



Shopify B2B ICP Update

| 2026

WHY WE CHANGED THE ICP

B2B in 2025



- ✖ Many complex integrations
- ✖ Heavily custom requirements
- ✖ Major adoption projects

THE RESULTS



- Delayed launches
- Less billed revenue than expected



The Cost of Complexity



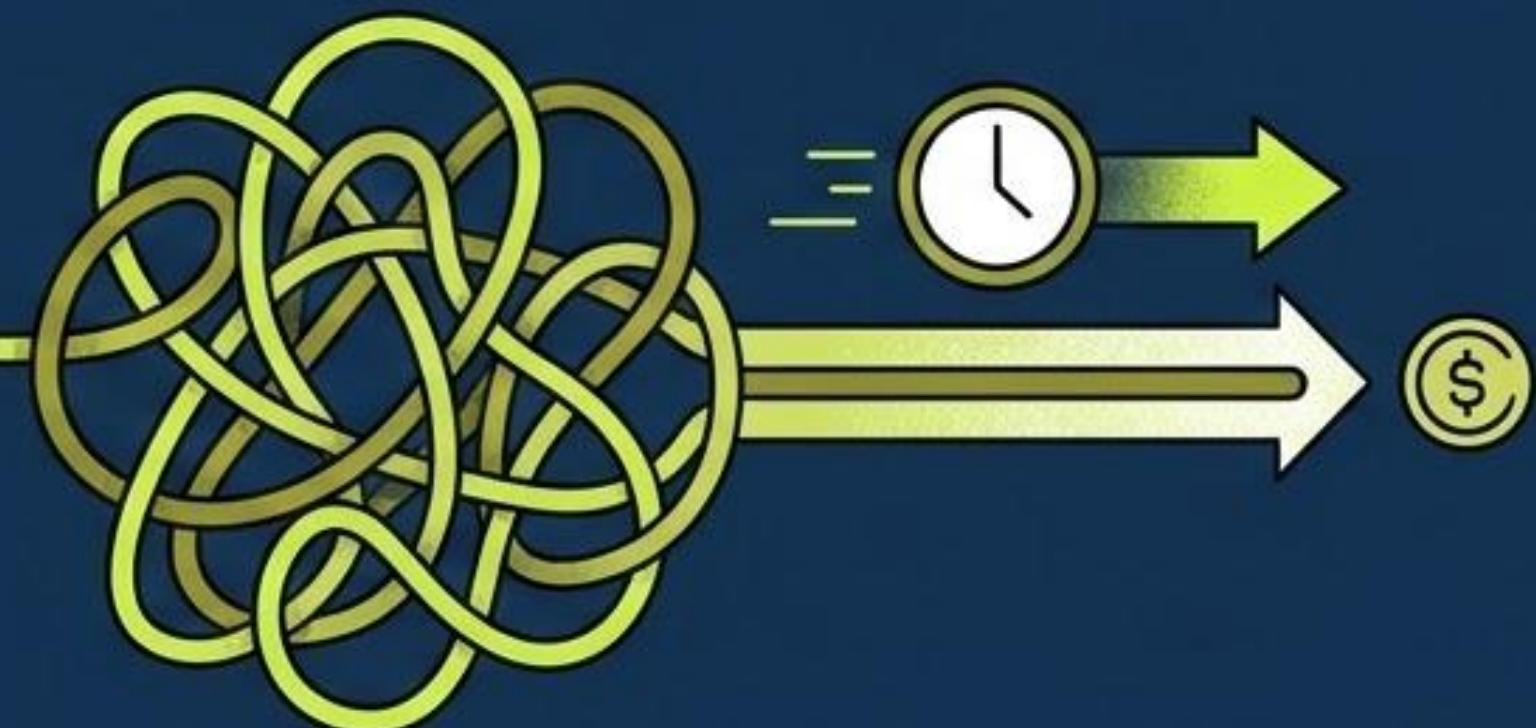
B2B + D2C

Merchants on B2B and D2C achieve higher and faster growth

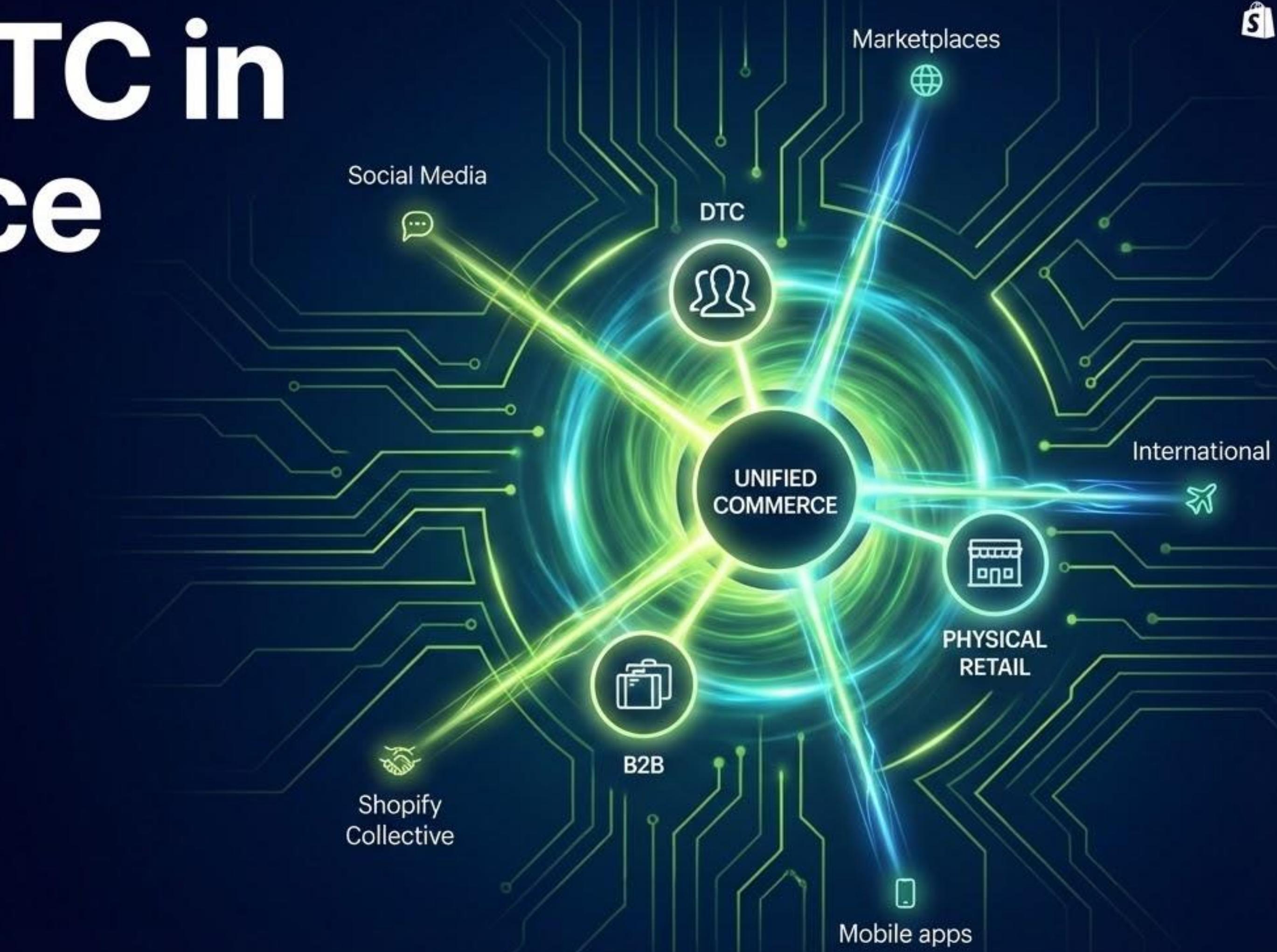


Simpler is better

Faster time to value

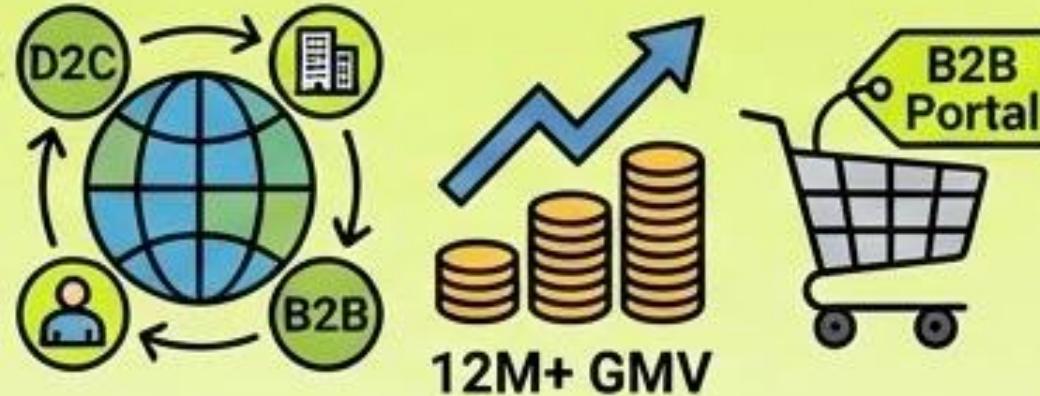


B2B + DTC in one place



WHO WE SHOULD TARGET

BUSINESS PROFILE



- D2C and B2B
- 12M+ combined GMV
- Looking to grow
- Already has a B2B online portal.

TECHNICAL SIGNALS



- Heavy use of online payments for both D2C and B2B
- ERP is key player (i.e existing connector)
- Minimal additional integrations required
- No heavy custom requirements
- No or low EDI
- No punchout

TRANSFORMATION MINDSET



- Digital transformation readiness
- Available resources internally

Good fit Industries



Look for 2 distinct buyer profiles
for the same products



Consumer Packaged Goods / Food & Beverage

Coffee roasters,
Supplement brands,
Snack brands



Beauty & Personal Care

Professional haircare,
Spa products



Industrial Supplies

Safety equipment,
Packaging suppliers,
Janitorial supplies



Electronics & Gadgets

Phone & tablet
accessories, Smart
home device brands,
Audio equipment makers



Home & Garden / Lifestyle

Candle & home
fragrance brands,
Outdoor furniture
& planter brands,
Premium kitchenware
brands



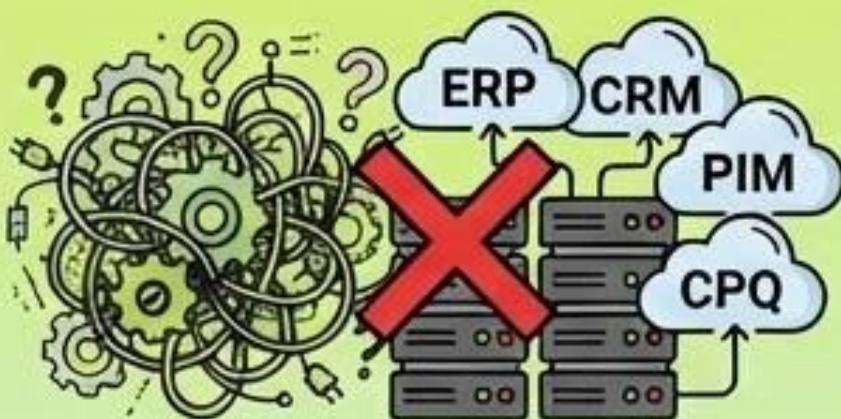
Sports Equipment

Cycling gear &
accessories,
Gym & fitness
equipment brands,
Water sports &
outdoor gear



DISQUALIFIERS

KEY RED FLAGS



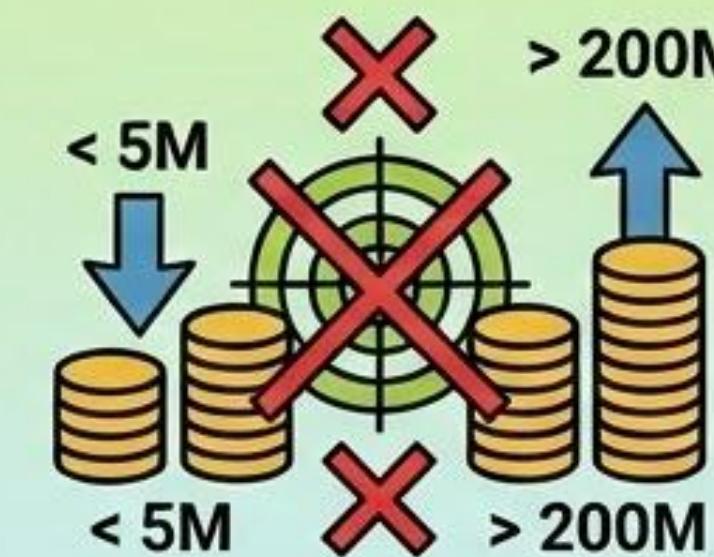
Very complex tech stack : includes ERP, but also CRM, PIM, CPQ.



No online payments



Does all B2B offline today : EDI or sales team



Total GMV is below 5M or above 200M



WHAT PAIN SIGNALS WE LOOK FOR



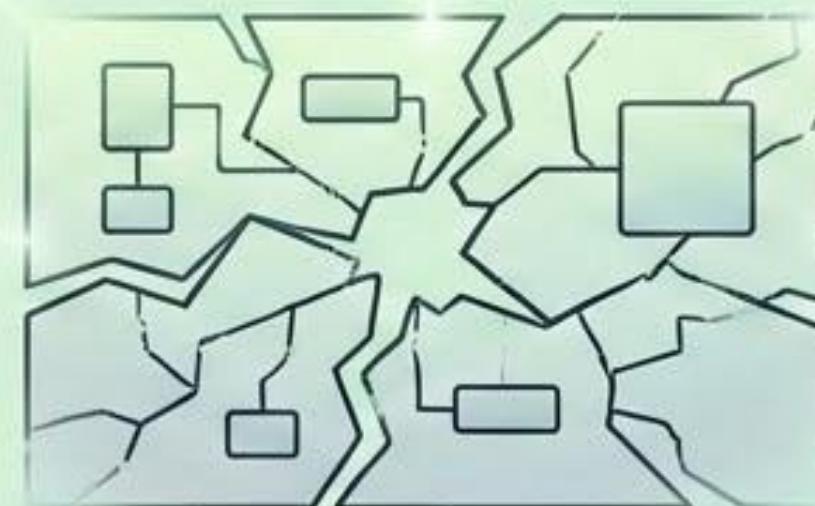
**Commerce Platform
Fragmentation**



Slow time to market



Operational Complexity
(duplicate processes, integrations
and/or master data issues, etc.)



**Unachievable growth
ambitions on current
tech stack**



**Lack of visibility into
overall business
performance**

WHAT WE SELL



B2B



D2C



Shopify Payments