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Creating Seamless Customer Experiences in B2B Commerce

How B2B Brands Are Using Strategy,
Technology, and Channel Optimization to
Create a New World of Digital Purchasing

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Executive Summary

The B2B buying experience is fundamentally changing as organizations abandon rigid individual commerce platforms in favor of flexible, composable architectures. Companies are also increasingly investing in diverse customer touchpoints and self-service capabilities. This is a direct response to their buyers, who expect to see the same level of transparency and ease-of-use that they know from their consumer eCommerce purchases.

While most B2B organizations have achieved strong system integrations, data quality remains the primary barrier to delivering seamless customer experiences. This shift toward modularity and personalization represents both an opportunity and a challenge for customer experience leaders who must balance technological sophistication with operational complexity.

This report explores how B2B organizations are building seamless customer experiences through a mix of strategy, technology, and channel diversity.



Foreword from the Producer

As the Head of Content, Growth and Production for the global B2B Online conference series, I'm pleased to share our latest B2B Online Insights research report: Creating Seamless Customer Experiences in B2B Commerce.

Here's the deal: your buyers now expect products, gear, materials, and everything else you sell to be as easy to buy as sneakers on Amazon—with a slight edge and a B2B element. Our research shows the smartest B2B companies are keeping up by building flexible tech stacks, rolling out better self-service, and cleaning up their data. Basically: less friction, more conversion. And yes, AI is already being woven into the mix, making everything faster, smarter, and more seamless, without losing the human element where it counts.

Now, here's where it gets fun. We're not just keeping this conversation on paper (or PDF). We're taking it on the road.

That means in-person events across the U.S. and Europe, plus our digital insights in your inbox, so you're getting the good stuff before the big show. Think of it as the pregame. When May 2026 rolls around, you'll already be up to speed on the plays shaping B2B eCommerce before coming out to the flagship Chicago event.

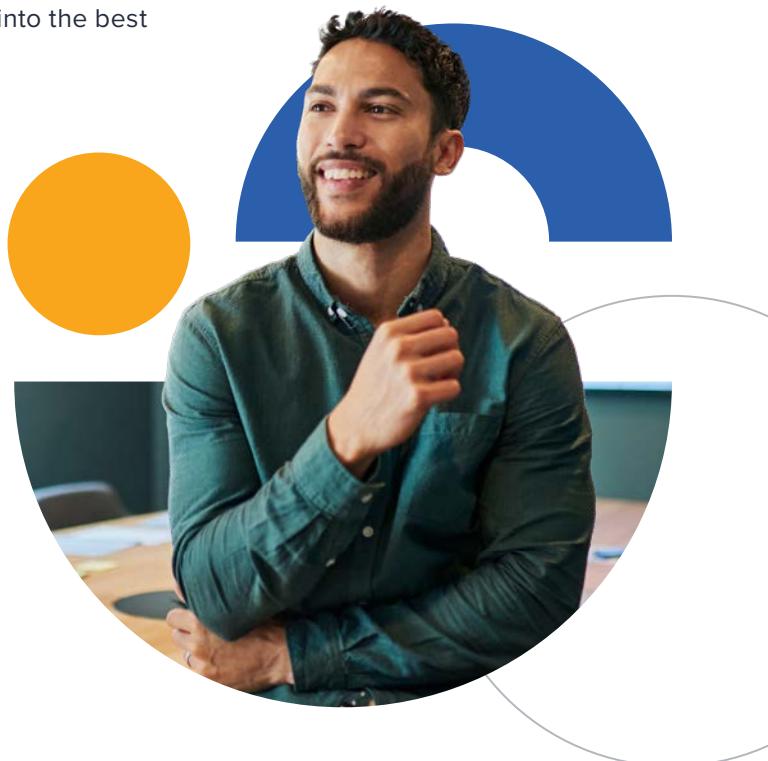
So, dive into the report, steal an idea or two, and make your customer experience as seamless as your morning coffee order. Then, come join us at B2B Online Chicago May 4–6, 2026, where we'll keep turning these trends into the best tactics for you and the team.



Ryan Kulp

Head of Content & Growth
B2B Online

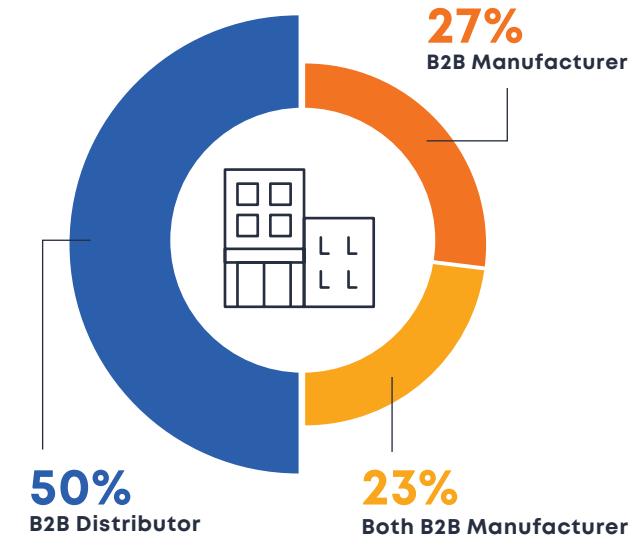
**REGISTER FOR B2B ONLINE
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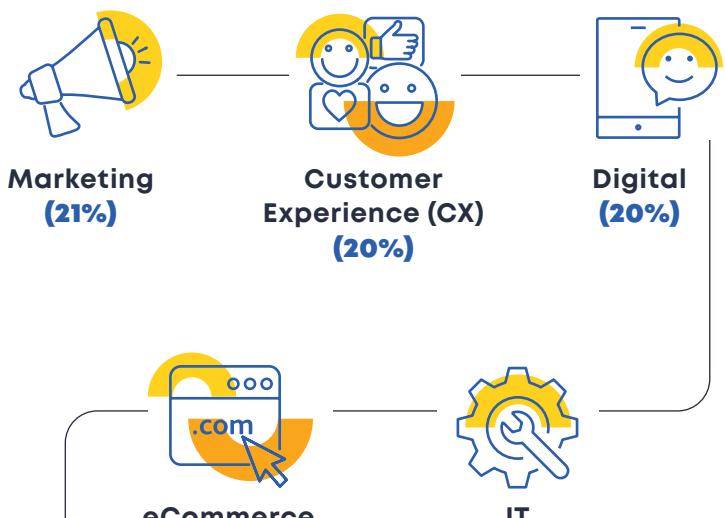
About the Respondents

To generate the results featured in this report, researchers surveyed 100 leaders from large B2B distributors and manufacturers, as well as organizations that operate as both.

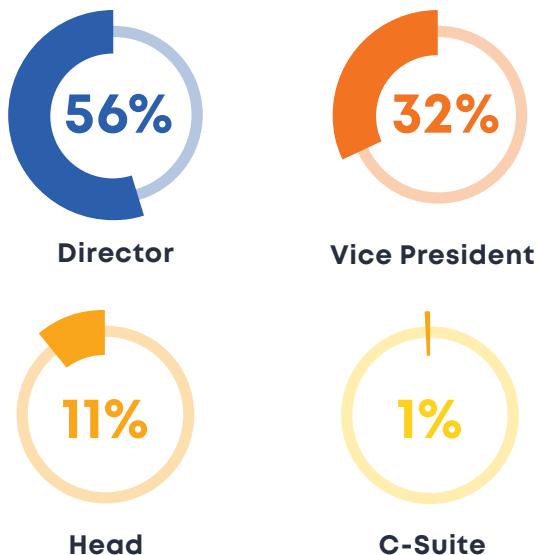
Company Type



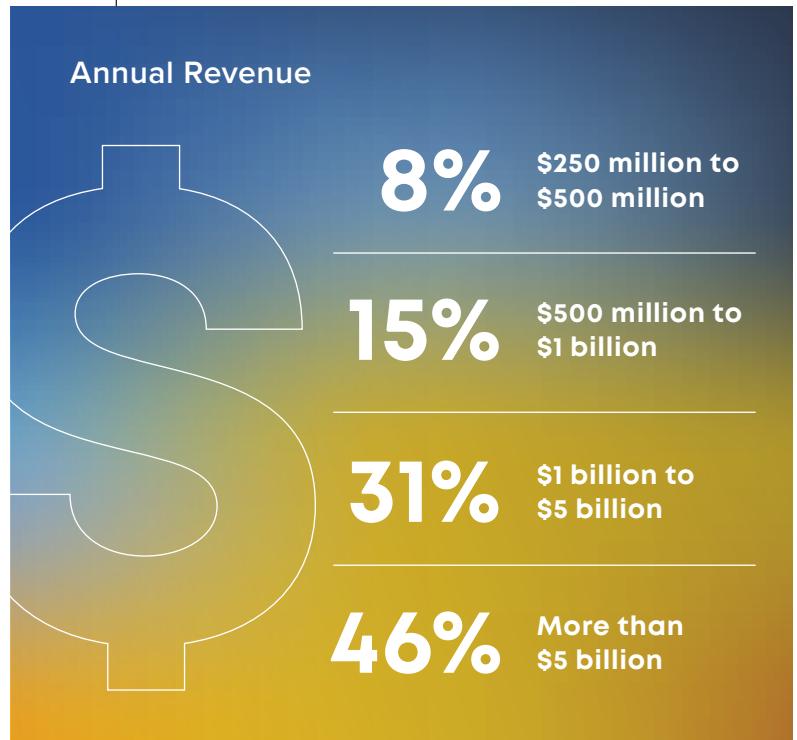
Roles



Seniority



Annual Revenue



Key Insights

61% use multiple components in their current digital commerce architecture.

90% have integrated their eCommerce platforms with ERP systems.

70% utilize inside sales channels as their primary customer touchpoint.

71% say their architecture is only "somewhat effective" at delivering seamless CX.

73% can deliver personalized catalog views to different customer segments.

43% identify poor data quality as the biggest internal barrier to quality CX.

The top two reasons they'd invest in additional customer touchpoints are:

- Improving customer data visibility (**49%**)
- Meeting buyer expectations for self-service (**43%**)



Connecting the Messy Middle of B2B Commerce

**Your customers move fast.
Your systems, not so much.**

Many digital initiatives stumble for the same reason: the front-end moves faster than the systems and business processes behind it. Integrations break, data gets messy, and progress slows to a crawl.

Luminos Labs bridges that gap. We design, implement, and support modern digital platforms with eCommerce, CMS, PIM, search, and middleware - fully integrated with the operational backbone of your business like ERP, WMS, MRP, and CRM systems.

Here's what that means in practice:

- Scalable operations - digital foundations that adapt to your business.
- Reliable systems - stable, connected platforms that stay that way.
- Predictable delivery - project execution without any drama.
- Smarter use of budget - every dollar tied to value, not rework.

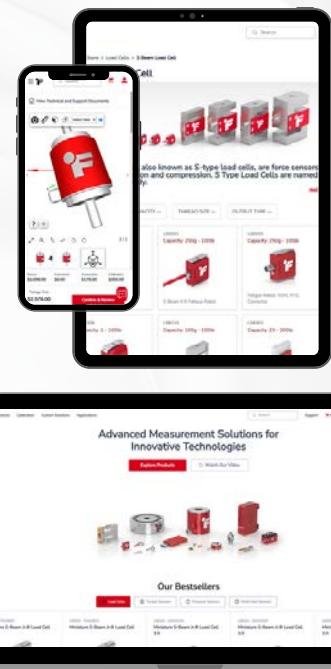
We make digital work the way your business already does: efficient, trustworthy, and without surprises.

Let us show you.



Talk with our team about building clean, connected commerce.
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 **LuminosLabs**



B2B Companies are Building Flexible Commerce Ecosystems

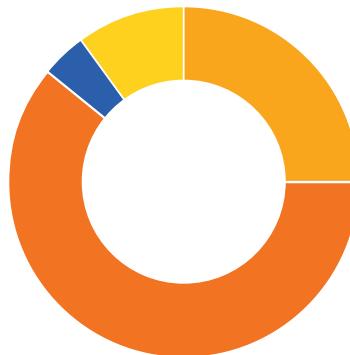
The way B2B companies handle digital commerce is changing, as fewer organizations are willing to settle for rigid, monolithic platforms. Instead, most organizations are piecing together their own commerce systems based on their view of an optimal and seamless customer experience.

According to the study, 61% of the respondents now use what they describe as “multiple integrated best-of-breed components,” essentially picking and choosing the tools that work best for their needs. Only 25% say they use a single eCommerce platform that serves all their sales channels.

This shift isn’t just about technology preferences. B2B companies face intense pressure to adapt, address unique customer requirements, and grow without being limited by their software. By choosing modular systems, organizations can update, swap, or add new tools quickly, so they stay nimble.

For the people leading customer experience (CX) efforts, this opens up the ability to design highly customized journeys for buyers, but it also requires careful planning and ongoing management of all the parts and parties involved.

Which of the following statements best describes your organization’s current digital-commerce architecture?



- **25%** One unified commerce platform serving all channels
- **61%** Multiple integrated best-of-breed components (“composable commerce”)
- **4%** Single monolithic eCommerce platform + bolt-on point solutions
- **10%** Primarily ERP-centric commerce with limited capabilities
- **0%** No dedicated digital-commerce platform yet

Practitioner Perspectives

B2B Commerce Ecosystems

According to practitioners at B2B Online Chicago 2025, building strong B2B commerce ecosystems requires integrating sales, marketing, product management, and customer service with shared data platforms. Internal silos must be broken, and both internal and external stakeholders (including customers) should be involved in planning.

Modern ecosystems should meet evolving buyer expectations, especially those of younger, digitally native B2B buyers. Success means responding flexibly to market changes and maintaining a seamless experience across all touchpoints.

Customers Demand Channel Diversity and Self-Service Capabilities

B2B companies are diversifying their customer touchpoint strategies.

Inside sales channels have 70% adoption, followed closely by customer-specific microsites (64%) and social-commerce storefronts (60%). More than half also support authenticated portals, public B2B marketplaces, and field sales tools.

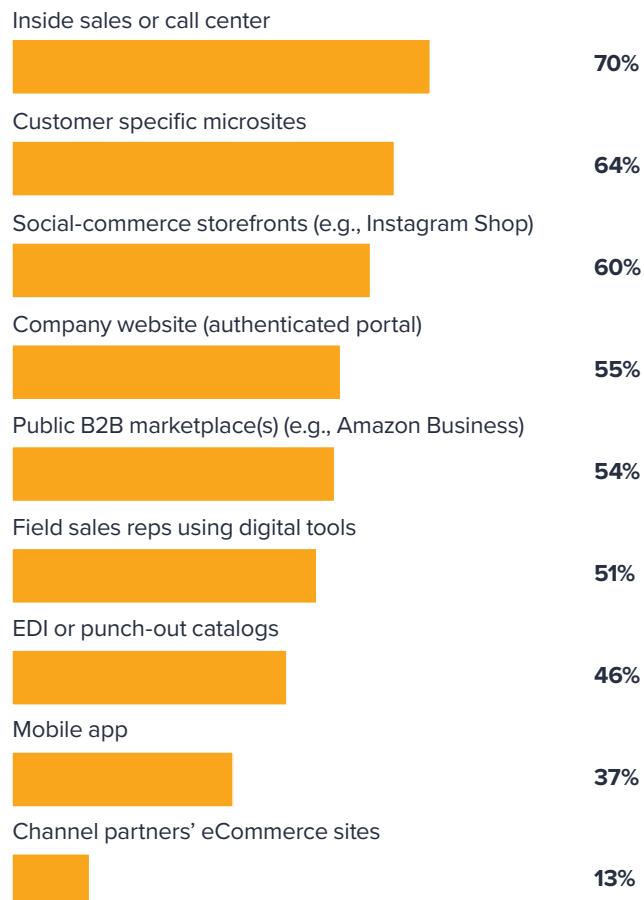
This channel proliferation shows that B2B buyers want options and flexibility in how they engage with suppliers. The dominance of inside sales channels suggests that the human touch remains important in B2B relationships, but the strong showing of digital-first options like microsites and social commerce indicates a clear shift toward self-service preferences.

The data also show that B2B leaders have implemented some impressive self-service capabilities, allowing customers to take a wide range of actions on their own.

Most of the respondents say their customers can independently track shipments, check real-time inventory, pay invoices, view account details, process returns, access custom pricing, and request quotes, among other actions.

There are only two exceptions in the list presented to the respondents. Most say their customers can't currently download product documentation on their own or save favorite products or shopping lists on their buying platforms.

Which of the following buyer-facing channels does your company currently support for product discovery or ordering?



These gaps in self-service functionality are notable because they are already common to consumer eCommerce experiences. For example, consumers shopping on Amazon.com expect to be able to obtain product specifications with the click of a button. They may also be aware that they can create personalized shopping lists, save favorite products for future or repeat purchases, and even save entire shopping carts for later.

Forward-thinking CX leaders will prioritize closing these gaps to create more seamless customer journeys with comprehensive self-service capabilities.

Practitioner Perspectives

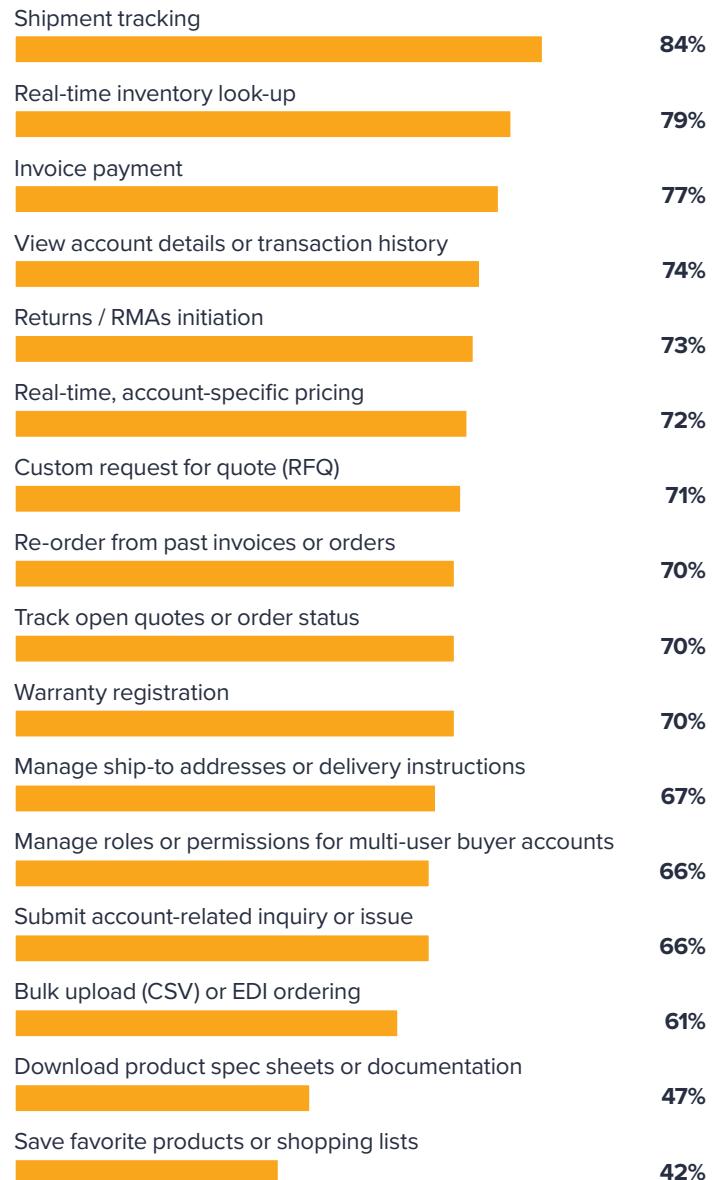
Self-Service

Practitioners' conversations with B2B Online Insights reveal that self-service is now a critical advantage in B2B, as buyers want instant, easy access to information and transactions.

Effective self-service tools make processes easier and more streamlined for users, and they must allow buyers to resolve issues independently. This reduces routine queries for sales and support teams.

Companies can track self-service success with new metrics like "inquiry reduction" and "account growth" rather than just classic eCommerce KPIs. Leaders are expanding self-service to complex workflows, making detailed information accessible and user-friendly online.

Which of the following are actions your buyers can currently complete through self-service (without human assistance)?



Organizations Are Working Toward Large-Scale Personalization

The survey reveals that organizations have achieved strong adoption of advanced personalization techniques.

A significant majority can deliver personalized catalog views (73%), custom landing pages and dashboards (70%), and dynamic search results (69%). Additionally, 60% use predictive analytics for customer targeting and segment-based promotions.

The ability to show different catalogs to different customer types or provide role-specific dashboards demonstrates sophisticated segmentation and content management capabilities. However, these systems can only be effective if organizations deploy them effectively.

Ideally, a seamless B2B buying experience should feature personalized capabilities that reduce the overall cognitive load of the buying process. Systems that achieve this will support customer loyalty and may even improve revenue.

Looking ahead, 54% of the respondents plan to implement content targeting by role or industry, context-based triggers, and replenishment reminders within the next year. The focus on replenishment reminders and recurring order suggestions is particularly strategic, as these features can significantly impact customer lifetime value and reduce churn.

Which of the following personalization techniques do you currently use as part of your customer experience strategy, and which are techniques you plan to implement in the next 12 months?

- We currently use this.
- We will implement this in the next 12 months.
- We don't currently use this and won't implement it in the next 12 months.

Catalog views personalized by customer type or contract



Personalized landing pages or dashboards by account



Dynamic search merchandising or real-time content adaptation



Predictive analytics or next-best-action personalization



Dynamic promotions or messaging by customer segment



Account-based personalization



Consistent experience across web, sales reps, and support channels



Personalized product recommendations based on customer purchase history



Customer-specific pricing (tiers, contracts, or negotiated terms)



Personalized quote workflows or negotiated cart pricing



Content targeting by role or industry



Context-based (e.g., regional, behavioral) targeting and triggers



Replenishment reminders or recurring order suggestions



Practitioner Perspectives

Personalization at Scale

Customer experience practitioners say B2B personalization should go beyond basic segmentation. Instead, it should dynamically tailor product recommendations, documentation, and even user interfaces to each customer or account using integrated data.

B2B Online Insights teams learned from practitioners that AI and automation can help to identify patterns in data and even identify opportunities for delivering personalized experiences. Still, the human component remains important: Leaders suggest blending data with direct customer feedback to ensure relevance.

Ideally, personalization should cover the whole customer journey, from search to post-sale, and be continuously optimized through testing.

From B2B Online Chicago 2025

“Many of the conversations we’ve had about building relationships with customers and providing them with the best possible experience are rounded out by concepts like loyalty and personalization. We found that the terminology and verbiage we were using weren’t translating for our customers, even though they might be standard in our industry. We needed the capability to literally change the words on our product pages so that they are customized for each buyer.”

— **Rob Richardson**, Senior Technical Program Manager, MillerKnoll, Panel: “Personalization at Scale: Tailoring the B2B Buying Experience,” [B2B Online Chicago 2025](#)

Most Systems Are Now Integrated, with Some Exceptions

Almost all the companies surveyed (90%) have integrated their eCommerce platforms with enterprise resource planning (ERP) systems. There are also high integration rates for other critical tools: 83% link to product information management (PIM) systems; 82% connect to customer data platforms (CDPs); 81% use shipping APIs; and 81% integrate price calculation tools.

The exceptions are middleware platforms, which only 45% have integrated, and tax compliance services, at 44%.

These integration efforts have helped companies connect important systems, but not perfectly. Many organizations still rely on ad hoc connections between systems instead of using middleware that could manage their complex networks more effectively. That strategy can work for a while, but it tends to break down when more systems and digital touchpoints are added.

Despite these investments, only 26% say their architecture is “very effective” at delivering seamless customer experiences. Most of the respondents (71%) rate their systems as only “somewhat effective.”

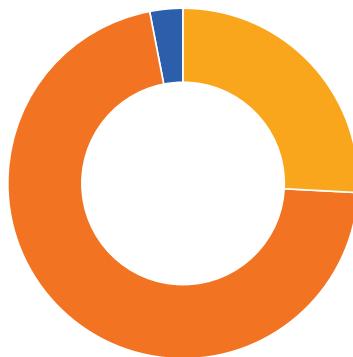
Which of the following back-office systems are directly integrated with your digital commerce environment today?



Respondents who are struggling to create seamless experiences through their current architecture say a lack of standardized data formats is a key challenge. This reinforces the common experience that a company's connected systems are only as effective as the usability of its data.

Messy, inconsistent, or improperly formatted data creates errors that impact the customer experience. As we will learn, these respondents aren't the only ones challenged by data quality.

In your view, how effective is your current system architecture at creating a seamless experience for customers across touchpoints?



- 26% Very effective
- 71% Somewhat effective
- 3% Not very effective
- 0% Not effective at all

Practitioner Perspectives

System Integration

Sessions at B2B Online Chicago 2025 explored the challenges of some system integration projects, especially those that involve legacy systems. Practitioners say experienced partners are often key to coordinating efforts between leaders and front-line IT experts, such as translating data, road-mapping processes, and collaborating across the business.

Ideally, stakeholders will be left with an actionable plan and robust middleware. Well-integrated systems enable real-time updates, role-based access, and smoother adoption of automation and AI.

Lack of Data Quality Is the Biggest Barrier to a Seamless Customer Experience

According to the study, 43% of the respondents say poor data quality is the biggest internal barrier to creating good customer experiences. This is nearly double the number that sees misalignment between business and IT teams (21%) as the top issue.

In the realm of customer experience, bad data can show up as incorrect addresses, inaccurate prices, outdated product details, or inventory numbers that don't match reality. For CX teams, even the most thoughtfully designed websites and processes can fall apart if the information behind them isn't trustworthy.

The fact that organizations now see data quality as the central problem suggests that many have already overcome issues related to collaboration and alignment. However, they still face challenges with the basics of their digital foundations, which could include those respondents who say rigid legacy platforms are their biggest bottleneck (18%).

If B2B companies don't tackle data quality, they'll keep running into technical roadblocks that stop them from delivering the smooth, personalized experiences buyers now expect.

What is the most significant internal bottleneck slowing down your ability to improve the digital customer experience?



- **43%** Data quality or inaccuracy
- **21%** Misalignment between business and technical teams
- **18%** Rigid legacy platforms or technical debt
- **13%** Lack of ownership or prioritization
- **5%** Delays from internal technical teams

Practitioner Perspectives

Data Quality

B2B leaders have told B2B Online Insights plenty of stories about how poor-quality data sabotaged their initiatives, undermining sales, efficiency, and even customer trust. Dedicated tools for data hygiene and governance are necessary to ensure data is usable for capabilities like self-service and personalization.

Some companies have combined their manual and AI-powered approaches to cleaning data, yielding faster time-to-value and easier launches of new channels and touchpoints. Furthermore, they say that integrating data from multiple sources (web, eCommerce, CRM systems, etc.) enables better segmentation and ROI measurement.

Companies Will Invest in Customer Data Visibility & Self-Service

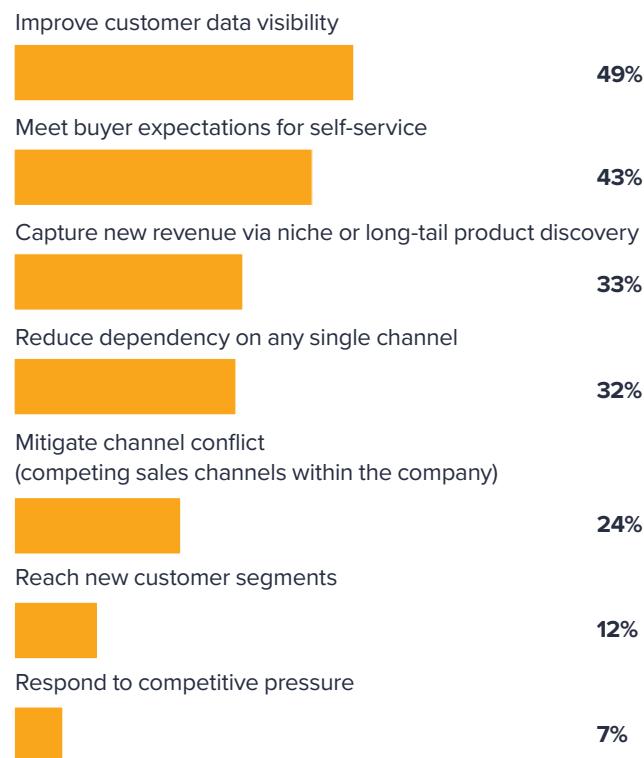
Since data quality is a top bottleneck for the B2B customer experience, it's no surprise that the top two reasons organizations would consider investing in additional customer touchpoints are to achieve customer data visibility (49%) and meet customer self-service expectations (43%). Other key priorities include finding ways to help customers discover niche products (33%) and reducing their dependence on any one channel (32%).

The focus on data visibility reflects a growing understanding that customer insights drive better experiences and business outcomes. Companies that can see how customers behave across channels and that can present accurate data to customers are better positioned to optimize those experiences and identify new opportunities.

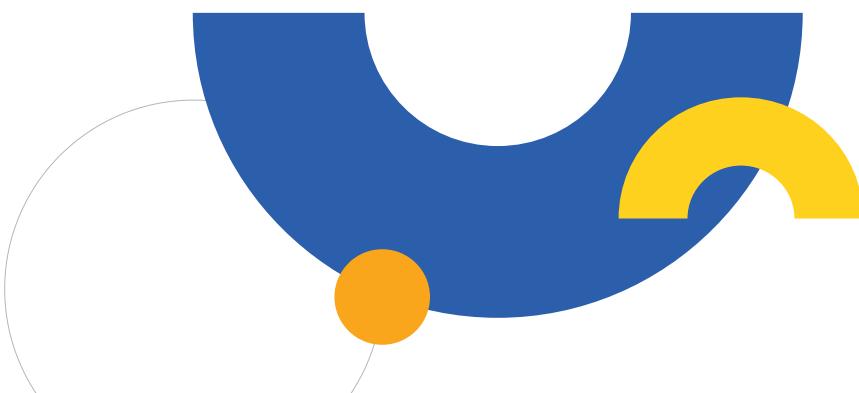
At the same time, improving self-service capabilities acknowledges what B2B buyers have said about what they expect in their buying experiences.

For example, [previous research by B2B Online Insights](#) found that almost half of the B2B buyers who weren't satisfied with their B2B buying experiences had struggled with a lack of digital purchasing solutions and inadequate customer support for digital platforms. The same study found that the most important features B2B buyers look for when buying online are easy product customization, accurate inventory information, repeat orders and subscriptions, and flexible payment options.¹

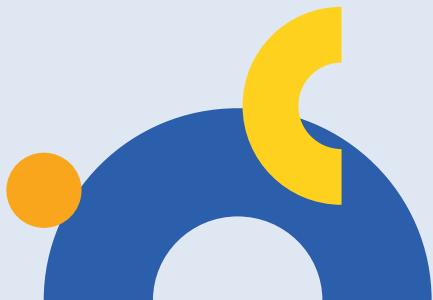
Which of the following are the two most likely reasons your organization would invest in additional customer touchpoints or channels over the next 12 months?



¹ "What B2B Buyers Want." B2B Online Insights, September 2024.
<https://b2bmarketingeast.wbresearch.com/downloads/what-b2b-buyers-want>



From B2B Online Chicago 2025



“You’re going to hear a lot of statistics about self-service, and they’re going to tell you that this is what customers want more than anything, especially younger customers. They don’t want to have to call you up to get a packing slip document. They want to be able to go to their dashboard and get it quickly. Tie your dashboard to self-service, and get whatever funding you need to do it.”

— **Carlos Camacho**, Senior Manager Global E-Commerce, Bausch + Lomb, Playbook Presentation: “Transforming Customer Experience: Account Dashboard Vision,” [B2B Online Chicago 2025](#)

Teams Prioritize Speed and Experience When Choosing Platforms

Organizations show varied approaches to platform evolution. About 26% only change systems every ten years, and 22% try to keep their old systems running as long as they can while upgrading them. Meanwhile, 29% have moved to a “composable” strategy, making steady improvements, and 23% switch platforms every five to ten years.

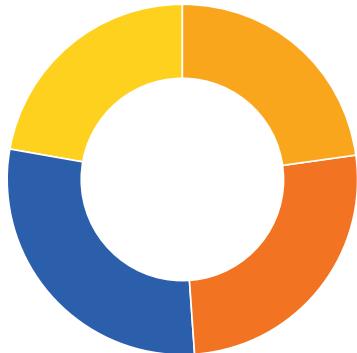
When launching new digital commerce projects, the respondent’s top qualities in choosing a partner are speed and efficiency (46%) and deep industry experience (39%). Notably, cost efficiency comes in much lower, with only 10% naming it as a top quality.

Organizations know that opting for fast, high-quality work and specialized expertise leads to better results than choosing the cheapest option. The emphasis on speed highlights rising competitive pressure.

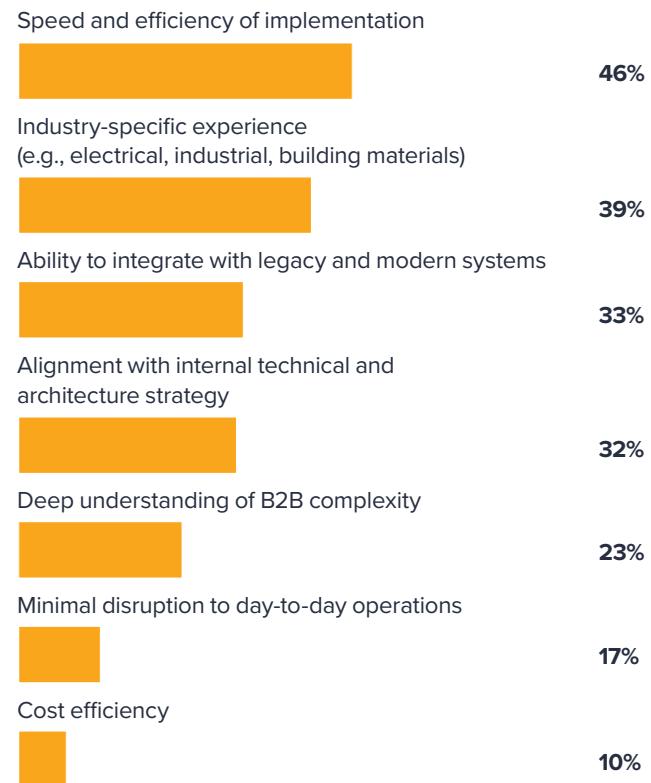
At the same time, the growing influence of CX leaders on these decisions is clear: Choices that improve the customer experience and keep the business competitive are what matter most.



Whether it's for customer-facing or back-office functions, how often does your organization tend to switch to a new platform (also known as "replatforming")?



When delivering digital commerce initiatives (internally or with a partner), which two qualities are most important to your organization?



Practitioner Perspectives

Platform Selection

Several practitioners have pointed out that selecting tools and platforms must be driven by business needs and user requirements, rather than trending features or "getting technology for technology's sake."

The best platforms are flexible and scalable, with customizable solutions and add-on features that can meet various business needs. Stakeholders should be involved early in the selection process, and every relevant department should have a seat at the table.

Departments like procurement, IT, and the C-suite might lead the selection process, but marketing, sales, operations, and customers should have a voice when selecting any solution that changes their day-to-day experience.

CASE STUDY:

Boston Scientific Presents Its Self-Service Transformation at B2B Online Chicago 2025

During a keynote address at B2B Online Chicago 2025 called “Delivering Digital Solutions That Are Not Purely Transactional,” Deirdre Peters, Director of Digital Experience at Boston Scientific, and Jenna Chapiewsky, Associate Director of IT at Boston Scientific, shared how they transformed the company’s customer experience strategy by implementing a digital self-service platform that went beyond traditional eCommerce functions.

Creating a “Seamless Experience” for Buyers at Hospitals

Starting in 2020 without any e-commerce presence, they focused on their clinic and lab segments, as they typically included customers with the highest administrative burdens.

Their approach centered on the concept of “everything but ordering,” which meant providing customers with real-time product availability, order tracking, invoice access, and comprehensive product information. For hospital customers who primarily order through EDI, the platform became invaluable for checking stock availability before placing urgent orders and finding alternative products when items were out of stock.

“And if something’s not in stock, they can actually see alternate product recommendations and order through Boston Scientific,” said Jenna Chapiewsky. “In the past, they would have had to order through a competitor.”

Jenna Chapiewsky also commented on what a seamless customer experience looks like for these types of buyers:

“We feel like one of our key charters is creating a seamless experience,” she said. “Our hospitals can see their order history across franchises and across all ordering channels, and they can track their shipments regardless of what channel they used.”

Driving Customer Loyalty and Revenue Growth

The results of the project were significant. Customers using Boston Scientific’s self-service platform drove 15% incremental revenue growth. Even non-purchasing users contributed approximately 5% growth through improved purchasing decisions.

The platform reduced inquiry calls to sales representatives and customer service, allowing clinical sales reps to focus on value-driven activities rather than order tracking.

“We have about ten to twelve thousand representatives across the world, and we want them to be focused on what they were trained to do,” said Deirdre Peters. “We want them advising physicians on our products and how to use them, not being asked for a tracking number and having to text it to the customer while they’re on vacation.”

Conclusion: Seamless Experiences Demand Adaptive Architecture and High-Quality Data

B2B commerce success demands two critical foundations: clean data and flexible technology.

Organizations are abandoning rigid monolithic platforms for composable architectures that enable rapid adaptation and personalized customer journeys. However, 43% of leaders identify poor data quality as their biggest barrier to seamless experiences.

While composable commerce offers customization and agility, it requires sophisticated integration management across multiple technology partners.

Many organizations struggle to translate customer experience concepts into actionable capabilities that actually work.

Companies must prioritize data quality improvements alongside building consumer-grade self-service capabilities. Organizations investing in customer data visibility and flexible, integrated architectures will deliver the seamless experiences that drive loyalty and revenue growth.

Key Suggestions

Prioritize data quality initiatives in customer experience improvements: Poor data quality undermines even the most sophisticated personalization and integration efforts.

Expand self-service capabilities to match consumer eCommerce standards: Close functionality gaps by implementing features like downloadable product documentation and saved shopping lists.

Adopt a composable commerce strategy with continuous improvement cycles: Rigid platforms are difficult to scale, while modular systems can evolve and be improved incrementally.

Invest in customer data visibility tools to optimize touchpoint performance: Focus technology investments on solutions that provide comprehensive insights into customer behavior across all channels to identify optimization opportunities and drive better business outcomes.

About the Author

b2b Insights

B2B Online Insights, the industry research and digital publishing arm of B2B Online, delivers cutting-edge data and analysis on trends, challenges, and opportunities in the B2B eCommerce and digital marketing sectors. Through comprehensive research reports, webinars, and thought leadership initiatives, we empower senior-level B2B leaders to make informed strategic decisions and stay ahead in the rapidly evolving digital landscape.

Our deep industry intelligence not only informs B2B leaders but also connects innovative solution providers with key decision-makers, fostering a dynamic ecosystem that drives the future of digital commerce in the B2B space.

For more information, please visit wbrinsights.com.

About the Sponsor

LuminosLabs

Luminos Labs is an expert solutions implementor, laser-focused on delivering seamless and highly integrated digital experiences. The company partners with complex organizations to transform fragmented digital efforts into scalable, business-driven platforms that elevate ecommerce from a side project to a core product and, ultimately, a foundation for scaled growth. Luminos Labs implements ecommerce, CMS, search, PIM, and middleware solutions that connect front-end experience with back-end operations.

With deep expertise in architecture, engineering, and design, the team accelerates delivery and reduces complexity with a lean, expert model. Trusted by B2B leaders like Chefs' Warehouse, Vertiv, SRS Distribution, Thorlabs, and FloWorks, Luminos Labs helps clients build the digital infrastructure needed for sustained success.

Learn more at www.luminoslabs.com.