

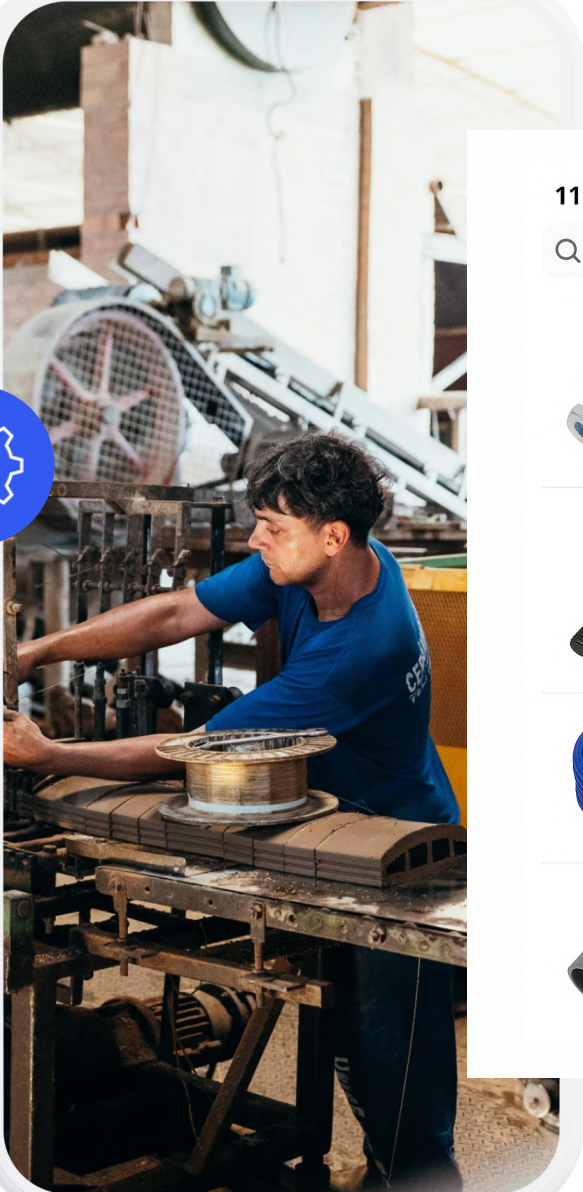
From Excel to digital sales

A CEO guide to modern
B2B customer portals



Now is the time to act

B2B buying behavior has changed. Your customers nowadays expect the same smooth experience in B2B purchasing that they enjoy when shopping online as consumers. Today, around 30%¹ of all B2B transactions are already digital with forecasts pointing towards 40% by 2030. That shift is happening in manufacturing, wholesale and industrial sectors right now.



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¹ Source: McKinsey & Company, B2B Pulse Survey

Are you losing deals without knowing it?

Online B2B customer portals are now the top revenue-generating sales channels for companies that offer it. This means your customers have already changed. The only question is whether your business has.

- ~ 65%² of B2B companies offer ecommerce capabilities.
- 83%³ of B2B buyers prefer ordering through self-service channels.
- 75%⁴ of B2B buyers complete most of their research online before speaking to sales.
- 58%⁵ of B2B buyers feel comfortable placing complex B2B orders online.
- 75%⁶ of B2B buyers would switch supplier for a better digital experience.

² Source: McKinsey & Company, Busting the five biggest B2B e-commerce myths

³ Source: McKinsey & Company, B2B Pulse Survey

⁴ Source: McKinsey & Company, B2B Buying Report

⁵ Source: Forrester, The state of B2B ecommerce

⁶ Source: Capgemini, The future of B2B sales

Cost of inaction – what waiting really costs you

The biggest risk for many traditional B2B companies is not making the wrong digital investment – it's waiting too long to make one at all.

While manual processes may still work today, buyer behaviour has already changed. Customers expect to research, compare and place orders online, often before they even speak to a salesperson. When that experience isn't available, they simply turn to suppliers who are easier to buy from.

What makes this especially dangerous is that the loss is often invisible. Deals are not lost in negotiations – they disappear earlier in the buying journey, before your sales team even knows the opportunity existed.

At the same time, manual order management creates growing operational costs. Sales and customer service teams spend valuable time handling routine questions, correcting order mistakes and managing administrative tasks instead of focusing on revenue-generating work.

The result is slower growth, higher costs and an organisation that becomes increasingly dependent on individuals rather than scalable systems.

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The biggest risk isn't making the wrong digital investment.

It's waiting until your competitors have already moved ahead.

– Emil Lissborg Nordenskiöld, Head of Sales, Norce



Studies from McKinsey, Gartner and Forrester show that B2B customers clearly increase their purchase frequency when self-service is available – and that the lack of digital channels leads to fewer and more sporadic purchases. In practice, this often corresponds to a 10–25% lower order frequency.

What is the price of maintaining the status quo? Consider a B2B company with an annual turnover of 500 million SEK. If friction in the customer journey causes just 5–10% of potential orders to shift to competitors with a better digital buying experience, the result is a staggering annual loss of 25–50 million SEK annually.

Cost of inaction – what waiting really costs you:

- Lost revenue to competitors who are easier to buy from.
- High cost per order due to manual handling by sales & support.
- Slower growth caused by bottlenecks in order processing.
- Increased organisational risk when key people sit on critical knowledge.

Norce – built to meet complex B2B needs with simplicity and control



A modern B2B customer portal changes the economics of your business. Instead of relying on manual processes and individual sales capacity, you create a digital channel that works 24 hours a day, supports customers at scale and removes friction from the buying process.

Customers can easily find the right products, see their negotiated pricing, place orders when it suits them and repeat purchases with minimal effort. This leads to more frequent orders, higher basket sizes and significantly fewer errors.

Internally, the impact is just as powerful. Routine administration is automated, sales teams can focus on strategic customer relationships, and your organisation can grow without increasing operational complexity.

In short: a modern customer portal doesn't just improve the buying experience – it creates a more profitable and scalable business model.

What you gain by digitalising with Norce:

- More orders and higher order value.
- Lower operational costs through automation.
- Faster sales cycles and happier customers.
- The ability to scale without increasing headcount.

Mastering the B2B customer journey with business to sales

B2B buying is complex. Multiple stakeholders, negotiated pricing and long approval chains are part of everyday reality. To succeed in this environment you need more than a digital storefront. You need a Business to Sales (B2S) approach, where your customer portal supports both your customers and your sales team in one connected flow.

Norce is built for exactly this. By digitalising the journey from first interaction to complete order, Norce removes friction and ensures a process that is efficient, transparent and scalable.

From quote to order – without friction

With Norce, the quote-to-order process becomes one continuous flow:

- Sales create and manage quotations
- Customers review and approve them directly in the portal
- Orders are completed without manual handovers or delays

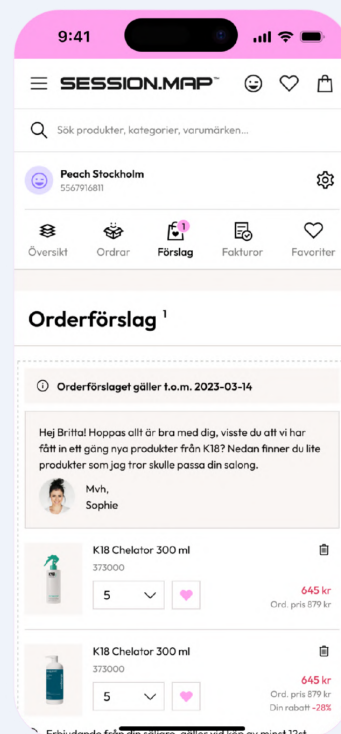
This reduces friction across the buying process, leading to faster sales cycles, fewer errors and better control.

Empowering your customers through self-service

A modern B2B customer portal gives your customers the control they expect:

- Instant reorders: access full order history and buy again in seconds
- Easy approvals: review and accept sales quotes directly in the portal
- Team collaboration: create and share favourites and shopping lists across teams
- Full transparency: access invoices and order data synced from your ERP

The result is a smoother buying experience with less reliance on support.



Enabling your sales team to focus on value

At the same time, your sales team stays fully in control:

- Create quotations and apply discounts
- Place orders on behalf of customers
- Manage complex relationships with full visibility

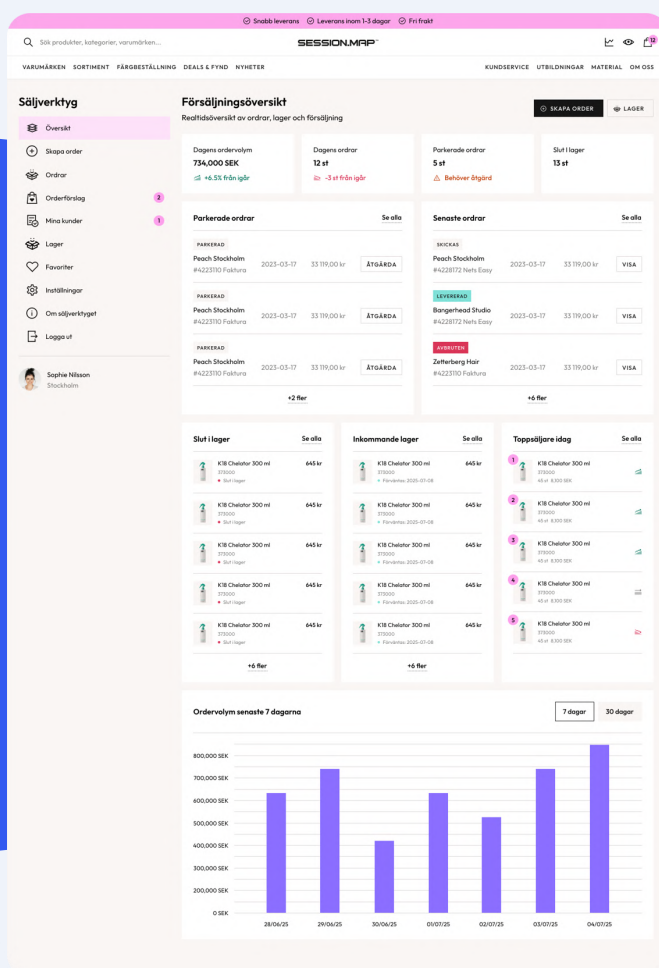
Instead of handling routine administration, sales can focus on strengthening customer relationships and driving growth.

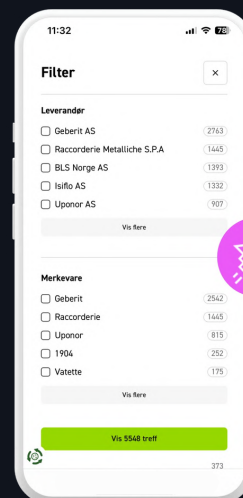
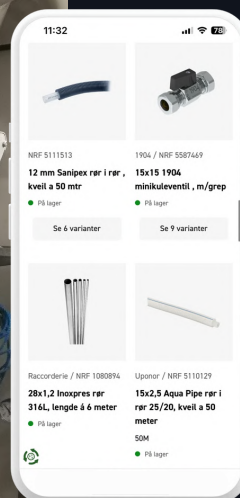
Ensuring a smooth path to purchase

The final step in the buying journey is where many B2B processes break down. If checkout cannot handle real-world requirements, it quickly becomes a bottleneck.

With Norce Checkout, every order is completed within the same connected flow. Customer-specific pricing, roles and permissions, approval steps and payment terms are applied automatically in real time.

The result is a connected buying experience where customers move faster, sales teams work smarter and your business scales without added complexity.





HEIDENREICH

CASE STUDY

From complexity to clarity

Heidenreich, one of the Nordic region's leading plumbing distributors, faced the same challenges as many traditional B2B companies.

Heidenreich's challenges:

- Over 45,000 products with complex variant structures.
- Thousands of customers with unique pricing.
- Low digital order penetration.
- High number of incorrect orders.
- Slow, outdated user interface that frustrated customers.

The solution:

- A modern user interface shaped by interviews with real installers.
- AI-enhanced search that understands how professionals find products.
- A modern commerce engine that handles complexity at scale.
- A robust integration layer connecting ERP and other systems.
- MVP launch strategy enabling shorter time-to-value.

The impact:

- 6,500+ orders in the first two months.
- 9 out of 10 users preferred the new experience.
- Significant reduction in incorrect orders.
- A scalable digital foundation for continued growth.

These outcomes are achievable even for a traditional manufacturer – whether you're producing industrial components, packaging materials, or "burklock" in Småland.



Why Norce?

Built for B2B, ready for the future

Norce's powerful and advanced commerce engine is built for the realities of B2B and trusted by advanced B2B organisations such as Adlibris, Blåkläder and Spendrups. Here are some reasons why you should choose Norce Commerce:

1. Fast Time-to-Value

Norce is True SaaS – no versions, no heavy upgrades, no long technical projects. You get to value faster.

2. Proven business impact

Across Norce-powered B2B customer portals, companies have achieved measurable results, including: +30% revenue growth after launch, up to +30% higher average order value on customer-placed orders and significant efficiency gains within sales processes.*

3. Built for Nordic B2B complexity

Advanced pricing, customer-specific assortments, roles, approval flows – all handled out of the box.

4. Lower risk – lower cost

Norce enables you to add modules and to replace or reconfigure capabilities without replatforming. Once you are with Norce you can stay on Norce.

* Case-based outcomes

Norce vs alternatives – a clear comparison

When choosing a platform for a B2B customer portal, many companies start by extending their ERP system or choosing a large traditional monolithic platform. Others try building something themselves. These approaches can work, but they often lead to long projects, higher costs and limited flexibility.

Category	Norce	ERP add-on	Monolithic platform	Custom build
Complex pricing	✓	✗	△	✓ (expensive)
Nordic B2B fit	✓	✗	△	✓ (risky)
Time-to-market	✓ fastest	△	✗ slow	✗ very slow
Total cost	✓ low	✗ high	✗ high	✗ highest
Scalability	✓	△	✗	△

The table reflects how well each approach supports key B2B requirements in practice:

✓ = Strong capability

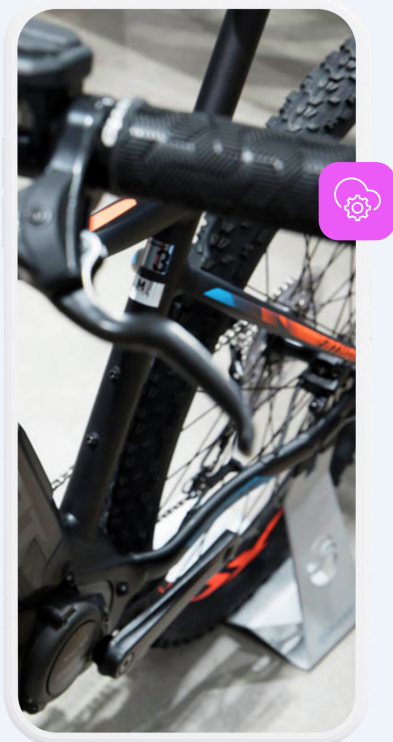
Works well out of the box and supports your business needs without major compromises.

△ = Partial capability

Can work, but often requires additional configuration, customisation or comes with limitations.

✗ = Weak capability

Not well suited for this requirement or requires significant workarounds.



Norce is designed specifically for complex B2B businesses, which means many capabilities are available from day one instead of requiring heavy development or costly workarounds.

Choosing the right platform for your B2B customer portal is not just a technical decision – it determines how fast you can grow, how much it costs to operate, and how easy it is for customers to buy from you.

Norce is different. It is designed specifically for complex B2B companies in manufacturing, wholesale and distribution, where pricing, product structures and customer relationships are more advanced than in typical retail.

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Most platforms are built for retail and adapted to B2B.

Norce is built for B2B from day one.

– Emil Lissborg Nordenskiöld, Head of Sales, Norce

Customer portals & self-service – the engine of scalable profitability

A customer portal is no longer optional. It's a competitive necessity.

Why it matters:

- Customers want instant access to pricing, stock and order status.
- Sales should focus on strategic work – not printing invoices.
- Self-service scales infinitely without increasing operational cost.

Evidence from the field:

- Self-service can reduce service costs by up to 30%.⁷
- Standard customer questions are handled 80%⁸ faster digitally.
- 75%⁹ of B2B buyers will switch supplier if the digital experience underperforms.
- A growing share of B2B buyers are comfortable placing orders above 5 MSEK¹⁰ fully online.

A modern customer portal is not just support. It is a growth engine.

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Self-service isn't about the future.
It's about meeting expectations your customers
already have.

– Emil Lissborg Nordenskiöld, Norce

⁷ Source: Självbetjäning i B2B-e-handel – nyckeln till effektivitet, bättre kundupplevelse och ökad försäljning

⁸ Source: Självbetjäning i B2B-e-handel – nyckeln till effektivitet, bättre kundupplevelse och ökad försäljning

⁹ Source: Capgemini, The future of B2B sales

¹⁰ Source: McKinsey & Company, B2B Pulse Survey

FINAL WORDS

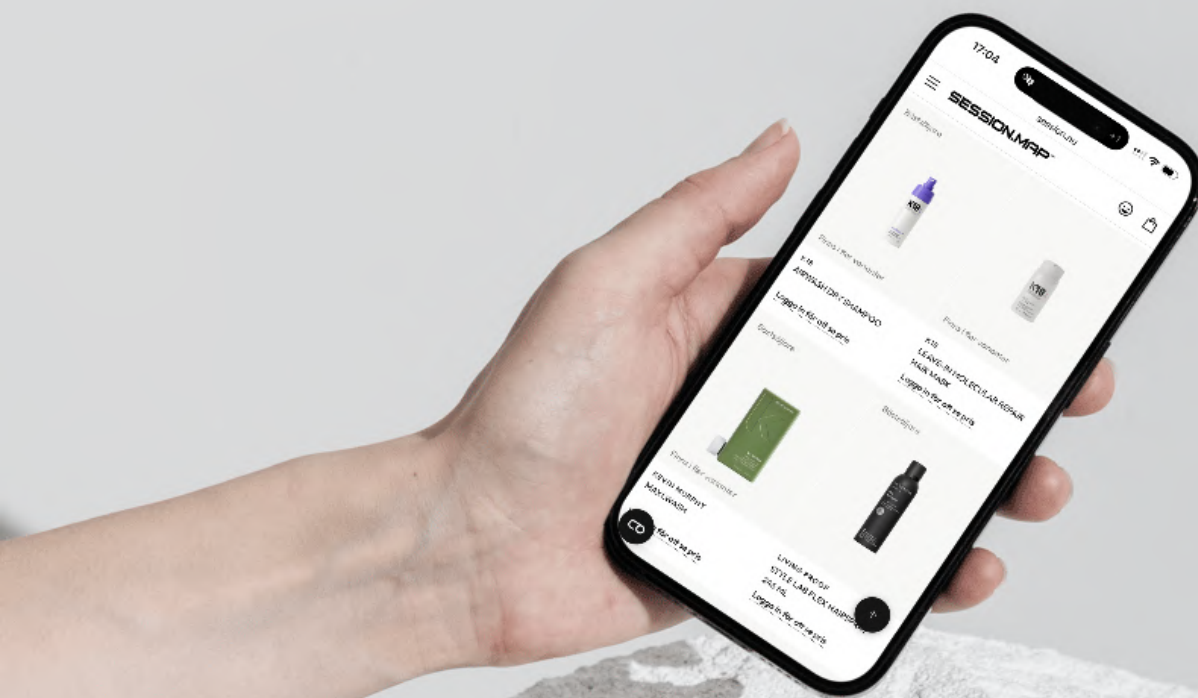
From legacy to leadership

The B2B leaders of tomorrow are not the ones with the biggest sales teams – but the ones that are the easiest to buy from.

A modern customer portal turns complexity into simplicity, manual processes into automation and customer relationships into long-term growth.

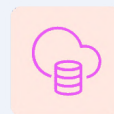
Norce gives you the platform to make that shift.

Let's accelerate your digital growth – together.





Norce is the Nordic region's leading SaaS company in advanced digital commerce. We help B2B and reselling companies turn complex business logic into long-term advantage. With deep support for large assortments, customer-specific pricing, campaigns and advanced B2B commerce, Norce Commerce is trusted by the Nordic region's most successful companies, including Blåkläder, HYMA, Heidenreich and Spendrups. Built on functional depth, AI automation, and a composable architecture, Norce enables scalable commerce that feels intuitive, intelligent, and effortless to manage. In a world where buying decisions are increasingly made by AI agents and autonomous systems, we go beyond headless and True SaaS to enable agentic commerce. Norce operates from Stockholm, Helsinki, Gothenburg, and Oslo, together with a strong ecosystem of partners. For more information, visit www.norce.io or follow us on [LinkedIn](#).



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