



WEBINAR



# Strategies to Accelerate Online Revenue

THE 3 CHOICES


ONLINE REVENUE MODELS IN A POST-PANDEMIC WORLD

Every manufacturer evaluating online growth strategies weighs one or more of the following

ONLINE DISTRIBUTION CHANNELS



DIRECT-TO-END USER



B2B COMMERCE OR WHOLESALE PORTAL



# A LOOK AT CUSTOMER NEEDS : TIERED SEGMENTATION

## Strategic

- **Revenue Band:** Highest – often \$100K+ yearly revenue
- **Segment Size:** Smallest – often <1000 customers

### Segment Value Drivers:

- Account management with approvals & multi-tiered user access
- Inventory planning & quick bulk ordering

### Value Drivers:

- Guided sales opportunities with sales rep
- Bulk/subscription order capabilities
- Punchout/EDI management

## Regional

- **Revenue Band:** Medium – often \$50K – \$100K yearly revenue
- **Segment Size:** Medium – often 1000-5000 customers

### Segment Value Drivers:

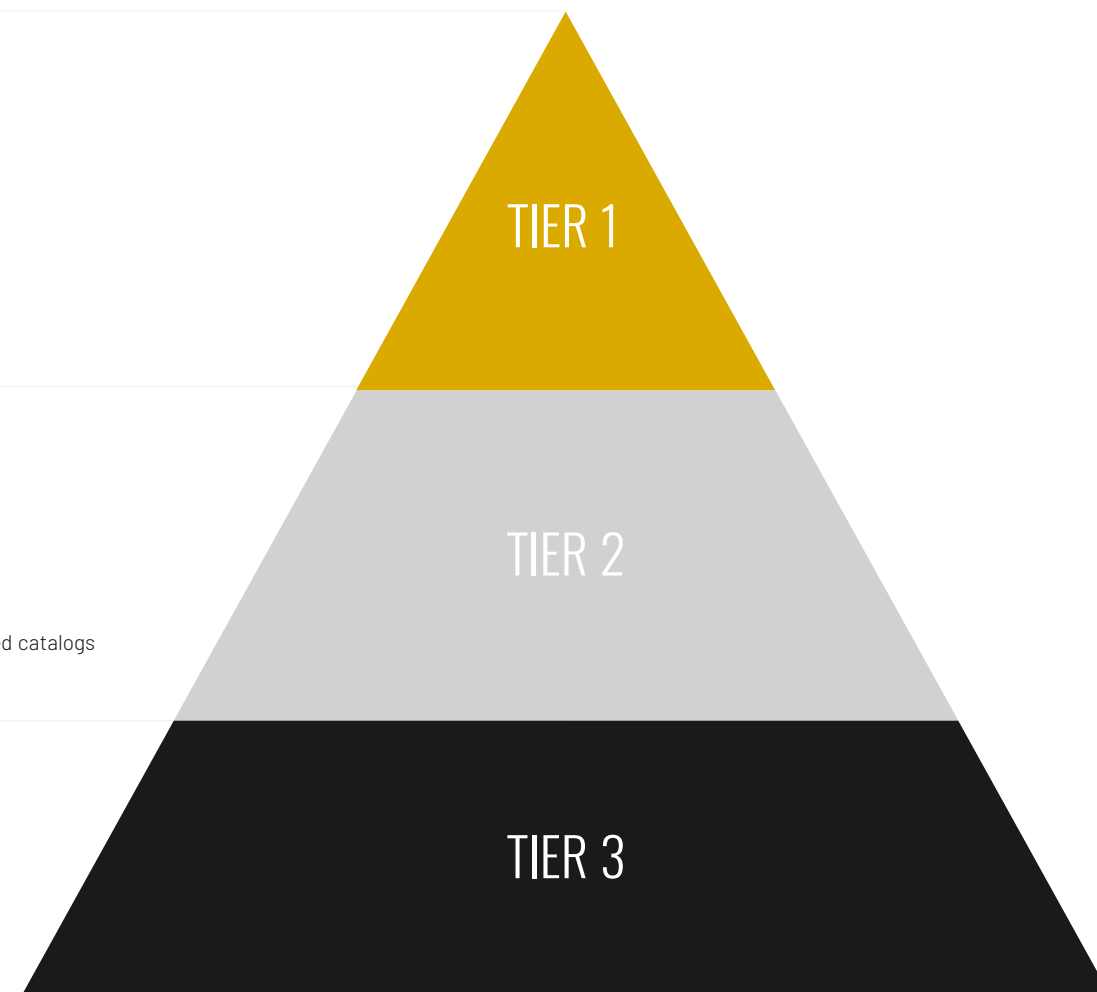
- View past orders; online & offline
- Submit stock status, generate RMAs
- Place orders on credit; view & pay invoices

### Value Drivers:

- Decrease customer service time spent
- Service credit accounts in real time
- Merchandise w/ cross-sell, up-sell personalized catalogs

## Long Tail

- Low revenue
- High volume
- Marketshare growth potential, but physical sales channels DO NOT SCALE
- Challenges Identifying Growth Opportunities



## BACKGROUND

- Company Overview: American manufacturer of children's toys, top 10 per NPD
- Location: Wilton, CT
- Industry: Toys & Education
- Business model: B2B, B2C

## BUSINESS CHALLENGE

- Built to serve the independents
- Existing sales model focused on tradeshows and physical sales channels
- Sales model not scalable for long-tail wholesale customer segment: 10,000+ small local retailers that do <\$5K in annual revenue



## BUSINESS CHALLENGE

Over 10,000 accounts in long tail	No Self-Service Option	Cost inefficiencies in serving long-tail
Cannot Identify Growth Opportunities	Over 26,000 Manual Orders from Accounts	Customer Behaviors are Changing



An aerial photograph of a winding asphalt road on a mountain. The road has white dashed lines and curves through green and brownish hillsides. A river flows on the right side of the road. Three yellow vertical bars are placed along the road, each corresponding to a callout box. The background shows a mix of green vegetation and rocky terrain.

*Melissa & Doug®*

2

WHERE ARE YOU TODAY?

3

WHAT'S AHEAD FOR THE  
MELISSA & DOUG EXPERIENCE?

1

WHEN & WHERE DID YOU  
START?

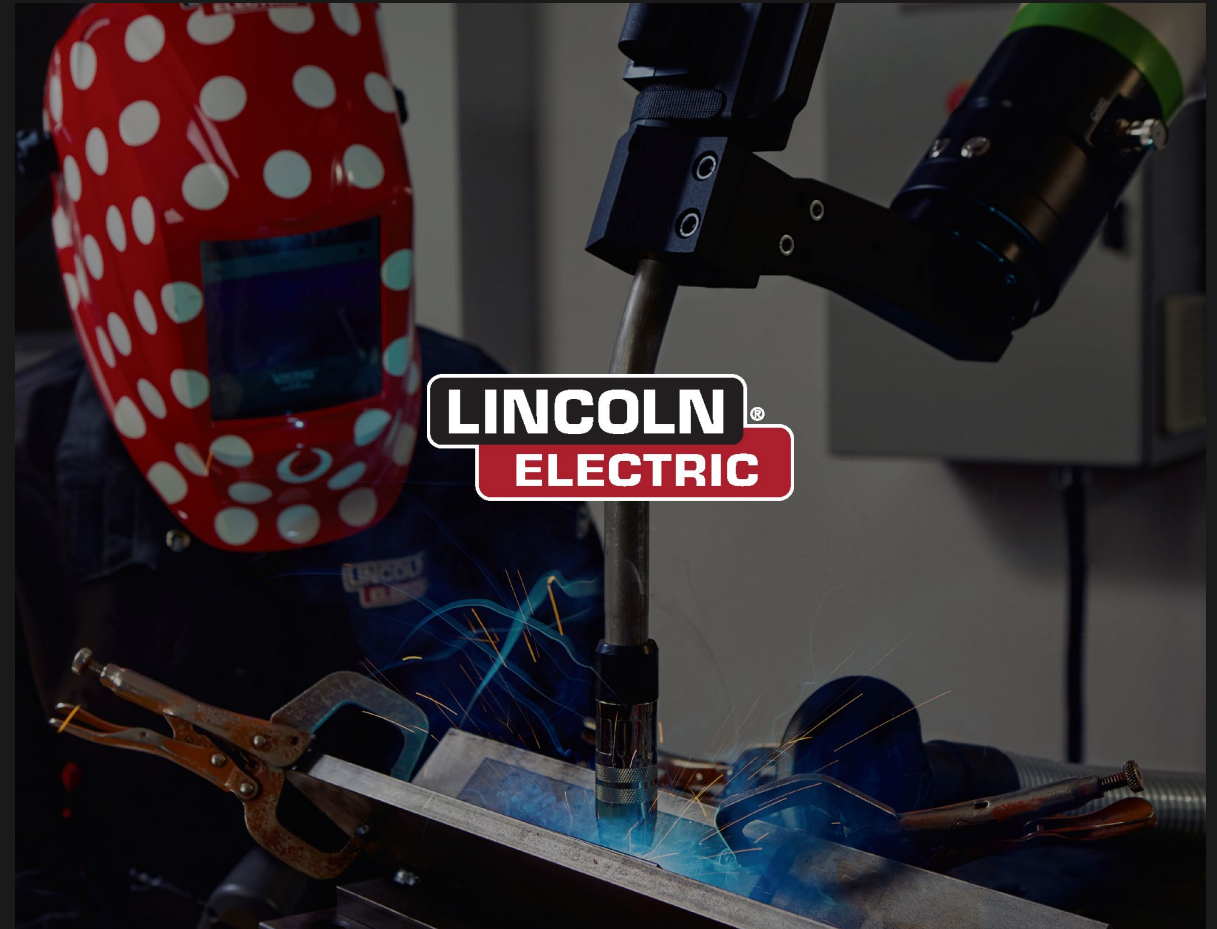


## BACKGROUND

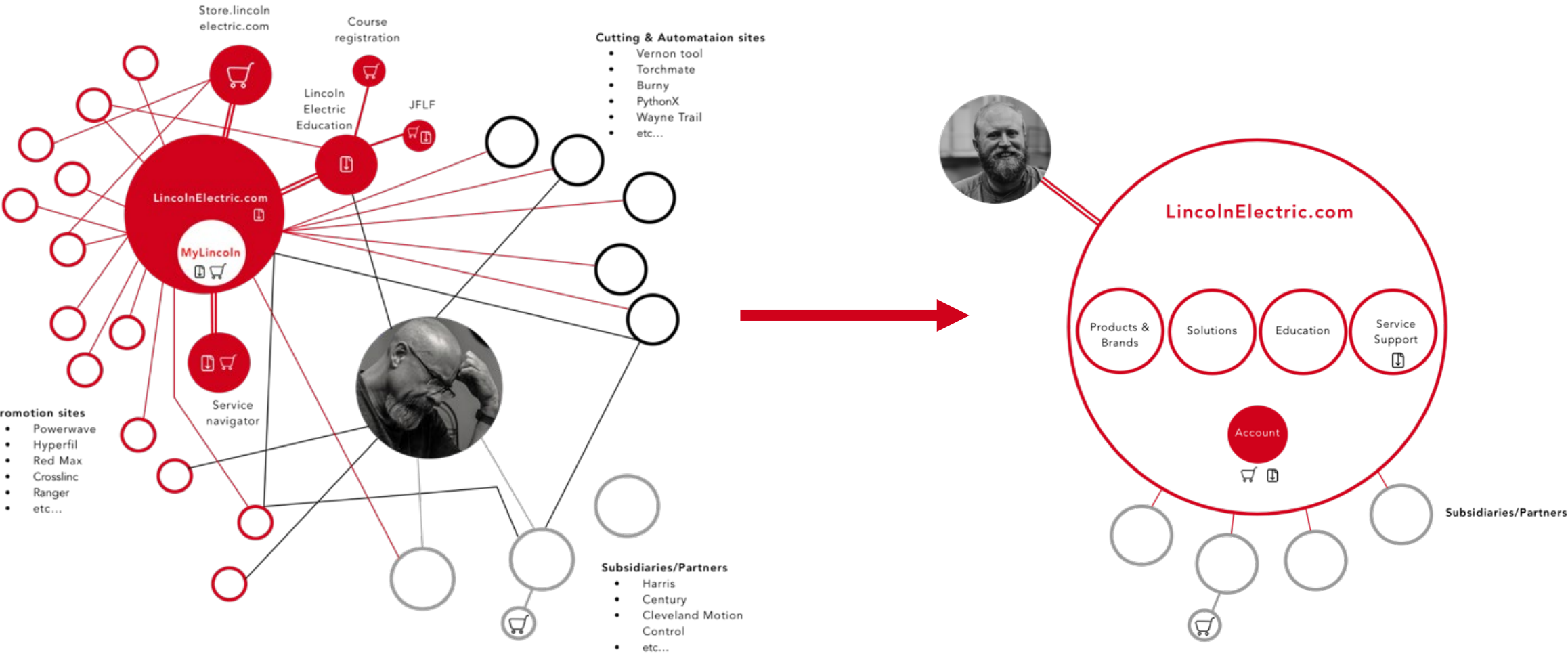
- Company Overview: Global Leader in the design, development and manufacture of arc welding products, automated joining, assembly and cutting systems, plasma and oxyfuel cutting equipment
- Location: Cleveland, OH headquarters
- Industry: Industrial Tools & Accessories
- Customer business model: B2B, B2C

## BUSINESS CHALLENGE

- Disparate online experiences globally; siloed technologies throughout the business
- Desire to create a modern and integrated online experience; global unified platforms
- Streamline business efficiencies, provide a better customer experience and journey, and scale for growth



LINCOLN ELECTRIC  
BUSINESS CHALLENGE







2

WHERE ARE YOU TODAY?

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WHAT'S AHEAD FOR THE LINCOLN ELECTRIC EXPERIENCE?

1

WHEN & WHERE DID YOU START?