



# Nordic Digital Commerce in B2B 2026

A report by Litium

The tenth edition of Litium's annual survey of digital commerce between companies (B2B). Based on a study conducted in January 2026 in Sweden, Norway, Denmark, and Finland.

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# A word from the CEO

Welcome to the tenth edition of our annual study, Nordic Digital Commerce in B2B. Over the years, we have followed how digitalization across Nordic B2B companies has evolved. Today, 81% of companies enable sales through digital channels. The question is no longer whether to invest in digital commerce, but how to turn it into a real driver of growth, customer value, and competitive advantage.

The focus has shifted from implementation to continuous improvement of offerings, channels, and customer experience, guided by data and analysis. In B2B, digital commerce is much more than just digital sales. It plays an important role across the full customer journey, including sales, service, and support.

For many companies, digital commerce is now a core part of the business strategy. At the same time, digital does not replace traditional sales, it strengthens and supports it. The most successful companies combine digital and human interactions to create a smooth and efficient customer experience. With close to one third of total revenue coming from digital channels, the business impact is clear.

Despite a more cautious market environment, confidence remains strong. Most companies already selling digitally expect continued growth, often faster than before. Over time, the role of digital commerce has expanded. What started as a way to improve efficiency and support existing customers now drives new customer acquisition, market expansion and improved competitiveness.

AI is now accelerating this development by enabling better decisions, more automation, and more relevant customer experiences across both sales and service. At the center of this is data. The ability to use data effectively is becoming a key part of how digital commerce is developed and improved.

Looking ahead, the companies that succeed will be those who continue to improve their digital offering and combine digital and human strengths. I hope this year's report gives you both new ideas and clear direction for your next steps.

Happy reading,



Martin Billenius, CEO Litium AB



# Key findings

## Digital commerce is established, focus shifts to development

With 81% of Nordic B2B companies enabling sales through digital channels, digital commerce is now an established and normalized part of the market. The question is no longer whether to go digital, but how to improve it. Companies are shifting from implementation to continuous optimization of offerings, channels, and customer experience.

## Digital strategy is integrated into the business

Among companies selling digitally, 93% see digital commerce as part of their overall strategy, and 58% expect increased investments over the next 12 months. Digital commerce is no longer a temporary initiative or project; it is an ongoing business priority.

## Digital channels represent a significant share of revenue

Among companies selling through digital channels, on average, 31% of B2B revenue now comes from digital channels. This share is consistent across industries and company sizes, confirming that digital commerce is a core revenue driver across the market.

## Growth expectations remain strong

Looking ahead, 67% expect digital sales to grow within three years, and 17% of these expect growth above 25%. Despite a more cautious market, confidence in digital channels remains high.

## Digital scope differs by company size

51% of companies offer their full assortment digitally. Others focus on selected categories such as standard products (43%) or spare parts (21%). Smaller companies more often go all-in, while larger companies take a more selective, segmented approach.

## Customer expectations center on simplified buying

Customers primarily value easier ordering (44%), accessible product information (42%), and 24/7 availability (40%). These expectations point to a clear priority: reducing friction and enabling self-service.

## Digital investments create broader outcomes over time

While many companies invest to improve efficiency or serve existing customers, results often extend further. While 36% of companies report improved service, 33% see increased new sales, and 32% strengthened competitiveness, showing that value expands over time.

## AI is a central enabler of future development

AI stands out as the most influential trend, driving automation, personalization, and analytics. Its impact depends heavily on data quality, making structured and accessible data a critical foundation.

## Data-driven work is standard – proving business impact a challenge

Today, 78% measure digital interactions and 68% actively use data to develop their business. However, maturity varies significantly, creating a growing gap between leaders and laggards. At the same time, while 53% measure ROI, only 31% can clearly demonstrate profitability. Measuring activity is no longer enough – the real challenge lies in linking digital initiatives into measurable business impact.



CHAPTER ONE

# The current state of Nordic digital commerce in B2B

# 81%

of B2B companies  
use digital channels  
to enable sales

## Digital sales are now the norm

As we release our tenth annual report on digital commerce in B2B, we see that 57% of Nordic B2B companies sell digitally, through open e-commerce solutions, login-based e-commerce, customer portals, external marketplaces, or EDI integrations. An additional 24% use digital channels to support the sales dialogue by allowing customers to request pricing or quotes, or by presenting products in an online catalog without online conversion. Together, these two groups represent 81% of Nordic B2B companies, enabling sales through digital channels.

Last year we saw a significant increase in the use of digital sales channels compared to the year before. This year, penetration remains at a similar level, with no dramatic increase in uptake.

Five years ago, when the study expanded beyond Sweden to cover the broader Nordic market, 65% of companies enabled digital sales and 50% sold digitally. As the share of companies enabling digital sales has now reached 81%, we can state with confidence that B2B digital commerce is no longer a new feature. It is an established and normalized part of the Nordic B2B landscape. The next phase of development therefore looks different.

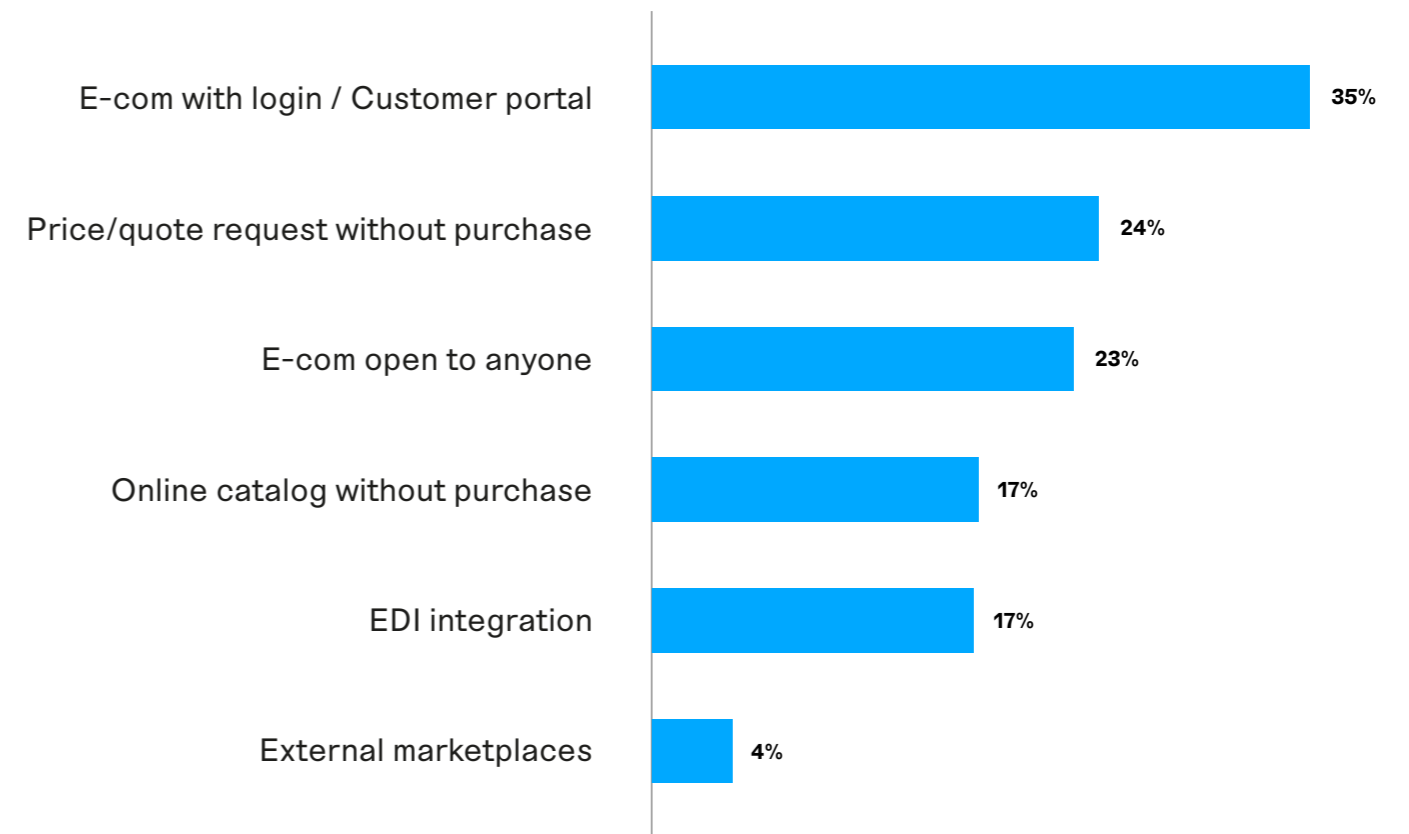
Companies that currently use digital channels to support the sales dialogue are likely to move further toward full digital transactions, while those already selling online continue to refine their digital offering and strengthen the role of digital channels in their business. Across the market, focus is shifting from first-time implementation to continued development and optimization of digital commerce.

# Digital sales come in different forms

The results also show how companies structure digital sales in practice. 35% use e-commerce that requires login, sometimes described as a customer portal, while 23% sell through e-commerce sites open to anyone. 17% use EDI integration to connect directly with customers' procurement systems. Only 4% sell through external marketplaces, which remain a limited channel in Nordic B2B.

Companies that use digital channels to support the buying process without completing the transaction online include 24% that allow customers to request prices or quotes, and 17% who present an online catalog without purchase functionality.

## B2B companies' digital sales channels



Which digital channels do you use for B2B sales?

Sample: All (915)

# Industry structure shapes digital adoption

Clear differences between industries have been consistent throughout the years of this study. Today, 77% of manufacturing companies enable digital sales, compared to 87% of wholesalers and 88% of distributors/resellers.

Manufacturing companies more often rely on price or quote requests without online purchase (29%) to support sales. Login-based e-commerce, also referred to as a customer portal, is far more common among wholesalers at 49%. Among distributors and resellers, open e-commerce solutions stand out at 36%.

One explanation for why manufacturing companies appear less digitally mature is the nature of their offerings. They more often sell complex, customized products with demanding buying processes, which can limit digital sales penetration. At the same time, the aftermarket is often underused from a digital perspective. Spare parts and maintenance services are typically easier to sell online and can represent 30–40% of total revenue in manufacturing. This suggests a significant untapped opportunity to expand digital sales.

# Company size shapes digital maturity

As in previous years, company size also makes a clear difference in how digital sales are implemented. Larger companies are more likely to enable digital sales and typically use several digital channels rather than relying on a single setup.

Advanced solutions such as login-based e-commerce, customer portals, and EDI are also significantly more common among larger organizations. This reflects both greater resources and the need to serve more complex customer bases across markets and segments.



Not having digital commerce is not even an option. The question is rather how it can be further improved to make us more competitive and a market leader.”

**Head of e-commerce at a manufacturer**

# 73%

have sold through  
digital channels for  
more than three years

## Large companies lead in digital sales

Looking more closely at the companies that actually sell digitally, about three quarters, 73%, have been doing so for more than three years. This confirms that digital sales is not a recent experiment for most, but an established part of their business.

Here too, size makes a difference. 69% of the largest companies, with revenue above 50 million euro, have been selling through digital channels for more than five years, compared to only 32% of the smallest companies with revenue of 0–2 million euro. This creates a clear experience gap between large and small companies when it comes to digital sales maturity.

Among the smallest companies, 39% began selling digitally during the past three years, compared to only 7% of companies with revenue above 50 million euro. The pattern indicates that smaller companies that were previously slower to adopt now are accelerating their digital efforts.

# Perceived maturity differs across segments

Companies were also asked to assess their own digital commerce maturity compared to other B2B companies. Only a small share (10%) see themselves as leading, while most consider themselves either on par with the market or somewhat behind. Compared to previous years, more companies now perceive themselves as lagging, suggesting that the challenge has shifted from starting the digital journey to accelerating and continuously developing the digital business.

Wholesale companies and distributors/resellers more often describe themselves as leading, while manufacturing companies more frequently see themselves as behind. This aligns with the differences in channel adoption and digital depth across segments.

Perceived maturity also follows company size, with smaller companies more likely to view themselves as lagging and larger companies more often seeing themselves as on par with or ahead of the market.

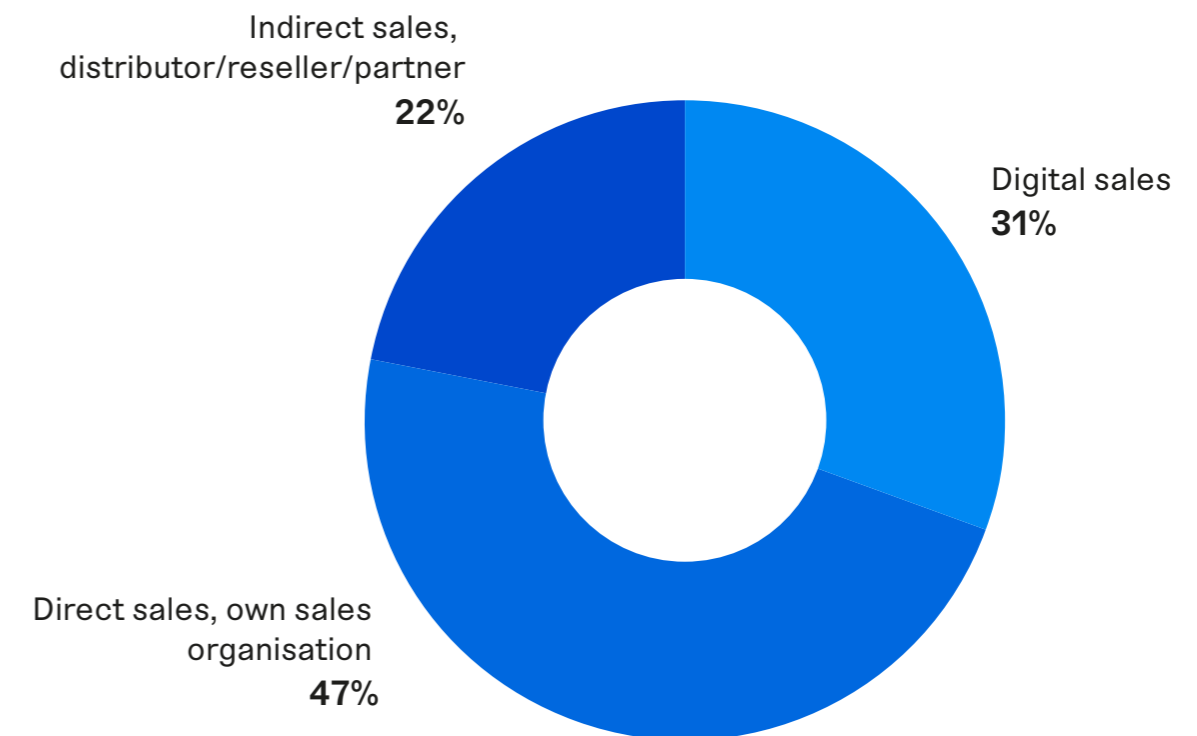
# Digital sales account for one third of B2B revenue

Among companies that sell through digital channels, respondents were asked to estimate how total sales are distributed across three categories: digital sales, direct sales through their own sales organization, and indirect sales through distributors, resellers, or other partners.

On average, 31% of B2B company revenue now comes through digital channels, including e-commerce, customer portals, EDI, procurement portals, and marketplaces. 47% of revenue is generated through direct sales via the company's own sales organization, while 22% comes from indirect sales through partners.

That nearly one third of total B2B revenue is now digital is significant. It underlines, once again, that digital commerce is no longer a side channel or pilot initiative, but a substantial and integrated part of the overall sales model. The fact that the digital share is now similar across the three main business segments, and that differences between companies of different sizes are generally small, reinforces this picture. Digital revenue is no longer limited to specific types of B2B companies but widely embedded across the market.

## Percentage of B2B sales that are digital



How much of the company's total B2B sales do you estimate fall under each of the following three categories?

Sample: Sells through digital channels (522)

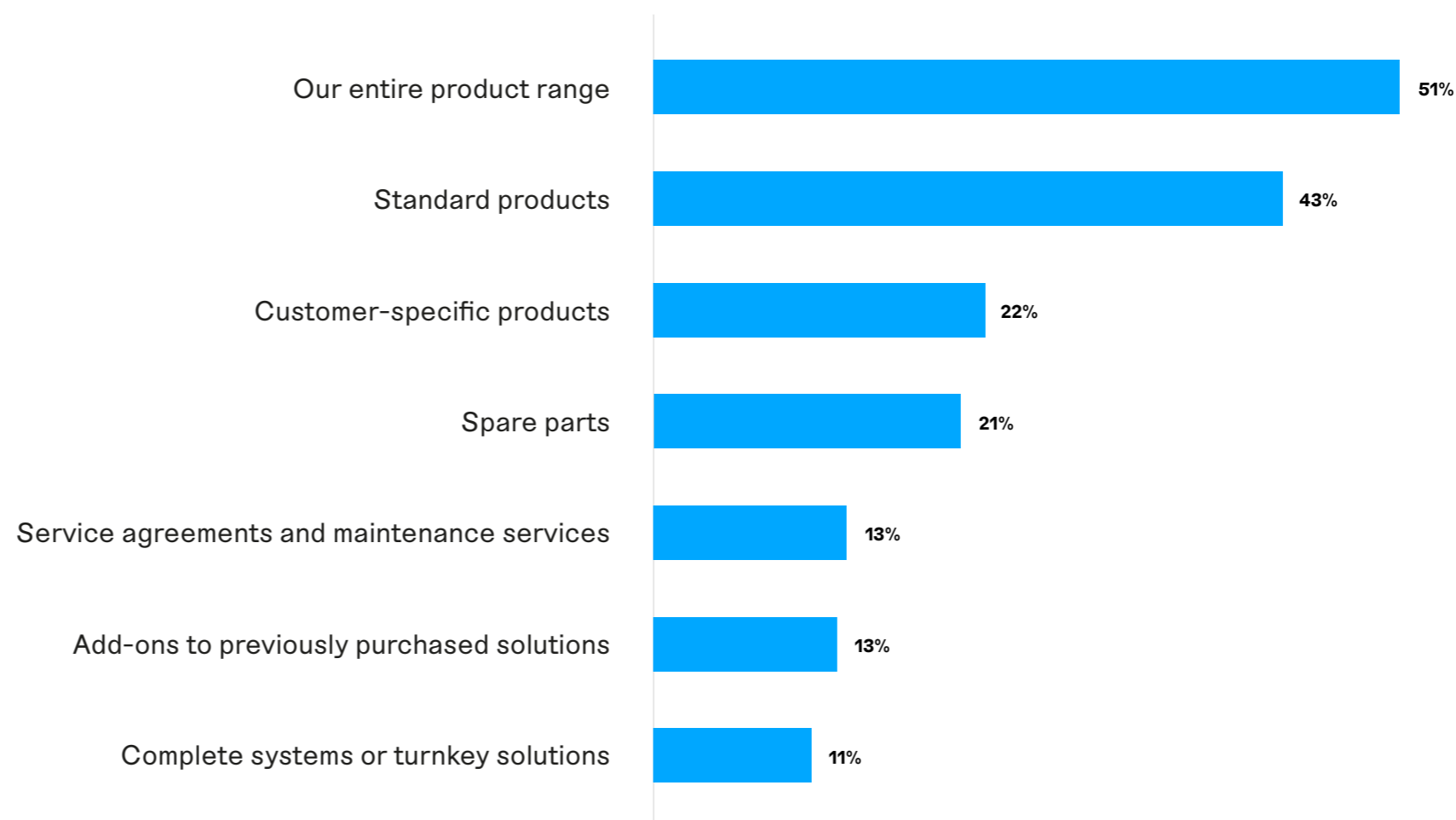
# Smaller companies go broad – larger go selective

We were also curious to understand what part of their offering companies make available through digital channels. The answers show that digital sales now go well beyond a limited product selection.

51% of Nordic B2B companies state that their entire assortment is available digitally. 43% sell standard products online, while 22% sell customer-specific products. 21% offer spare parts digitally, and smaller shares sell service agreements, add-ons to previously purchased solutions, or complete system solutions online.

Company size clearly influences what is offered digitally. Smaller companies more often make their entire product range available online, while larger companies tend to offer specific categories digitally, such as spare parts and add-ons to previously purchased solutions, through digital channels. The pattern suggests a clearer prioritization of what is suited for digital sales, with larger companies segmenting their portfolios and assessing which products and services fit digital channels and which require a different sales approach.

## Product categories sold digitally



Which part of the company's product range or offering is sold digitally?

Sample: Sells through digital channels (522)

CHAPTER TWO

# The future of digital commerce in B2B

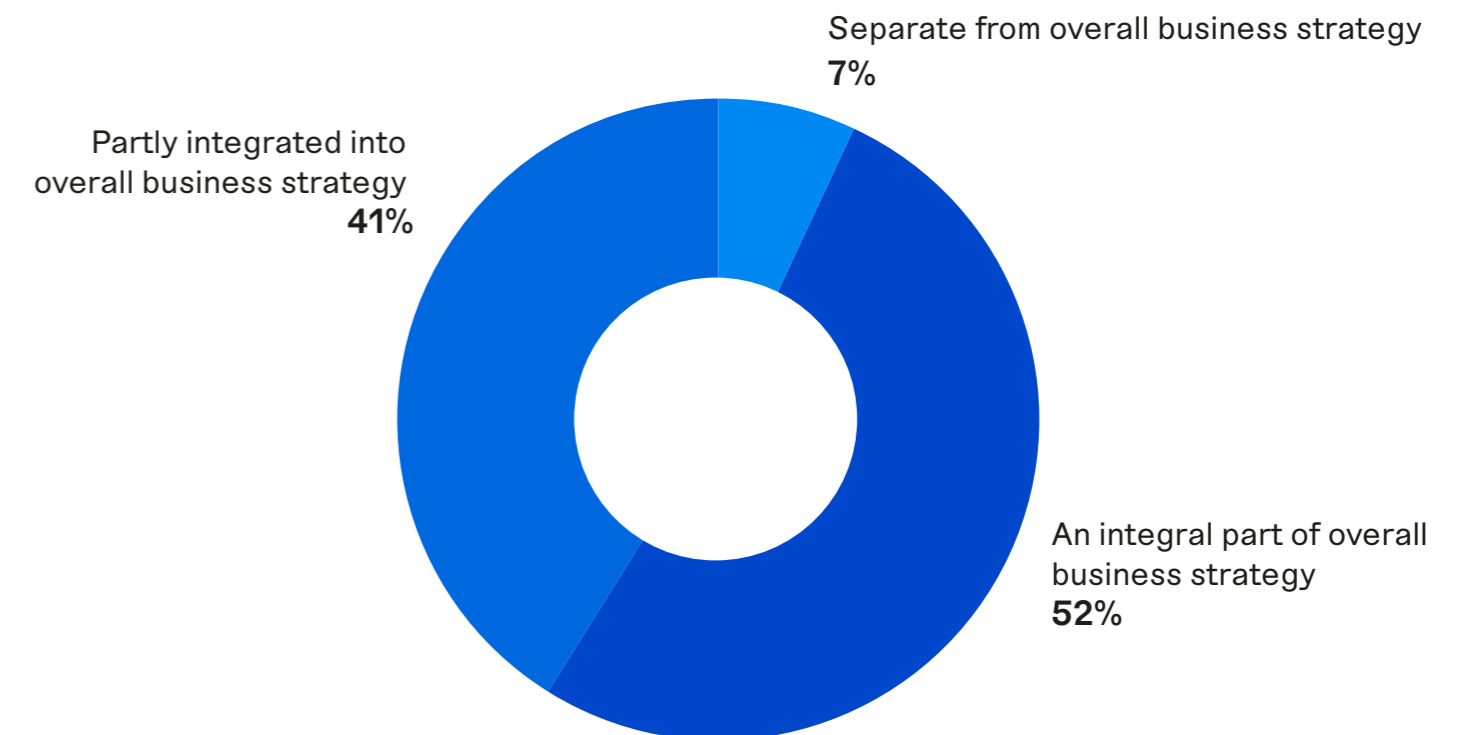


# Strategy and budget are aligned

To deepen the understanding of how Nordic B2B companies view the road ahead, we have also looked at how digital commerce is positioned strategically and how it is supported financially.

Among companies selling through digital channels, about half (52%) state that the digital strategy is an integral part of the overall business strategy. 41% say it is partly integrated, while 7% describe it as separate. In total, 93% therefore view the digital strategy as part of the broader business strategy. This indicates that digital commerce is no longer treated as a standalone initiative, but as a core element of long-term business development.

## Digital strategy as part of overall business strategy



To what extent do you consider the company's digital strategy to be embedded in the overall business strategy?

Sample: Sells through digital channels (522)

Companies selling through digital channels were also asked whether the budget allocated to digital initiatives matches the company's ambitions. 42% say the budget aligns well with their level of ambition, and a further 39% say it is broadly aligned, although there is room to invest more. 19% report that their level of ambition is significantly higher than the allocated budget. Taken together, the results indicate a reasonable balance between strategic intent and financial commitment among Nordic B2B companies.

The companies were also asked how they expect their investment in digital B2B commerce to develop over the next 12 months. 58% expect their budget to increase, 36% expect it to remain unchanged, and only 6% anticipate a decrease. The pattern reinforces that digital commerce has moved beyond experimentation. For companies that have already established digital sales, investment is no longer a temporary initiative but an ongoing priority requiring continuous development.

# 58%

expect the budget for the company's  
B2B digital commerce initiatives to  
increase over the next 12 months

**67%**  
of companies expect  
digital sales to increase  
over the next three years

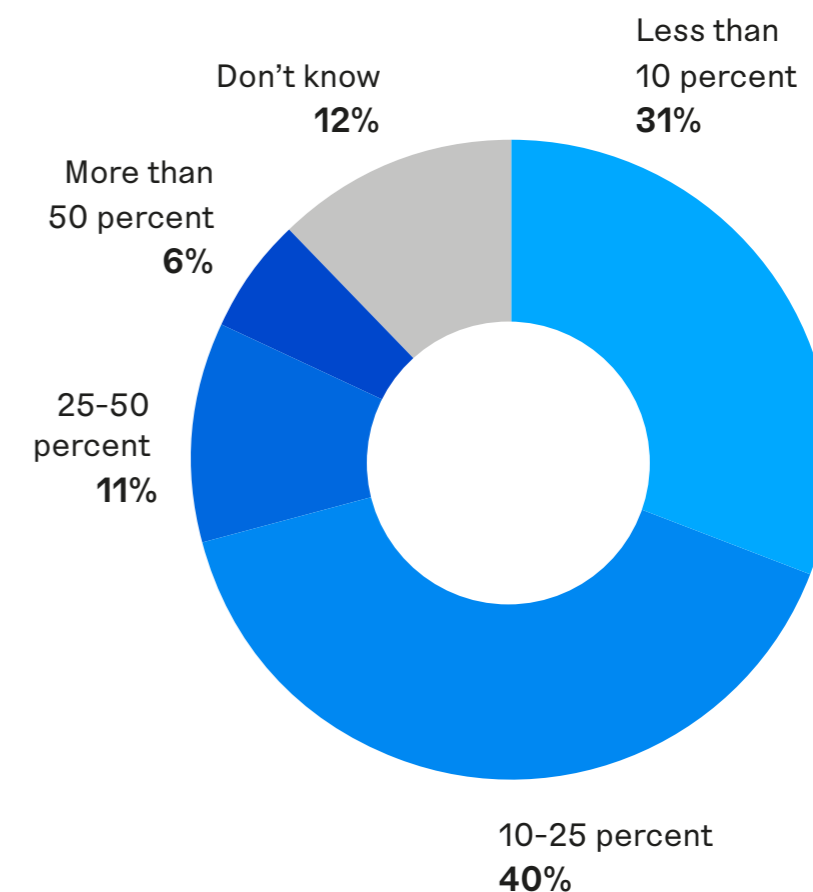
## Growth expectations remain stable

Looking ahead, companies were asked how they expect B2B digital sales to develop over the next three years. 67% expect online sales to grow during this period, 24% expect it to remain at the same level, and 2% anticipate a decrease. Two out of three expecting growth is still a strong signal, although the share is slightly lower than in previous years, most likely reflecting a more cautious economic environment overall.

Expectations for the pace of growth remain in line with last year. Among companies that expect sales to increase, 17% still anticipate growth of more than 25%.

Across the previous questions on strategic alignment and budgets, differences between industries and company sizes are small. These questions, however, were directed only to companies already selling through digital channels representing the more digitally mature part of the market.

### Digital sales growth



How much do you expect the company's online sales to increase?

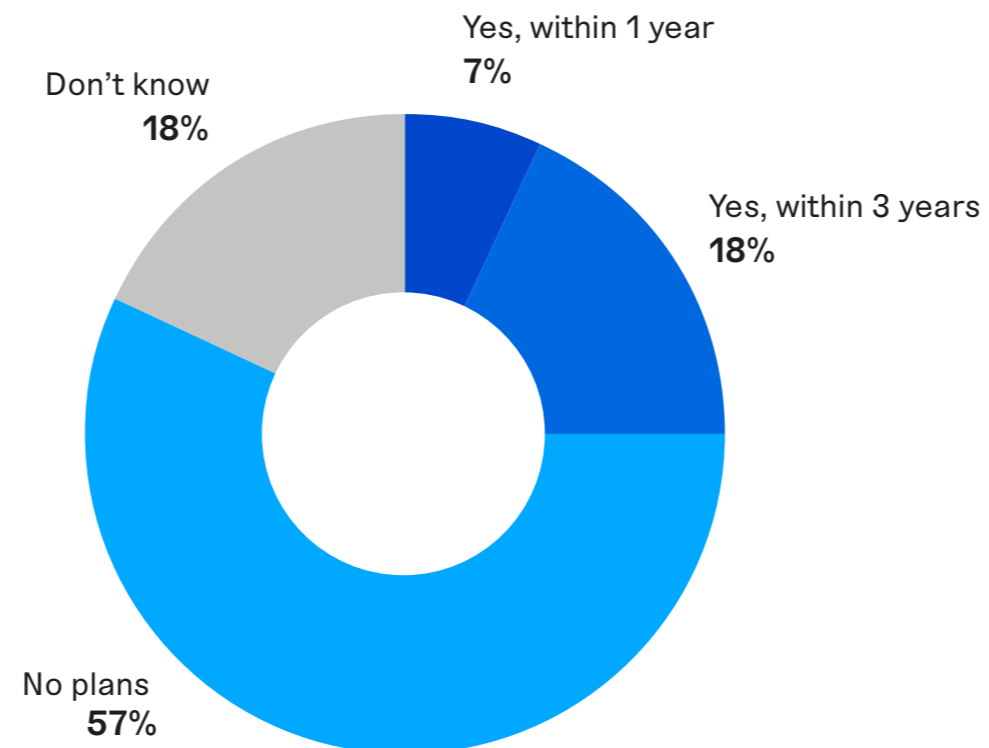
Sample: Sells through digital channels B2B and expects sales to increase (347)

# Untapped potential beyond the mature group

The previous sections reflect the direction among companies that already sell through digital channels. Companies that still operate entirely without digital sales channels were therefore asked whether they plan to launch a webshop or e-commerce solution in the future.

25% plan to introduce digital sales within the next three years. 57% have no such plans, while the remaining share are undecided. As one in four expect to take steps within the coming three years, the market continues to evolve beyond today's digitally mature players.

## Plans for digital commerce at B2B companies without this today



Do you plan to offer digital sales through a webshop/e-commerce solution to your business customers in the future?

Sample: Does not currently sell through webshop/e-commerce solution (474)

# Perceived barriers slow adoption

The reasons for not introducing digital sales remain largely unchanged compared to previous years. 53% state that their offering is not suitable for digital sales. 35% say that customers do not ask to buy their offering digitally, and 29% prefer personal sales.

The hesitation is therefore primarily linked to business fit and customer demand rather than technical limitations. Even among those who consider their offering unsuitable, opportunities may still exist to digitize parts of the portfolio, such as standard components, spare parts, recurring purchases, or complementary services. Digital channels do not necessarily replace personal sales but can support and extend them.

# AI dominates the outlook for digital B2B sales

To conclude this chapter on the future of digital commerce, companies also shared their views on which digital trends will influence their B2B sales over the next three years. Many answers point to a continued shift towards digital sales rather than highlighting a single breakthrough technology. Where digital channels are viable, a larger share of transactions is expected to move online as customer behavior evolves and digital purchasing becomes more established.

As more suppliers invest in online channels, comparisons become easier, barriers to entry lower, and international or digital-native players increase their presence. The expectation is therefore not only continued digital growth but also intensified competition in many B2B markets.



We primarily sell to the rest of the world so increased competition will be a major influence on our B2B sales.

**Web manager at a manufacturer**



A significant trend will be increased competition from online companies.

**Product manager at a distributor/  
reseller**

## AI as a defining trend for future B2B sales

AI clearly stands out as the digital trend expected to have the greatest impact on B2B sales in the coming years. Respondents describe how AI is beginning to reshape customer search behavior, buying processes, and digital interactions. At the same time, its growing role also highlights the importance of trust, reliable data, and maintaining strong human relationships in an increasingly automated environment.



AI will of course influence our digital offering, but it needs to be implemented thoughtfully and with a strong focus on quality.

**CFO at a manufacturer**



AI-supported, smoother sales processes and greater automation will influence also complex B2B commerce.

**CMO at a manufacturer**



AI will have an impact on how customers search for information, how they interact with our interface, and how we generate content.

**Product manager at a distributor/reseller**

## Increased automation in sales and operations

Automation is also highlighted as an important digital trend in B2B sales. Often enabled by AI, increased automation is expected to streamline routine tasks, improve efficiency, and support more scalable sales and delivery processes. Several responses also point to automation becoming more deeply integrated into sales processes and supply chains, helping companies handle orders, customer interactions, and operational workflows more efficiently.



Artificial intelligence and automation deeply integrated into the sales process will be an important trend.

**Manager/team lead at a distributor/reseller**



One trend that will influence our B2B sales is the development of automated supply chains.

**Head of sales at a manufacturer**



Automation of routine tasks through AI will influence our B2B sales.

**Digital marketer at a wholesaler**

## Increased personalization in B2B sales

Personalization is expected to play a growing role in digital B2B sales. Respondents highlight how AI and data can enable more tailored customer experiences, from personalized recommendations and guided buying to customer-specific offers and service suggestions based on previous purchases. More advanced self-service portals and improved search functionality are also mentioned as ways to help customers find the right products and solutions more easily. Together, these developments point toward a more data-driven and individualized digital buying experience.

”

Today our company needs to create tailored solutions for each customer. We are currently feeding our internal AI with all our data, and within the next three years our AI model will be able to create solutions for each customer.

**CEO at a distributor/reseller**

”

We will see greater personalization of services connected to commerce. Customers will more easily receive unique offers and visualizations of what they want to buy.

**Manager/team lead at a wholesaler**

”

Customer-specific solutions where we know which products the customer has will allow us to proactively suggest service, updates, or additions.

**Head of sales at a manufacturer**



## Increasing digital maturity among customers

Another trend affecting B2B sales is the growing digital maturity of customers. As buyers become more comfortable with digital purchasing and self-service, expectations rise. Experiences from B2C increasingly shape what is perceived as standard, raising demands on usability, transparency, and the overall quality of digital sales channels.

”

We are moving more and more online; as Generation Z takes on leadership roles, the situation will change rapidly.

**Head of sales at a manufacturer**

”

There will likely be a growing tendency for more activities to take place electronically rather than physically, although many tasks still require physical presence.

**CEO at a manufacturer**

”

The digital customer journey, meaning that more and more B2B customers recognize the value of digital sales channels will be a significant trend. B2B customers want the same simple webshops as B2C, with good design and smooth solutions.

**System owner at a wholesaler**

## Improved user experience through simplicity and self-service

These B2C-shaped expectations directly influence what customers expect in a B2B context. Ease of use, speed and simplicity are no longer differentiators but baseline requirements. Self-service solutions, intuitive interfaces and tools such as configurators are examples of this development, enabling faster decision-making while reducing the need for manual sales involvement.

”

It will be crucial to develop, improve, and place strong focus on the user experience in the digital environment. If customers find our digital services clear, simple, efficient, and adaptable to use, especially compared with our competitors, they will prefer our services, which will benefit our profitability and customer loyalty.

**Digital strategist at a manufacturer**

”

The ease of doing business digitally will be an important trend. In our industry, products can be adapted with many different types of accessories or simpler modifications. Some form of configurator will be important, allowing resellers, to configure or adapt the product they need, receive a quote with reliable lead times, and place their order.

**Head of marketing communication at a manufacturer**

## Security as a prerequisite for digital B2B sales

Finally, security is highlighted as a basic requirement for digital B2B sales. Cybersecurity, secure transactions, and reliable digital platforms are seen as essential for building trust and ensuring continued use of digital channels.

”

Security – a reliable and secure digital sales channel will be important.

**CMO at a manufacturer**

”

Cyber security is a trend that will influence our B2B sales.

**CEO at a manufacturer**

”

Security and accessibility will be important.

**Head of sales at a distributor/reseller**

# AI dominates the trend landscape

Taken together, the responses describe a B2B landscape in continued transformation. Automation, personalization, improved user experience, increased competition, security, and rising customer expectations all point in the same direction: digital sales are becoming more sophisticated, more data-driven, and more integrated into the overall commercial model.

Few trends stand out as clearly as AI. It appears both as a distinct trend and as an enabling layer behind many of the other developments mentioned. AI supports automation, strengthens personalization, improves analytics, and enables more data-driven decisions across sales and marketing.

Digital commerce in B2B 2026 is about continuously refining processes, improving customer experience, and strengthening competitiveness in an increasingly digital market.

CHAPTER THREE

# Driving forces, challenges and results



# Revenue growth a central driver of digital sales

As in previous years, we have explored what drives B2B companies to invest in digital commerce and what goals they aim to achieve. Respondents were able to select up to three main goals or driving forces.

Among companies that already sell through digital channels, the pattern is similar to last year. The top priority is to increase sales to existing customers (43%), followed by increasing customer service levels (36%) and increasing new sales (36%). This reflects how companies currently position digital commerce in their overall strategy. Many B2B companies have an established customer base, and growing revenue with existing customers while strengthening those relationships is a central priority.

The picture looked different earlier in the decade. In 2021, the top three driving forces were to simplify administration and streamline sales, followed by increased service levels and meeting customer needs for digital sales. The focus was more internal and process-oriented. Over the years, our reports have shown a gradual shift in these priorities, as more companies have come to view digital commerce as a way to increase revenue rather than primarily to improve efficiency.

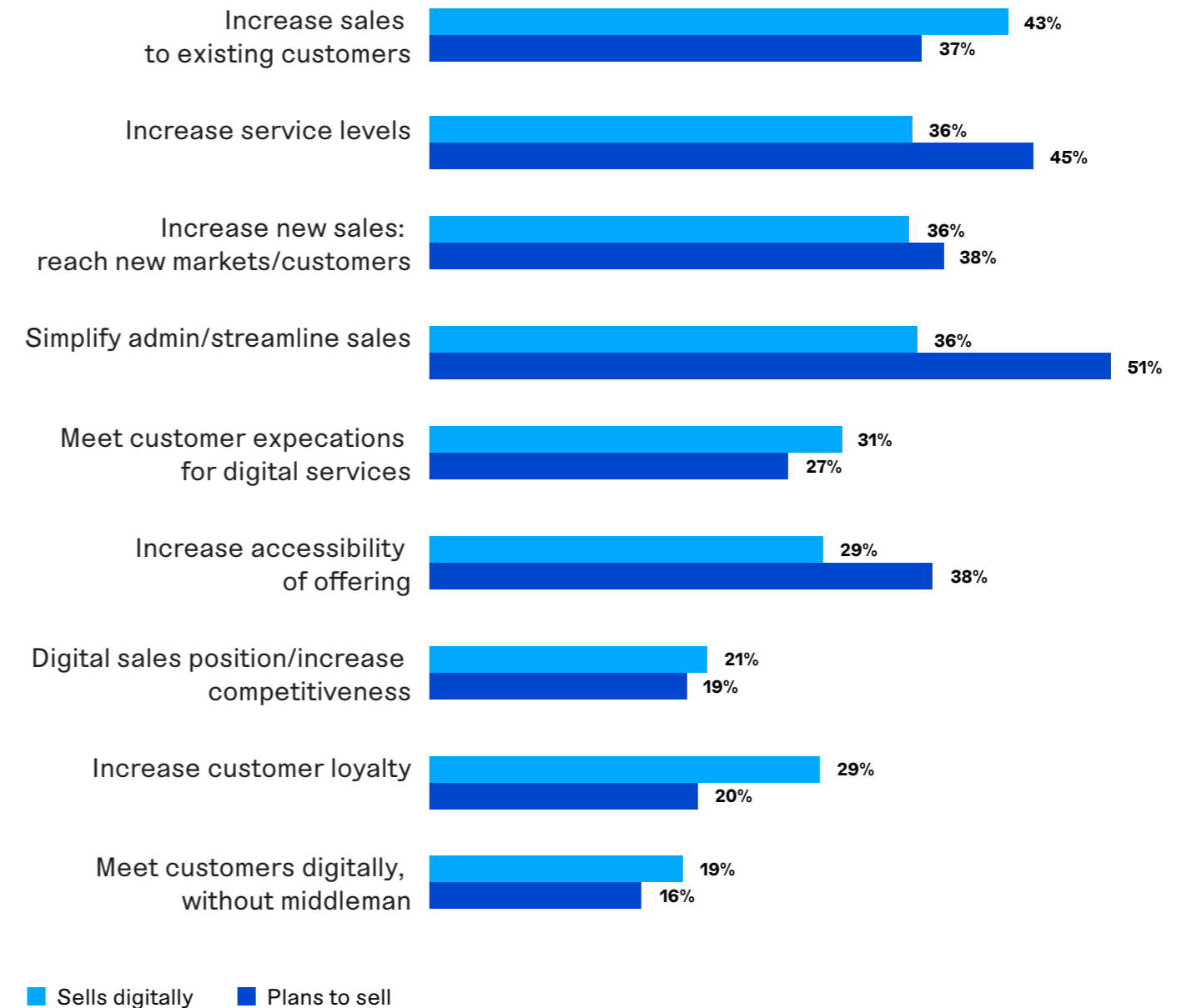
# Early-stage companies remain focused on efficiency

Companies that already sell digitally can be compared with those that do not yet sell digitally but plan to. For this group, the priorities have remained more stable over time. Simplifying administration and streamlining sales (51%), increasing customer service levels (45%), and increasing new sales by reaching new markets or customers (38%) remain the top three drivers year after year.

Our conclusion is that in an early stage, efficiency and cost reduction are often the main motivations for investment. Many companies begin by implementing new systems to simplify internal processes and reduce friction in the sales cycle. They assess where digital tools can create the strongest return on investment, whether by reducing administrative effort, improving product information, or supporting customers through a simple interface for placing orders.

In a later stage, the perspective broadens. The focus shifts from cost reduction to revenue growth. The ambition moves from doing things better to selling more.

## Key driving forces for digital sales



What are the main goals or driving forces for your digital sales?

Sample: Sells through digital channels (522)

/Plans to introduce webshop/customer portal (120)

# Results beyond the original business case

We also asked companies that sell through digital channels what results they have seen from their digital investments. This year, three results stand out. Increased customer service levels ranks highest at 36%, followed by increased new sales at 33% and increased competitiveness at 32%.

This suggests that while cost savings and growth within the existing customer base often drive the initial investment decision, the realized outcomes are broader. Companies that implement digital sales also see results in the form of increased sales to new markets and customers, as well as stronger competitiveness.

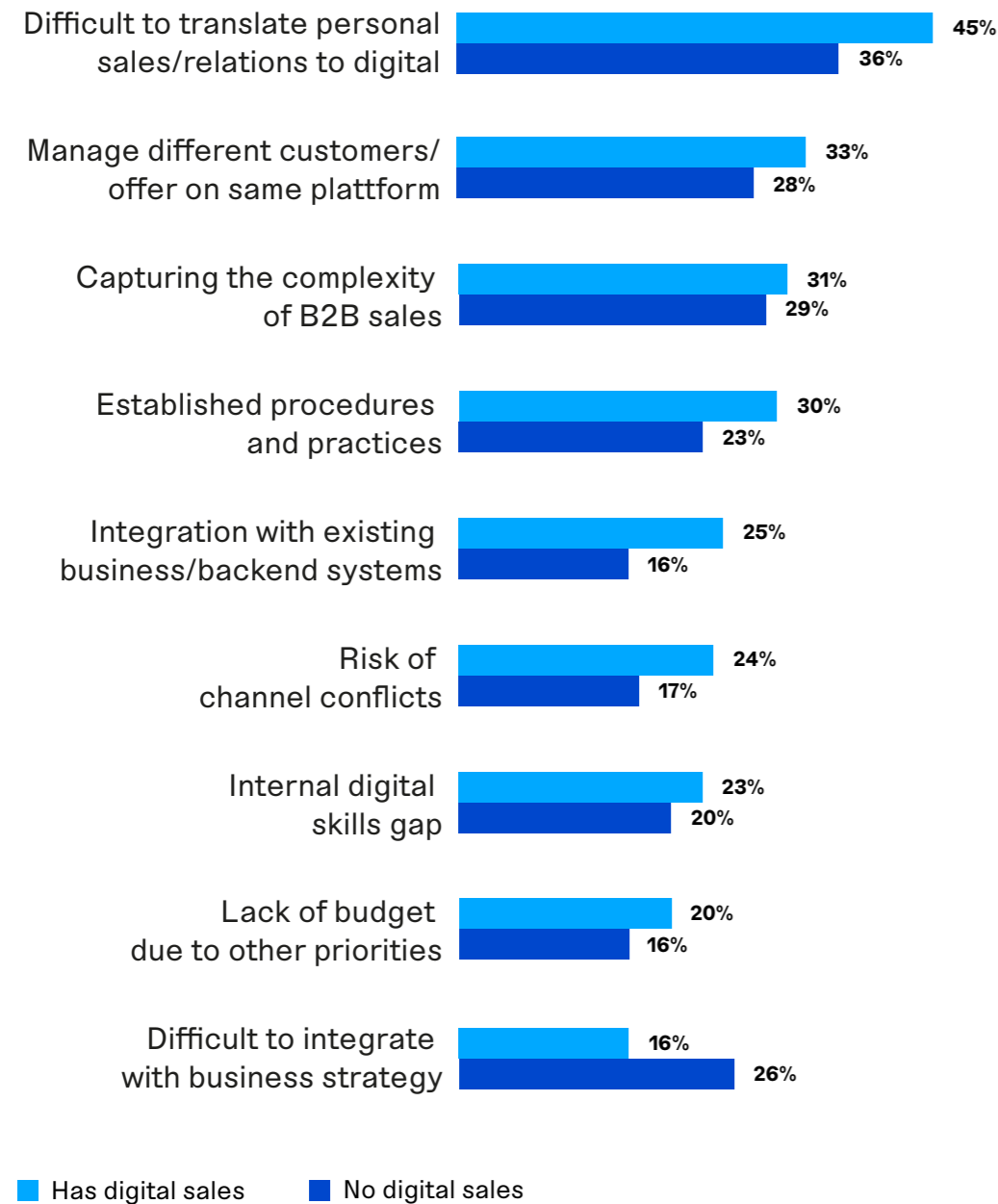
In our view, this reflects a common pattern. Digital initiatives often begin with a focus on efficiency or customer retention. But once product information is structured, processes are standardized, and the customer experience improves, additional value emerges. Better transparency and accessibility make it easier for new customers to engage, which strengthens the company's competitive position.

**36%** Increased customer service level

**33%** Increased new sales

**32%** Increased competitiveness

## Challenges of B2B digital commerce



What do you consider the biggest challenges of B2B digital commerce?

Sample: Enables sales through digital channels (743)

/Does not enable sales through digital channels (172)

# Different challenges in planning and execution

The main challenges of B2B digital commerce are rated similarly by companies that already sell digitally and those that plan to do so. The same three issues top the list, although in slightly different order: difficulty translating personal sales and relationships into digital channels (45% among active sellers and 36% among planners), managing different customers and offers on the same platform (33% / 28%), and capturing the complexity of B2B sales (31% / 29%).

However, some differences stand out. Companies that plan to sell digitally see difficulty integrating digital commerce with the overall business strategy as a significantly greater challenge, 26% compared to 16% among those already selling digitally.

Companies that are already active instead struggle more with operational realities. Integration with existing business and backend systems is highlighted by 25%, compared to 16% among planners. Risk of channel conflicts is also more frequently mentioned, 24% versus 17%.

In our view, this reflects the difference between anticipation and experience. Before launch, strategic alignment is perceived as the main hurdle. Once digital sales are live, new challenges emerge. Data quality and system integration often require more effort than expected, and existing structures may need to be adjusted. Channel conflicts can also emerge when companies introduce direct digital sales alongside established distributor networks. What may seem straightforward on paper sometimes proves more complex in practice.

# Key factors shaping the next stage of growth

The previous sections have described why companies invest in digital commerce, the results they achieve and the challenges they face. The next step is to look ahead.

Companies that have offered digital commerce for more than one year were asked what will be most decisive for their continued development towards business customers. The focus is not on initial drivers or short-term obstacles, but on the factors that will determine whether digital commerce continues to evolve and create long-term business value.

## Strategy, leadership support and resources

Clear strategic direction, leadership commitment, and access to budget and resources are seen as fundamental to move forward. Alignment across sales, marketing, IT, and product teams enables faster decisions and long-term focus.

”

Developing the product teams so they create products and business models designed for digital commerce will be decisive for our continued development.

**Head of sales at a manufacturer**

”

We need to have the courage to invest and challenge other players in the industry or alternatively continue to improve the customer experience for existing customers and adapt the offering and the customer journey to their needs.

**Web manager at a manufacturer**

”

We need to convince our leadership that digital must be prioritized in order for development to happen.

**Ecommerce manager at a wholesaler**

## Staying close to customer needs and demand

Continued development is driven by staying closely aligned with customer needs and expectations. Listening to customers, supporting different buying behaviors, and adapting solutions to how customers actually want to buy are considered critical.



Understanding our customers' problems and needs even better, and adapting our digital tools and processes to meet them in the best possible way, with a clear and proven value case will be important for our continued development.

**Digital project manager at a manufacturer**



The challenge is that a very large share of our customers and revenue comes from customer groups that do not want to, or cannot, place orders in our web portal and instead work in their own systems. However, they can use the portal to find products, prices, and availability.

**CEO at a distributor/reseller**



To develop our digital commerce we need to offer a seamless, secure, and integrated digital purchasing experience tailored to business customers' processes and needs.

**CIO at a manufacturer**

## Simplicity and usability in everyday buying

Ease of use and continued simplification are central. Reducing friction in customers' daily work through fast, seamless, and intuitive buying experiences strengthens preference and satisfaction.



To develop our digital commerce, we need to simplify the purchasing and logistics process. Making it easy to buy.

**CEO at a manufacturer**



The most decisive factor is creating a digital purchasing experience that is so simple that resellers prefer our systems over those of our competitors. This means personalized portal solutions, automatic replenishment of bestsellers, and full transparency in the supply chain from order to delivery.

**Manager/team lead at a wholesaler**

## Proving business value and results

Further progress is also closely tied to visible business results. Sales growth, profitability, cost efficiency, customer satisfaction, and loyalty are indicators that justify continued investment.

” Most important for our continued development will be customer satisfaction and the efficiency of our operations.  
**CEO at a wholesaler**

” Increased customer satisfaction and improved profitability will be decisive for moving forward.  
**CEO at a manufacturer**

” The value of the investment, for example in the form of increased sales, stronger customer loyalty, or greater visibility will be important for our continued development.  
**CIO at a manufacturer**

## Stable platforms, functionality and system integration

A stable, secure, and well-integrated technical foundation remains essential. Reliable platforms, seamless ERP integration, and improved functionality such as search and personalization enable scalability and consistent performance.

” A stable, secure, and reliable platform foundation will be important for our continued development.  
**Manager/team lead at a distributor/reseller**

” That our systems work together and that our internally developed systems are completed.  
**Other at a distributor/reseller**

## Competence, knowledge and learning

Ongoing development also requires strengthening internal knowledge and skills related to digital commerce. Education and accumulated experience increase the ability to realize long-term value.

” A different digital leadership and different competencies will be decisive for our continued development.  
**Manager/team lead at a wholesaler**

” We need to become more skilled in online commerce.  
**Manager/team lead at a manufacturer**

## Continuous improvement and ongoing development

Standing still is not seen as an option. Regular updates, incremental improvements, and continued investment are necessary to remain competitive and relevant over time. A key priority is onboarding more customers to digital channels and continuously refining solutions based on feedback and actual usage. Keeping track of new developments and evolving customer expectations is also essential to ensure that digital channels continue to deliver value.



Not having digital commerce is not even an option, the real question is how we can make it even better and thereby remain competitive and market-leading.

**Ecommerce manager at a manufacturer**



Onboarding more companies and then improving based on the feedback we receive and the lessons we learn will be most important going forward.

**Head of sales at a manufacturer**



We need to continue to stay relevant and be a challenger in the industry, not falling too far behind but pushing forward and daring to challenge, even in a very conservative industry.

**Ecommerce manager at a wholesaler**

Taken together, the responses show that the continued development of digital commerce is seen as a long-term and ongoing effort. Once the initial launch phase is behind them, companies focus on refining what already exists, improving customer experience, and strengthening the business impact of their digital channels.

Organizational alignment, customer relevance, technical reliability, and measurable results all play a role in this work. Digital commerce is no longer viewed as a one-time project, but as a capability that needs to evolve continuously to remain competitive in an increasingly digital B2B market.



CHAPTER FOUR

# Understanding customer expectations

# Customer demand shapes digital ambition

For the first time, we examine how B2B companies perceive their customers' expectations in being able to buy digitally. A significant share, 42%, describe customer expectations for digital purchasing as high or very high. At the same time, 33% assess demand as low, and 17% state that their customers show no demand for buying digitally.

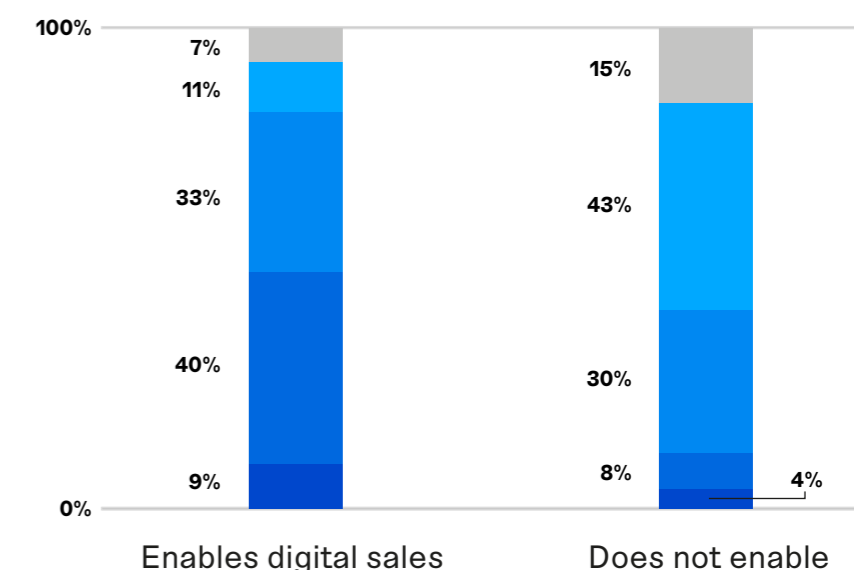
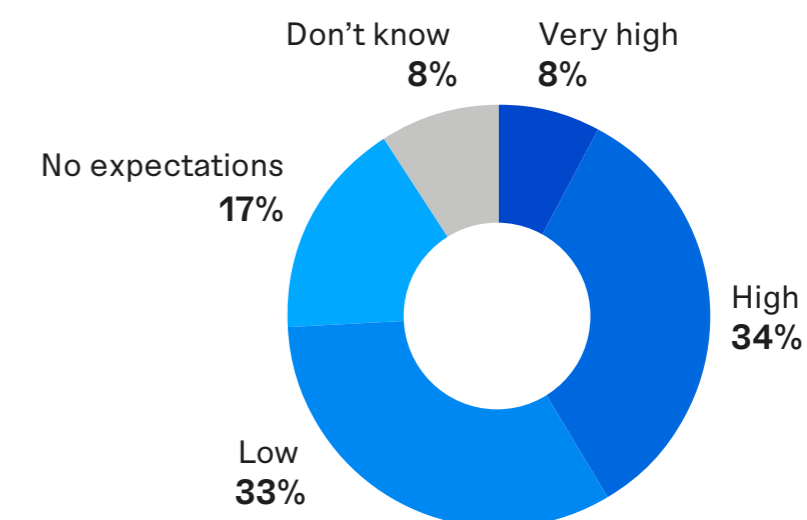
Segment differences are clear. Only 37% of manufacturing companies describe customer demand as high or very high, compared to 53% of wholesalers and 47% of distributors/resellers. At the same time, 22% of manufacturers state that their customers show no demand at all, compared to 9% among distributors/resellers and 11% among wholesalers.

Still, the largest divide appears when comparing companies that already enable digital sales with those that do not. Among companies that enable digital sales, 49% perceive very high or high demand for being able to buy through digital channels. Only 11% see no demand. Among companies that do not enable digital sales, just 12% perceive high or very high demand. As many as 43% state that their customers show no demand for buying digitally.

These differences raise an important question. Do some sectors face genuinely lower demand, or are parts of the market underestimating how expectations are evolving? Businesses that invest in digital alternatives may uncover demand that was not previously visible, while others may mistake a lack of explicit requests for a lack of need.

Stable performance today does not mean expectations remain unchanged. In some segments, particularly among smaller and more traditional manufacturing companies, shifting customer behavior may be recognized later rather than sooner.

## Customer expectations on digital commerce



■ Very high ■ High ■ Low ■ No expectations ■ Don't know

How do you perceive your business customers' demand for the ability to buy digitally?

Sample: All (915)

# Simplified buying tops customer expectations

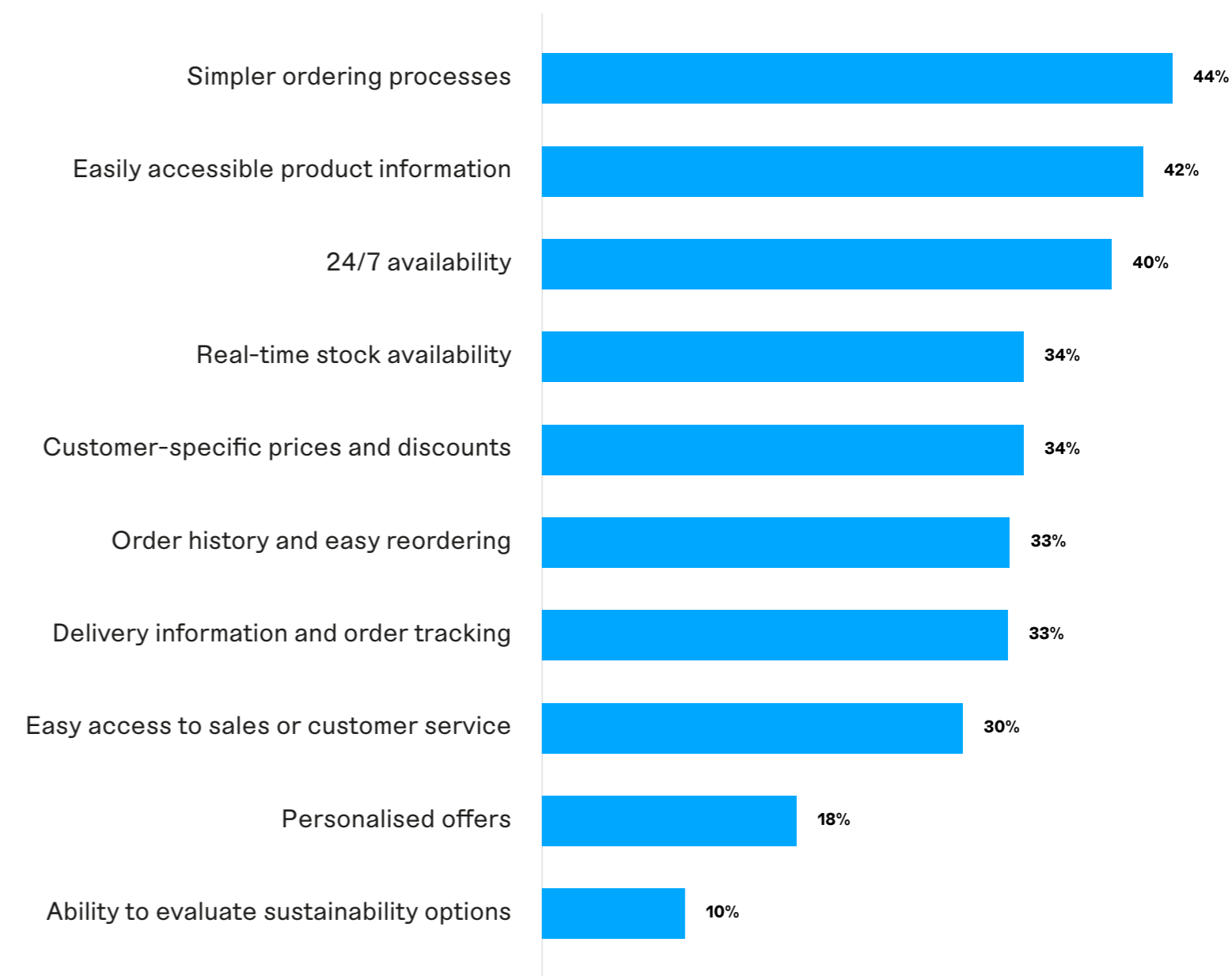
The next step is to look at what this demand actually includes. Companies that both enable digital sales and perceive customer demand were therefore asked which digital services they believe customers value most in digital commerce.

The three top categories all point in the same direction: simpler buying. Easier ordering processes (44%), accessible product information (42%), and round-the-clock availability (40%) are seen as most important.

Together, these priorities describe a clear expectation. Customers want to move faster, find information on their own, and complete transactions when it suits them. Digital commerce is expected to reduce friction, not add complexity.

The positive side is that increased accessibility and simplicity not only benefit the buyer. Simpler ordering processes and accessible product information reduce manual work and routine inquiries at the selling company. When customers can manage more of the buying journey independently, sales and support teams can focus on higher-value interactions. What customers experience as convenience, selling companies experience as efficiency and greater capacity.

## Customer expectations on digital commerce



Which digital services do you believe your customers demand or value most in digital commerce?

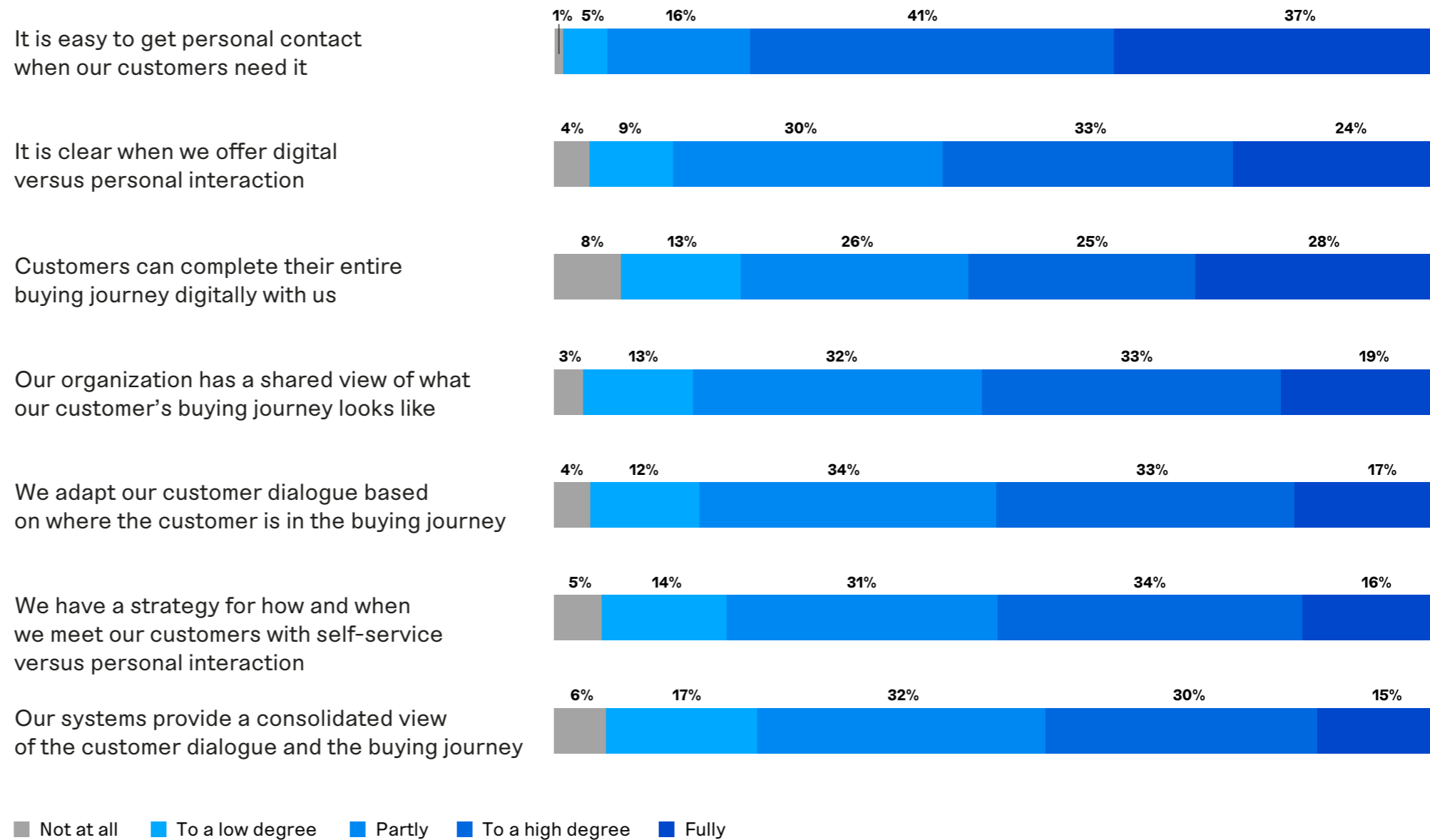
Sample: Enables digital sales and sees demand for digital services (614)

# Adapting to the hybrid customer journey

The hybrid customer journey, where customers expect to move seamlessly between digital channels and personal interaction, is a reality in B2B markets. This development requires more than simply adding digital touchpoints. It demands clarity on how personal contact is integrated, and how systems support a seamless experience across channels.

To understand how organizations work to address this hybrid customer journey, respondents were asked to assess to what extent various statements describe their ongoing efforts in developing digital B2B commerce.

## Supporting the customer journey



To what extent do the following statements reflect how you work with developing digital B2B commerce today?  
 Sample: Selling through digital channels or enabling and planning to introduce digital sales in the future (586)

Around half of the respondents indicate that key organizational foundations for managing the hybrid B2B customer journey are in place. 52% agree to a high degree or fully that their organization has a shared view of what the customer's buying journey looks like. A similar share report having a clear strategy for when to combine self-service and personal interaction (50%) and adapting their dialogue based on where the customer is on the buying journey (50%). This suggests that many companies recognize the need to manage both digital and personal interaction, even if it is not yet the norm across Nordic B2B companies.

57% say it is clear when digital versus personal interaction is offered, and as many as 78% state that it is easy for customers to reach a person when needed. Digital channels are not replacing human contact. Instead, they complement traditional sales relationships and allow customers to move between self-service and personal dialogue depending on the situation.

”

To successfully develop digital commerce and our channels, there needs to be greater understanding and respect from management and IT leaders for how much design and user flows impact the customer experience. Management and the company as a whole must stop viewing departments as separate entities. Sales, marketing, and IT need to operate in symbiosis, with mutual respect and an ongoing dialogue where every part of the customer journey and experience is taken into account.

**Digital strategist at a manufacturer**

”

The most critical factor for our continued development of digital commerce is to better understand customers' problems and needs, and to adapt our digital tools and processes to meet them in the best possible way, with a clear and proven value case.

**Digital project manager at a manufacturer**



# Systems lag behind the hybrid ambition

At the same time, the operational foundation appears less mature. While 53% say customers can complete their entire buying journey digitally, only 46% report that their systems provide a consolidated view of the customer dialogue and buying journey. This indicates that organizational understanding of the hybrid journey is developing faster than the underlying systems and data structures needed to fully support it.

Taken together, the results suggest that most organizations have moved beyond the experimental stage. The hybrid B2B journey is widely recognized, and companies need to combine digital channels with personal interaction. However, strategy, processes, and systems do not always evolve at the same pace, leaving clear room for improvement.



CHAPTER FIVE

# The data-driven organization



One of the clearest developments in this year's study is the growing maturity in how companies use data to develop their digital business. The ability to measure, learn, and adjust has become a more integrated part of digital commerce than ever before.

To better understand how data-driven B2B companies are, we looked at three areas: how they measure, how they use data, and whether they connect it to financial impact and ROI.



## Measurement across the funnel becomes standard practice

As in previous years, the study examines how B2B companies measure and evaluate their digital interactions with customers. The scope covers the full funnel, from early engagement to conversion and customer satisfaction.

This year's results show a clear shift. Only 22% state that they do not measure and evaluate their digital activities at all. This is down from 30% last year, and a clear change from 2021, when 38% did not measure their efforts. Interest in tracking performance across the entire funnel has increased substantially.

Wholesale companies stand out as the most measurement-driven segment and measure more consistently across all stages. At the same time, improvements can be seen across segments. Among manufacturing companies for example, 25% do not measure their digital efforts, down from 35% in 2021.

The direction is clear. Measuring digital activity is increasingly seen as a baseline requirement rather than an advanced capability.

# 78%

measure and evaluate  
their digital interactions  
with customers

# Data is increasingly used to shape offerings and channels

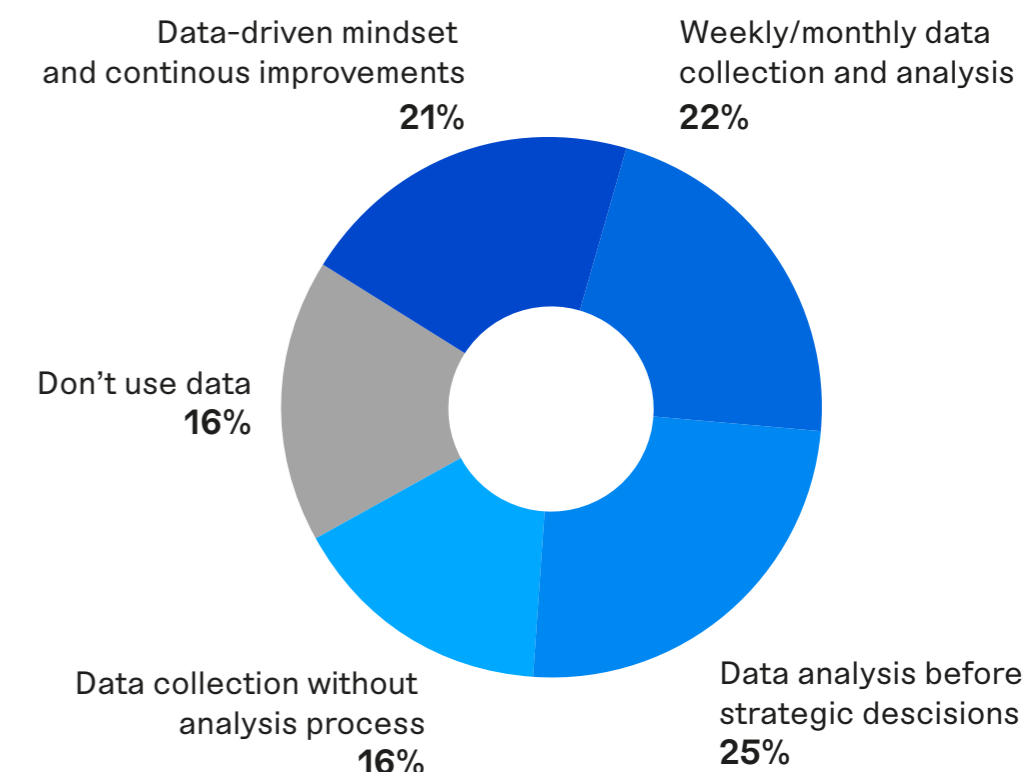
Secondly, we asked how B2B companies use data to develop their offering and digital channels. Here, too, the trend is positive. In total, 68% actively use data for this purpose, up from 58% last year.

The responses reveal different levels of maturity. 21% describe themselves as having a data-driven mindset and working with continuous improvements. 22% collect and analyze information on a weekly or monthly basis, while 25% use data analysis ahead of strategic decisions. All three groups have increased their share compared to last year, suggesting that data-driven work is becoming more embedded in both operational routines and strategic processes.

Company size still plays a role. 79% of larger companies actively use data to develop their offering and digital channels. Among the smallest companies, 35% do not use their data, although this is an improvement from 45% last year. Among the largest companies, only 8% do not use data, down from 11%.

The overall trend is positive across all company sizes. Smaller companies are increasingly using data to support business planning and development. Even organizations with more limited resources recognize that structured analysis supports better prioritization, sharper offerings, and more focused channel development. Despite this progress, the difference between small and large companies remains clear. Larger organizations are further ahead in using data for both strategic and operational decision-making.

## Data-driven businesses



How do you use data to develop your offering and digital channels?

Sample: All respondents (915)

# Financial impact is harder to demonstrate

As a third step, we looked at how companies follow up on the financial impact of their digital initiatives.

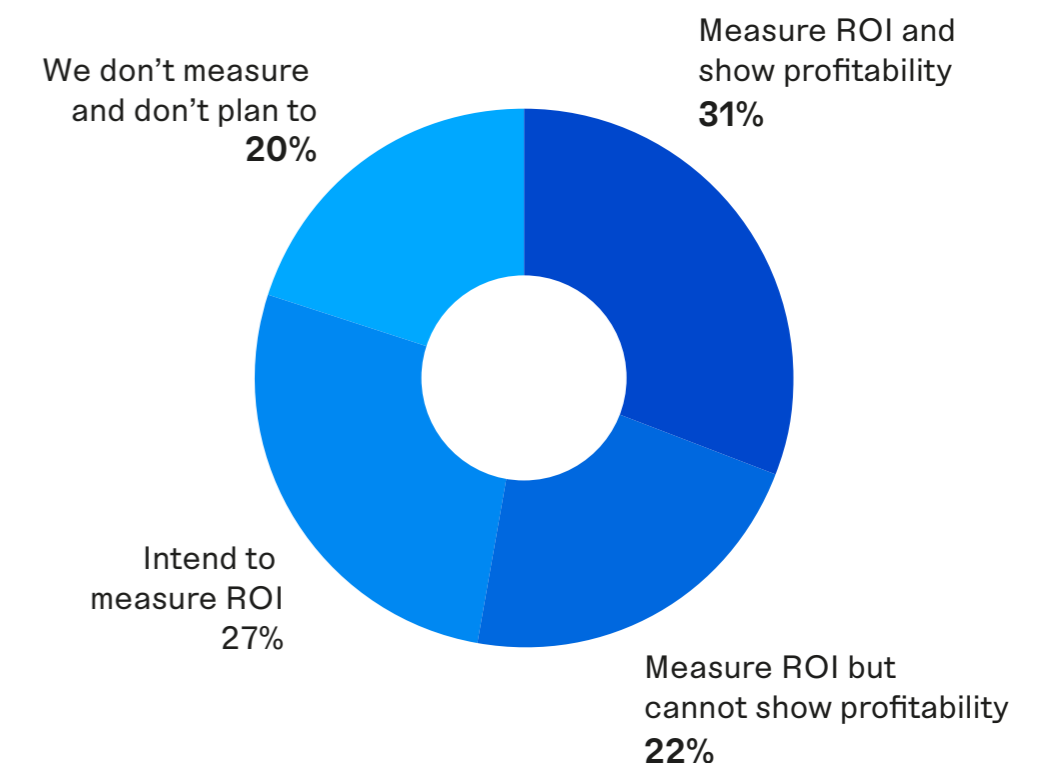
The results show a mixed picture. 31% state that they measure ROI and can demonstrate profitability, while 22% measure ROI but cannot clearly show financial return. Another 27% intend to measure ROI, and 20% neither measure nor plan to do so.

This means that while just over half formally measure ROI, only around one third can clearly demonstrate financial return from their digital initiatives. A significant share either struggles to translate measurements into profitability or are still in the planning phase.

The key insight is that measuring activity is becoming standard practice, but linking digital initiatives to clear financial outcomes remains more difficult.

**53%**  
measure and follow-up  
on return on investment  
in digital commerce

## ROI and profitability



Does your company measure ROI on your digital initiatives?

Sample: Sells through digital channels (522)

# From measurement to competitive advantage

To summarize, the results show clear progress but also reveal gaps in how data-driven B2B organizations are today, across measurement, data use, and the connection to financial outcomes.

## Data-driven work is becoming the norm in B2B

The numbers point in the same direction. Around 80% measure digital interactions and 68% actively use data to develop offerings and channels. A growing share also describes their organizations as having a data-driven mindset.

The experimental phase appears to be over. As organizations mature, precision becomes more important. Digital commerce is no longer about testing whether it works, but about improving performance. Measurement and structured follow-up create the foundation for automation and advanced analytics. Without defined data points and consistent tracking, scaling becomes difficult.

## AI rewards companies with better data

The difference between small and large companies remains clear. Larger organizations have operationalized their data-driven work to a greater extent, which likely provides them with a competitive advantage.

As AI becomes more integrated into digital processes, the importance of structured data increases further. Organizations that already manage, analyze, and act on data systematically are better positioned to adopt AI tools effectively. Companies with fragmented data and limited measurement risk falling further behind as technological development accelerates.

## The real test is business impact

Despite broader data usage, ROI tracking shows limited progress. Even if many companies see themselves as data-driven only one third can clearly demonstrate profitability, highlighting a persistent gap between operational measurement and financial accountability. Measuring engagement and activity is no longer enough. The real test lies in linking digital initiatives to measurable business impact.

# About Nordic Digital Commerce in B2B 2026

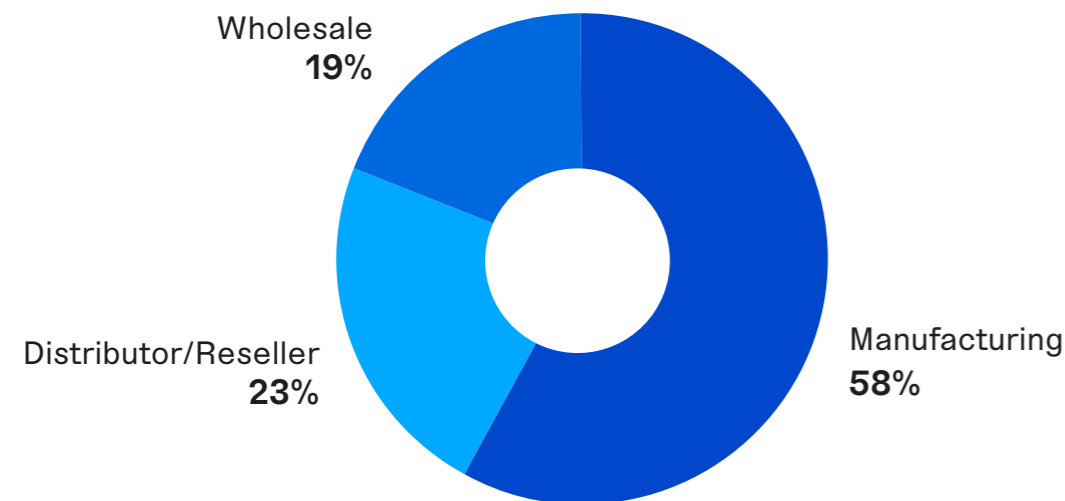
The Nordic Digital Commerce in B2B 2026 study was conducted by Litium in January 2026. The study was run as a web survey sent out to a selection of companies combined with a panel of decision makers at B2B companies in the Scandinavian countries – Sweden, Norway, Denmark, and Finland.

As last year, the 2026 study is focused on businesses that sell physical products in a B2B environment – manufacturing companies, distributors/resellers, and wholesalers.

The results presented in the report are based on 915 qualified responses, consisting of 283 respondents from Sweden, 211 from Denmark, 210 from Norway and 210 from Finland. 75% of the companies sell directly to corporate customers while the others sell to consumers or corporate customers through resellers. 27% also sell directly to consumers.

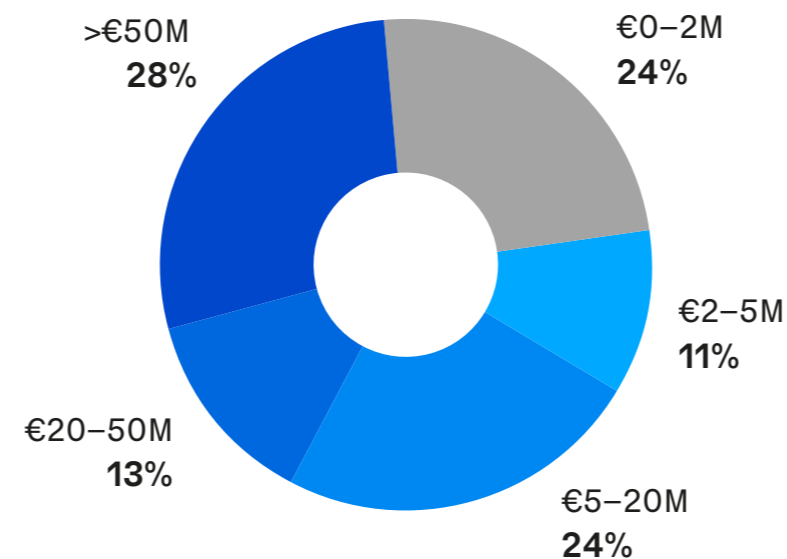
This year’s report is the tenth edition. As in previous years, B2B agency Crescando has led the project in cooperation with research firm Norstat.

## Industry



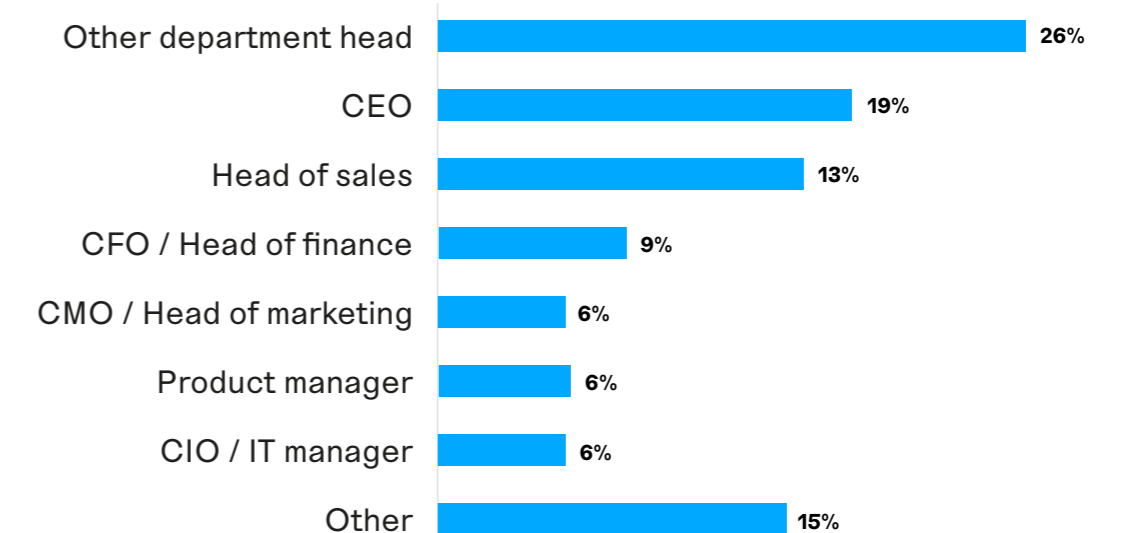
The appropriate industry category was selected by each respondent on their own.

## Revenue



All responses were given in local currency and then converted to euro for comparison purposes.

## Title of respondents



Litium AB (publ) is one of the Nordic region's leading companies in digital commerce. We help businesses in B2B and B2C to accelerate their sales, quickly scale up their business, reach new markets and create market-leading customer experiences online. We do this by offering a scalable and cloud-based e-commerce platform that is built for growth. Our customers such as Lindex, Tingstad and Jollyroom have an annual turnover of more than SEK 20 billion. Litium operates together with its partner network in the global market and is listed on the Nasdaq First North Growth Market. Amudova AB is the company's Certified Adviser and can be reached at [info@amudova.se](mailto:info@amudova.se) or +46 8 586 434 00.

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