing on the user experience. I don’t know if that’s a cultural thing, or if that’s in our industry.”

Erik Hahnfeld agrees that the primary focus in his organisation has been on the efficiency of internal systems, though he thinks there is now a shift to customer facing technology:

“I would agree 100%. I know they’re starting to focus more on the customers as we speak, but it’s kind of late to the game. Everything’s been about sales efficiency, or trying to give them areas to improve their time management.”

David Jara, North American Sales Manager at the lumber producer called Vanport International, has seen a similar scenario unfold at his organisation, but he says that there is significant competitive advantage to gain by applying digital technologies to the sales process:

“There are a lot of companies trying to look at their own costs internally and not necessarily focusing on what the customer wants to purchase. I think that’s where the next companies are going to win. We’re starting to see that with some of the basic household items like razor blades, the Dollar Shave Club. They’re causing a disruption. And that’s where I am in the commodity world. Are we able to do that? Are we able to put that ease into purchasing power?”



<sup>2</sup>Forrester, June 2017 - US B2B eCommerce Will Hit \$1.2 Trillion By 2021

## Digital transformation in the B2B sector

On the other hand, steel manufacturer Celsa Group has gained considerable benefit in applying new technology to its internal supply chain, according to Innovation Director Ignasi Salvador:

“Technology is having a great impact within our internal supply chain. We are introducing technology to improve the way we plan, the way we forecast, and the way we transfer information from one company to another within the group, so we are actually gaining visibility through the use of technology.”

We see that to date, many businesses have adopted new technologies and platforms to deliver process efficiencies. In isolation, this has some value, but as we will see in the next section, the greatest successes and satisfaction will be gained by combining these efficiencies with a customer focused approach.

### Customer focus



Celsa Group has recognised that combining process efficiencies with a customer-centric approach creates trust and customer satisfaction – visibility and transparency are key factors:

“We introduced a customer portal a couple years ago to provide more visibility to our customers over their deliveries.”

Leno Gulf’s Ghazwan Mousallati believes digital transformation can improve both internal processes and customer experience. In his marketplace - African commodities - he can see real commercial advantages arising from the ability to create a service platform for his sellers and buyers:

“The digital infusion into commodity trading in Africa would be very, very lucrative and beneficial. What I have done recently is that I’ve started to market my company as a service provider where I guarantee a price for the farmer or the local trader, and I guarantee the quality of goods for the end-user, the quality of existing packaging, documentation, paperwork, vessel booking- the whole cycle.”

For Mousallati, the ability to provide an online marketplace, which frequently updates prices, would be very beneficial:

“The digital implementation of this process will be a very good step because I can start to connect the client and the supplier under my company’s umbrella, where I am the service provider that on a daily basis lists the price that the farmer is willing to sell at, and where my buyer can see what quality, quantity and price is available for them to buy at. Then if the buyer likes the price of the seller, I can go ahead and become the median of gathering, continuing or completing the transaction between both buyer and seller.”

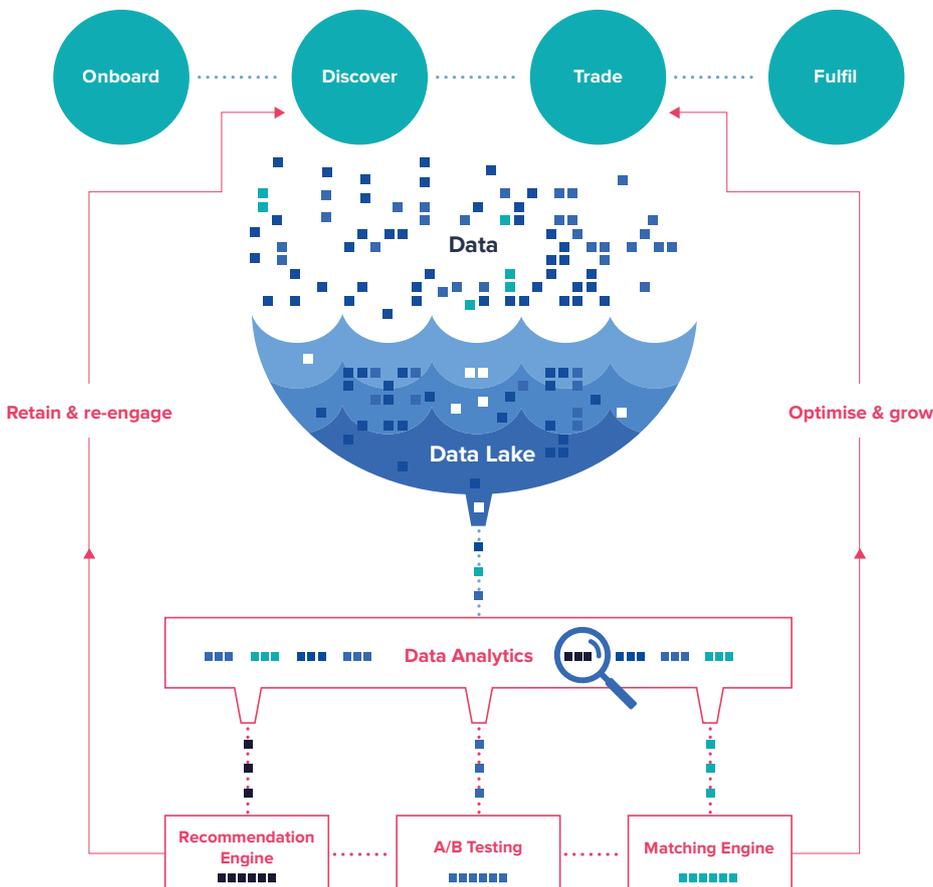
# Digital transformation in the B2B sector

While he says it will take time to get buyers and sellers on board with this new type of trading platform, eventually it could become adopted globally, not least because it takes away much of the risk of trading with unknown entities:

“The digital aspect of it will need to be done in baby steps. However, in the near future, I do believe that we can reach a position where all the big traders around the world would depend on such a platform: to buy their commodities without having to do investments in Africa, visit Africa, or risk their money by giving it to unknown traders.”



We can see that whilst there is a clear trend towards technology adoption, the greatest successes have been achieved by creating value through combining efficiency gains with automated and actionable data insights to create high quality transactional experiences – this combination is key to creating the opportunities that establish new standards of excellence and levels of disruption that create new market leaders.



NovaFori develops digital B2B marketplaces for companies that need to expand their networks and grow their sales. Our technology platform and our know-how is realised across many industries - from agriculture and dairy to shipping and vehicle remarketing.

# Chapter 3

## B2B to become more like Amazon

Forrester also suggests<sup>2</sup> B2B companies must adapt their supply chains to become more like a B2C channel – flexible, agile, scalable, quicker, mobile and global. B2B customers are expecting Amazon-like experiences including seamless commercial transactions. We wanted to find out what our interviewees thought about this concept.

### We're all consumers



“We’re all consumers, right?” says Jennifer Cole. “We all have this B2C experience at Amazon, and all these other online marketplaces that we order through. They anticipate what we’re looking for, and can suggest items that we might be interested in. B2B is further behind, so of course you have more opportunity for growth. If B2B were more mature, we’d be at a different place. If you look at where B2C was 10-15 years ago, that’s where B2B is today. There’s huge exponential growth.”

David Jara at Vanport International agrees with Cole that a more Amazon-type buying experience in B2B is the direction in which his business is travelling:

“I really do think that is the next wave. The struggle for our business on the commodity side is getting to the manufacturer. My company is a middleman. We buy and we sell. So, we’re connecting the manufacturer and the customer. We’re kind of being that trading platform.”

Jara is aware of some challenges to the idea of an online platform for trading lumber specifically:

“What I’m finding in the commodity lumber business is that it’s the producer or the manufacturer that’s very reluctant to explore online transactions. I don’t know what the reluctance is. I don’t know if it’s because of price transparency, or if it’s because of the volatility of the commodity and how quickly we can react to it. I’m finding that lumber per se isn’t necessarily going to go to an online platform as quickly as other commodities.”

Our findings revealed that whilst there is a recognition of B2C transactional experience as a future model, B2B adoption is held back by behavioural conservatism – and work needs to be done to inform and educate to enable successful digital transformation.

<sup>2</sup>Forrester, June 2017 - US B2B eCommerce Will Hit \$1.2 Trillion By 2021

# B2B to become more like Amazon

## Customer demand

The Head of Sales and Customer Services at a well-known global agribusiness has discovered that some B2B customers are definitely looking for a B2C buying experience:

“We’ve done some work to segment our market, both our channel partners and our growers. And there are segments that are very clearly asking for an Amazon-type experience.”

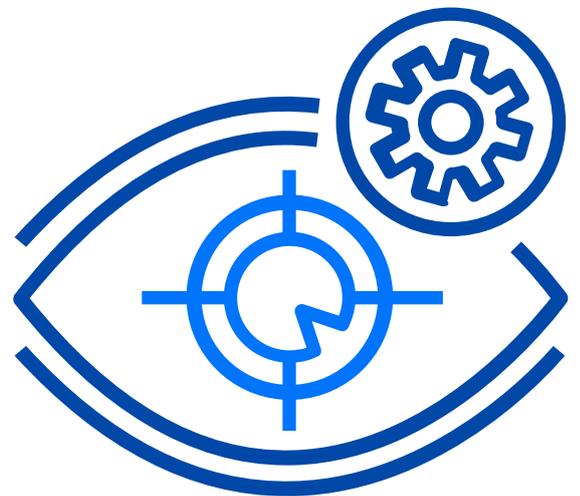
Ignasi Salvador’s workplace, Celsa Group, has already made some progress in delivering an Amazon-style service to their customers:

“We started working on that two and a half years ago, and we already had the vision that B2C experience would drastically get into the B2B world. We are fully convinced of that. For example, we first started to digitise the order placement with our customer, so on a Sunday night before they go to bed, we want them to place the order for the things they need for the next week, and we want them to do that from home, from a mobile phone.”

Wesley Mukai, CTO at GE Transportation, explains how Amazon is pushing B2B companies into the new era of commodities trading:

“If it’s going to turn out that Amazon can ship commodities across the United States better than other folks, in an all coordinated fashion, what’s to prevent them from doing that? Because if they’re already doing it, why not offer that as a service for other types of businesses? I think that’s an area where I think we’re seeing a big impact in terms of the whole consumer space. In many cases, AI and advanced analytics technology is driven by the consumer space, and it slides very easily to the B2B space. I think we’re getting leverage out of that, it rises and creates new expectations for users and everybody that touches the supply chain.”

Echoing our findings with respect to Market Culture, we heard our respondents talk about recognising transactional behaviour ‘bleeding through’ from personal, consumer behaviours into business practices. We conclude from this that the familiar, user-centric processes and user experiences are beginning to create expectations of how B2B transactions should be as easy and intuitive as buying and selling on consumer-centric platforms such as Amazon and eBay. The key challenges, however, may not lie in mechanical reproductions of the visible parts from those platforms – the key challenge to overcome will be that of trust and visibility – and that can only be sustainably achieved through intelligent understanding and use of behavioural and transactional data.



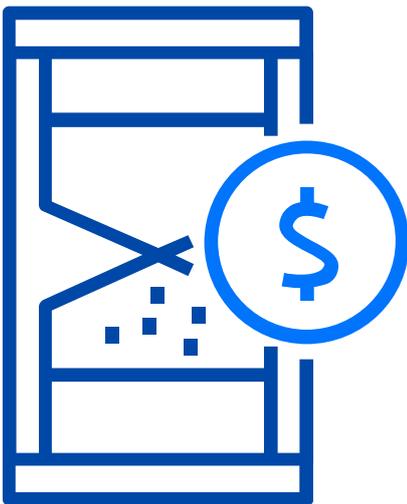
# Chapter 4

## Resistance to change

Research by Forbes in 2016 found that almost two thirds of the workforce are literally terrified of change<sup>3</sup>. An announcement of change is seen as a threat, triggering negative emotions including anger, depression and betrayal. Some may even begin looking for a new job.

### Change takes time

According to this research it's no surprise that many of our interviewees noted a resistance to the sweeping changes digital transformation threatens to make to their work lives, even when there's an acceptance that the change is generally for the good.



“I think generally people want digital, because they want their lives to be easier. For example, they know they won't have to manually process as many orders. But, employees are human, and humans don't want to change. You get the 'I can't do it differently. I've always done it this way' response.” says Jennifer Cole.

Cole cautions that turning around a company's culture from analogue to digital is not going to be a fast process:

“It's crazy. But, I do feel that you need to spend almost as much energy focusing on the change management in an organization as you do trying to digitise and just move forward with the technology.”

David Jara agrees that company culture is a hard nut to crack, though he has seen signs of progress, particularly in the area of remote working, facilitated by new digital technologies:

“Yes, they're changing their mindset. The company's been around for 30 years and they've always been based in an office situation. Within the last year we've hired three remote traders. They're actually working from their home, logging into the system, getting onto the online platform. The reason for that is the talent. It is becoming more difficult to find seasoned talent that is able to relocate, so they had to recruit people who could work from remote locations, which I think opened their eyes that digital platforms can work if they're facilitated properly.”

Our findings consistently point to a need for a 'gold standard' in understanding how to create operational efficiencies through combining data insight and ease-of adoption. It is with this in mind that intelligent and informed evangelism becomes key in delivering immediate benefits to all users of a technology platform.

<sup>3</sup>Forbes, August 2016 - The Big Reason Why Some People Are Terrified Of Change (While Others Love It)

# Resistance to change

## Education is key

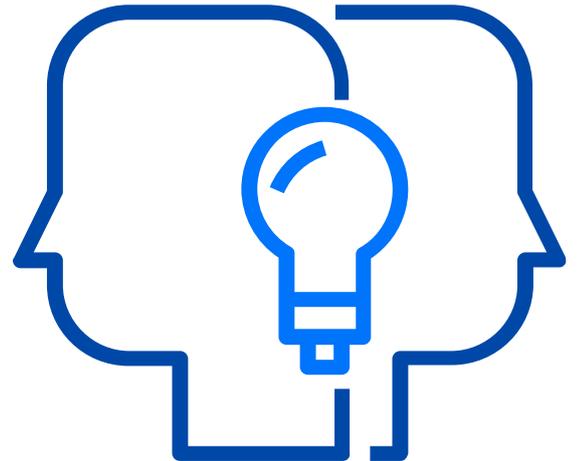
For Erik Hahnfeld the process of change is made easier when the workforce is exposed to the latest business thinking via seminars and conferences:

“I’ve been to a lot of industry seminars. I think everyone’s realizing that digitisation is the next thing to tackle. Everyone’s starting to dabble in it. Everyone’s starting to put teams together or hiring people to attack that, to get the efficiencies and get better at it. We’re just not there yet as an industry.”

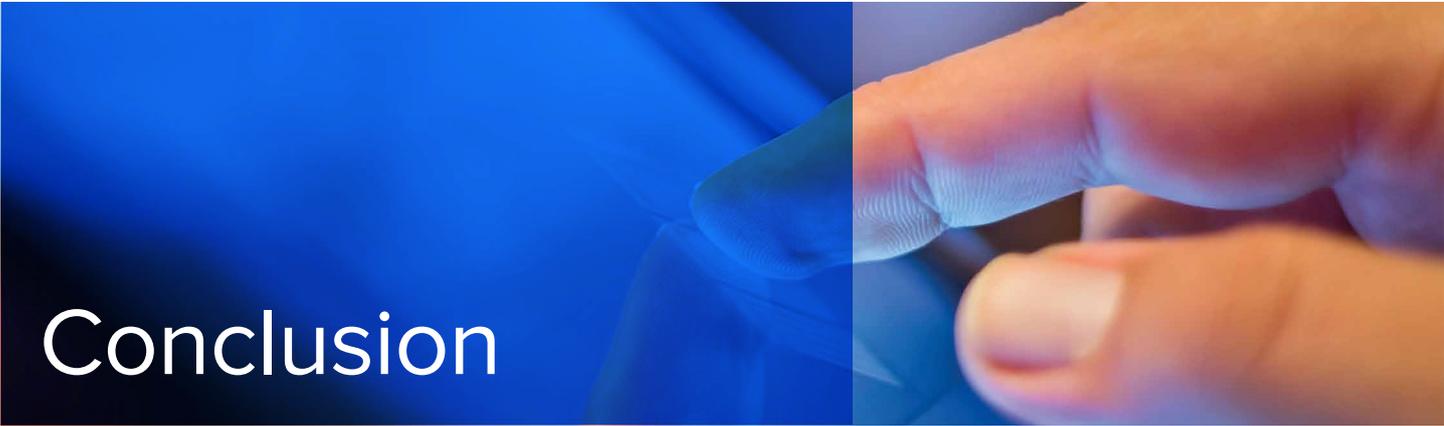
The importance of sustaining growth in a world that is constantly evolving has come to the forefront of many organisations. It has become commonplace for leaders in forward-thinking companies to immerse themselves in real-life B2B selling and operating to ensure competitive and innovative change within organisations.

We heard in many of our interviews that B2B thought leaders are beginning to coalesce around B2C-like digitisation of their businesses as an inevitability. The winners who emerge from this next wave will be the ones who are well informed, and able to understand the connections between every link of their business’ value-chain – and how to deliver the best experiences through the use of data insights and realisable benefit to every user of their technology solution.

At NovaFori, we see three core ‘States of Change’ – each with opportunities and challenges for businesses’ digital journeys.



| <b>NEW BUILD</b><br>Strategic Decision:<br>Functionally Driven   | <b>ENHANCE</b><br>Operational Decision:<br>Efficiency/Margin Driven  | <b>REPLACE</b><br>Strategic & Operational Decision:<br>Efficiency/Scale Driven  |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Green Field: Buying a GTM solution</li> <li>• New to marketplaces</li> <li>• Supplementing analogue workflows</li> <li>• No existing model/datasets</li> <li>• Long sales-cycle (client education)</li> </ul> | <ul style="list-style-type: none"> <li>• Semi-digital business model requires full digitisation</li> <li>• Process exists</li> <li>• Architecture partial</li> <li>• Data/records exist</li> <li>• Analogue BAU can operate without disruption</li> <li>• Some stakeholders may resist change</li> </ul> | <ul style="list-style-type: none"> <li>• Buying scale/optimisation</li> <li>• System(s) exist (sub-optimally)</li> <li>• Process exists (sub-optimally)</li> <li>• Architecture exists</li> <li>• Data structured</li> <li>• BAU needs protecting/transition</li> <li>• Highest stakeholder resistance to change</li> </ul> |



# Conclusion

While the major day-to-day challenges stated by our interviewees varied, all were convinced of the advantages digital transformation could bring to their organisations, particularly when it comes to optimised pricing and liquidity in their sales processes.

Whilst most saw the advantages of digitising their traditional customer facing activities, they also saw significant challenges that need to be overcome, not least in certain commodity sectors where traders may not be appropriately incentivised or interested in changing the way they do business, for example in the African markets or in the global lumber market. Habits are hard to change; even if they're inefficient ones.

There is an acceptance that although B2B is a long way behind B2C when it comes to online platforms, the future direction of travel is towards Amazon-style marketplaces, after all, as one interviewee puts it, 'we're all consumers'.

The journey is likely to be a slow one, based on the observations of many interviewees about human resistance to change within organisations. Nevertheless, progress is being made, with new ways of working such as remote working being seen in some industries for the first time, and delivering measurable benefits.

We can safely conclude that successful transition to more efficient B2B digitisation will require ongoing education about the advantages of new, innovative ways of working, which is key to unlocking the future of organisations, followed by the provision and deployment of technologies in an intelligent, transparent and informed way that maximises value throughout a business.



# Final Thoughts

“What’s interesting about what we do as an enabler of intelligent digital marketplaces and exchanges is that the world of B2B commerce is diverse and increasingly subjected to change through technology-driven efficiencies. Over the years, we’ve seen that it’s essential to understand how we enable a business to provide a better service to its end-customer, but more importantly to enable the most effective B2B marketplace to each business’ unique vision.

As a provider of transactional solutions, the more we learn about both the motivations, mechanics and underlying vision of a business, the easier it is to align and connect technology to help deliver genuine value across the value chain. At NovaFori, we’ve had the pleasure of delivering value to our clients by joining up work efficiencies from AI-driven actions to real-time data analysis, to user-friendly and intuitive workflows for all stakeholders on a commerce platform – all to give unprecedented control and assurance to all users and stakeholders of any given transactional platform.

**The insights from this research clearly point towards a bright future for technologists like us and those B2B businesses who can learn to master digitisation of their businesses.**

I’d like to thank everyone who took part in this research process – it’s been informative and instructive, and I hope this eBook helps readers with their business’ digital mission.”

**Phil Bird, Executive Director at NovaFori**



# Acknowledgements



**Jennifer Cole**

Jennifer Cole is an eCommerce Business Manager with Ottobock, a brand manufacturer of prosthetics and orthotics. She has an extensive background in sales and marketing analytics, an expert on information management, digital design, and operational efficiencies. In her current role she is responsible for the Lower Limb Prosthetics eCommerce business, site content, design, structure, and ensuring exceptional customer experiences. Some of her recent projects include launching an eCommerce business in Canada generating \$1M in the first year, synchronizing catalog content for 40k SKUs with multiple distributors disparate systems, and driving site development putting customer experience first. In her spare time she enjoys cooking, running, and playing with her elementary age children.



**David Jara**

As a young man David cut his teeth in the lumberyards of Minnesota and Wisconsin. In 2001 his interest in lumber products continued when he moved to Oregon and launched his career in sawmill industry as a Sales Representative in the Pacific Northwest. From there his interest grew into a passion where he spent 13 years trading commodity framing lumber for a major lumber producer. Embarking on a new endeavor, David is responsible for sales of imported European lumber products bound for North America. While working his way up the ranks David attended the University of Phoenix and British Columbia Technical Institute where he studied Business Administration and Wood Products Manufacturing. In his free time David enjoys exploring the Pacific Northwest with his wife Danielle, where they can often be found hiking, biking and camping.



**Ignasi Salvador**

MSc Civil Engineer (UPC) and Executive MBA (IESE Business School) with a wide experience in the engineering and construction field. Entrepreneur by heart co-founded ALTAC when he was 25 years old. Nowadays this company is the market leader in design and construction of solar towers. In 2015 decided to make a change and joined Celsa Group where he works currently as Innovation Director and is deeply involved in different digitalization projects. His main objective is to lead the transformation of the steel sector.



**Wesley Mukai**

Wesley Mukai, is Chief Technology Officer, GE Transportation Digital Solutions, where he leads GET's digital technology and software vision, strategy and architecture. Prior to GE, Wes was Vice President, HANA Cloud Computing, at SAP, where he was responsible for architecting and building the largest HANA system in the world and the foundation for the HANA Enterprise Cloud. Wesley brings a wealth of experience in the hightech industry across the networking, computing hardware, telecommunications, and software industries. He held various senior management positions at Cisco Systems, Infogear Technologies, and PwC. Wesley has a B.S. in Industrial Engineering from Stanford University, and an M.B.A. from Harvard Business School.

# Acknowledgements

Ghazwan Mousallati, born in Aleppo Syria (1979) to a family with deep routes in the manufacturing and trading sector. Ghazwan's family business was established in the early 50's in Africa (Sudan, Nigeria). They pioneered in textile, commodity trading and manufacturing/processing.

After completing his education and work experience in Montreal Canada (B.A. Marketing at Concordia University, B.A. Business Management at McGill university.), Ghazwan moved to Syria to expand his family business in the packaging industry (ILenoCo.). His determination for quality allowed them to become and operate the biggest and most reputable polypropylene packaging company in the middle-east/Africa. Along his manufacturing business, Ghazwan was also a significant participant in the rubber and sesame commodities trade. In 2011, Ghazwan and his family business in Syria was completely destroyed in the war. The devastating circumstances empowered his will to survive and grow. He immediately focused his attention and remaining resources on the commodities business sector. Without hesitation Ghazwan along with his wife moved to Sudan and invested in the best commodity processing machines in both Sudan and Nigeria. Ghazwan has a passion to commodities and enjoys relationships with farmers as much as relationships with international companies.

Ghazwan's vision was to avoid competing with the giants of the industry in a solely price sensitive trade. His focus became on quality oriented services from farmer to Customer. He devoted 100% of his time to bridge the gap between farmers and traders by providing the services required in the transaction cycle from farm, processing, financial transaction, logistics, and after sales. He has helped impact the wellbeing of the farmers and the clients alike.



**Ghazwan  
Mousallati**

Erik holds a B.S. in Finance. He has been in the Industry since 1997, started on the rental counter out of college and has had jobs of progressive growth since.



**Erik Hahnfeld**

## References

<sup>1</sup>McKinsey & Company, October 2016 - How B2B digital leaders drive five times more revenue growth than their peers  
[www.mckinsey.com/business-functions/marketing-and-sales/our-insights/how-b2b-digital-leaders-drive-five-times-more-revenue-growth-than-their-peers](http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/how-b2b-digital-leaders-drive-five-times-more-revenue-growth-than-their-peers)

<sup>2</sup>Forrester, June 2017 - US B2B eCommerce Will Hit \$1.2 Trillion By 2021  
[www.forrester.com/report/US+B2B+eCommerce+Will+Hit+12+Trillion+By+2021/-/E-RES136173](http://www.forrester.com/report/US+B2B+eCommerce+Will+Hit+12+Trillion+By+2021/-/E-RES136173)

<sup>3</sup>Forbes, August 2016 - The Big Reason Why Some People Are Terrified Of Change (While Others Love It)  
[www.forbes.com/sites/markmurphy/2016/08/14/the-big-reason-why-some-people-are-terrified-of-change-while-others-love-it/](http://www.forbes.com/sites/markmurphy/2016/08/14/the-big-reason-why-some-people-are-terrified-of-change-while-others-love-it/)

# Acknowledgements

## Thanks to other participants

Arthur Gonoretzky ..... Chief Marketing Officer, **Copap Inc.**  
Panu Routasalo ..... Sales Director, Biofuels, **UPM**  
Sham Chotai ..... Chief Digital Officer, **Barricks Gold Corporation**  
Tomas Wiklund ..... Vice President, Sales & Marketing, **UPM**  
Ron Miller ..... President, **CGB Diversified Services**  
Jeff Johnson ..... Head, Customer & Sales Services, **Syngenta**  
Lara Sellars ..... Director of sales, **Supreme**  
Samo Ayoub ..... Digital Marketing & Content, **Ryerson**  
Slav Vasilevski ..... Digital Procurement, **Syngenta**  
Amine Mebrouki ..... Sales & Marketing Director, **Barry Callebaut**  
Marcio Brochado Correia ..... Head of Business Platforms, **Syngenta**  
Maximillian Hanak ..... Head of Marketing, **Compass Holdings Inc.**  
Jerome Dupont ..... Country Sales Director, **Tereos**  
Bryan Semkuley ..... Vice-President of Global Innovation, **Kimberley-Clark Corp.**  
Jorg Ullman ..... Managing Director, Scientific Project Manager, **Roquette**  
Nelson Worlu ..... Tubular Sales Manager, **Reliance Steel & Aluminum Co.**  
Girish Srinivasan ..... Co-founder & Chief Technology Officer, **PhenoMx**  
John Denning ..... CTO, **Wholesale Change**  
Randolf Burisch ..... Head of Business Unit Sugar/Sales, **Sudzucker**  
Stuart Kozlick ..... Vice President - Medical Robotics, **Kinova**  
Matthew DiPaola ..... Ecommerce Manager, **BSN Medical**  
Catalin Pavel ..... CTO, **DX BioTech**  
Dan Golka ..... CMO, **Medical Device Recruiters Inc.**  
John Morgus ..... IT Manager, **Kenworth Northwest Inc.**  
Bill Welch ..... CTO, **Philips Medisize**  
Craig McConnell ..... Vice President Sales Western Canada, **Trailer Wizards Ltd.**  
Justin Mackey ..... Branch Sales Manager, **Interstate National Lease**  
David Miller ..... Sales Manager, **Gresham Ford**  
Javier Amozurrutia ..... Director of IT Innovation, **ALD Automotive**  
Tyler Perkins ..... Sales Manager, **Milestone Equipment Holdings**  
Serafina Valente ..... Founder, **LogistCompare.com**  
Andreas Pfahl ..... CTO & US President, **Cathvision**  
Reza Zahiri ..... Director of Innovation, **Clarius**  
Eric Merling ..... Business & Sales Manager, **Keller Bros Ford**  
Jonathan Kanevsky ..... Head of Clinical Innovation, **Imagia Cybernetics Inc**  
Rolando Garza ..... Biomedical Engineering Director, **Star Medica**  
Pieter VandenBros ..... Regional Sales Director, Pacific, **Jim Pattison Lease**  
Dolores Fernandez ..... Marketing Manager, **Beckman Coulter**



Talk to an expert

UK number 0800 0337 815



Contact

[sales@novafori.com](mailto:sales@novafori.com)

[www.novafori.com](http://www.novafori.com)



Address

NovaFori LTD

15 Bermondsey Square, London, SE1 3UN, UK



**NovaFori**