B2B Customer Journey

report summary

Key findings of the e-Chamber Report 2025

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Dear Sir or Madam,

In the dynamically changing environment of B2B e-commerce – a market that continues to grow at double-digit rates – understanding the customer's purchasing path, especially one that includes online shopping, is becoming a key element of an effective business strategy.

The Customer Journey is a map of the customer's journey that allows you to look at the purchasing process through the eyes of the customer, from the moment the purchasing need arises and the first contact with the brand, manufacturer, or seller, through consideration, consensus building, and purchasing decisions, to the stages of product testing and loyalty building.

Unlike the consumer market, the B2B customer journey is longer, involves numerous decision-makers, and requires in-depth analysis of needs and tailoring of the offer at each stage of the purchasing process. In this context, it is crucial to understand, measure, and describe the specifics and activities at each stage of the journey using quantitative research, interviews, and in-depth analysis, not only to help B2B sellers identify key decision moments and potential purchasing barriers, but also to better understand customer motivations, emotions, and needs, and, as a result, grow faster.

This report provides a wealth of important information about B2B purchasing paths in various categories and for many types of purchases. We analyze the individual stages of the purchasing process, purchasing locations, and key factors influencing their selection. We show how to increase the loyalty of digital business customers in the context of their requirements regarding the place of purchase, offer, payment, and delivery, as well as the challenges they face when shopping online. In this way, we want to equip B2B e-retailers with the knowledge necessary to take actions that increase their chances of acquiring and retaining demanding business customers.

In addition to its ongoing educational activities in the form of reports and the School of Digital Economy, the Chamber of Digital Economy also undertakes extensive activities to support Polish entrepreneurs in dealing with various challenges, particularly in the context of equalizing competitive opportunities between companies from the European Union and entities from outside its borders as part of the "Taki Sam Start" (The Same Start) campaign. It cooperates on an ongoing basis with government administrations at the national and European level to provide real support for the development of Polish e-commerce.

We encourage you to familiarize yourself with the results of the report and to cooperate with the Chamber of Digital Economy to build a competitive and stable e-commerce market in Poland and Europe.

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Business purchasing market is growing

The forecasts for the development of the e-B2B market are very optimistic and significantly higher than for the B2C segment, both in Poland and worldwide. The global B2B e-commerce market reached a value of USD 19.34 trillion in 2024 and is expected to reach USD 47.54 trillion by 2030, representing a **compound annual growth rate (CAGR) of 16.2%**. Such favorable forecasts are primarily due to the already high and dynamically growing demand for business products and services on the Internet.

Average annual growth of the global eB2B market at 16.2%

In Poland, micro, small, and medium-sized companies are eager to buy through e-commerce channels. Only 13% of managers responsible for corporate purchases declared that they mainly shop offline. **81% confirmed that they mainly shop online, including via mobile devices. Abroad, 36% of the companies surveyed make business purchases, and another 25% are considering starting to do so.** Polish companies appreciate digital shopping primarily because of easy access to product information, the ability to purchase specialized products that are difficult to find offline, greater visibility and control over expenses, and generally lower prices and better purchasing conditions online than in brick-and-mortar stores.

The most important advantages of corporate purchasing in the digital channel

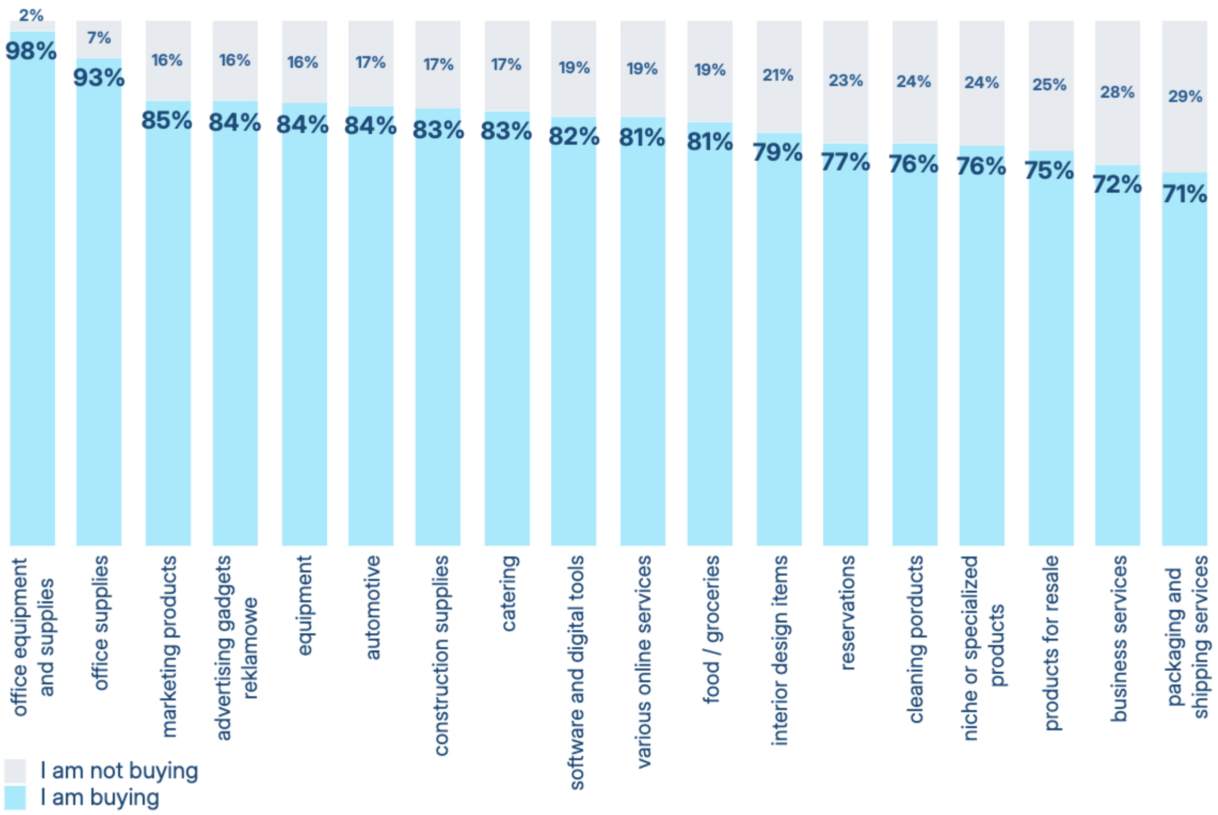
37%	37%	37%	36%	35%
easy access to product information	possibility to purchase specialized products	greater visibility of expenses	lower prices / better terms than offline	global reach / cross-border shopping

B2B Customer Journey 2025 Report, N=877, micro, small, and medium-sized businesses

E-commerce penetration in business categories between 71% and 98%

The most popular online purchases are office equipment and consumables, which are made online by 98% of all micro, small, and medium-sized companies surveyed. The next most popular category is office supplies (93% of companies). Over 80% of companies are active e-customers in industries such as marketing products, advertising gadgets, equipment, automotive, and construction supplies. Relatively few companies purchase packaging and shipping supplies and business services online, but B2B e-commerce penetration has also reached over 70% in these industries. **Regardless of the purchase category, B2B customers use an average of almost four places of purchase.** Companies purchase office equipment and consumables from five e-locations. Purchases from four places most often concern industries such as office supplies, marketing products, hotel and restaurant reservations, e.g., for business trips, company outings, and business services. **The largest number of purchasing categories are served by, in order: stationary suppliers and manufacturers, regular trade fairs, stationary specialty stores, and business-oriented marketplaces such as Allegro Business and Mercateo. In total, 81% of the companies surveyed declared that they make purchases on B2B marketplaces, which is basically the same as the number that generally shop online. The TOP 3 places used for shopping include Makro Online, Allegro Business, and Morele Biznes.**

Share of micro, small, and medium-sized enterprises purchasing digitally in various categories



B2B Customer Journey 2025 Report, N=877, micro, small, and medium-sized businesses

Worth remembering

81%

micro, small, and medium-sized companies make corporate purchases online, with e-commerce being the primary purchasing channel for 24% of them.

53%

53% of micro, small, and medium-sized companies intend to increase their e-commerce purchases over the next 12 months, with one in eight planning large investments and significantly higher e-commerce purchases as a result.

4

B2B customers shop at an average of four different places. The largest number of shopping venues (five) is used when purchasing office equipment and supplies.

56%

56% of business customers surveyed make purchases using mobile devices, and among companies that sell exclusively online, the percentage of mobile customers is even higher, at 93%.

94%

business customers use AI in the purchasing process. The main tasks of AI are: planning purchases based on product availability analysis, comparing and identifying key features, and comparing purchase terms and offers.

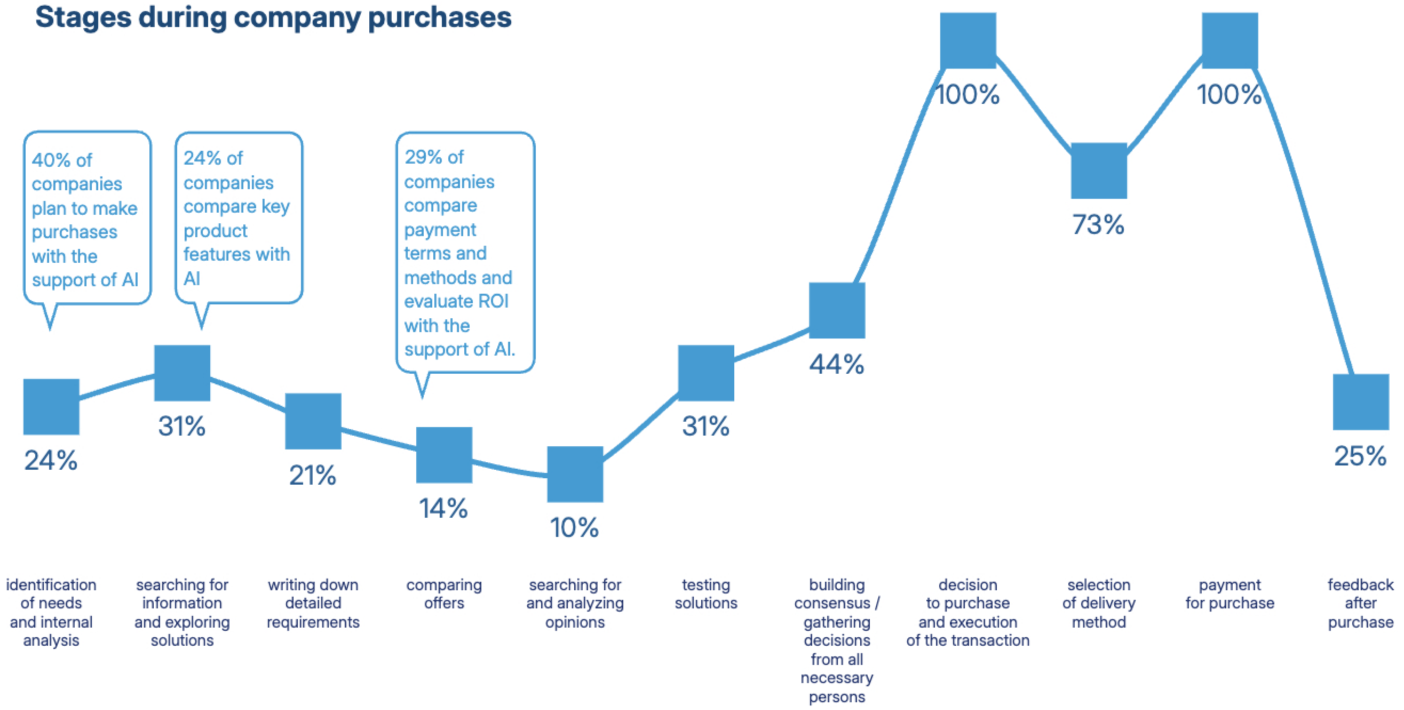
The B2B purchasing journey is complex

90% B2B purchasing requires more than one decision maker.

37% B2B purchases take over a month.

B2B customers need much more time to make a purchase than consumers. On average, it takes between 1 and 4 weeks. A corporate purchase also requires consensus among several people in the company. Even in the case of micro, small, and medium-sized companies, only in 1 in 10 cases is the purchasing decision made by one person. **This means that 90% of business expenses require agreement between co-decision makers, i.e., analysis and consultation, and reaching a consensus or compromise. Each business purchase also involves almost five different stages and activities carried out along the purchasing path.** In addition to the essential elements of a purchase, such as making a choice (making a purchasing decision) and paying for the purchase, the most frequently surveyed business customers indicate the choice of delivery method (73%), building consensus and gathering the decisions of all decision-makers (44%), followed by searching for information and exploring solutions (31%) and testing selected solutions (31%). AI support is becoming increasingly important at more and more stages.

Stages during company purchases



B2B Customer Journey 2025 Report, N=877, micro, small, and medium-sized businesses

Data dose

81% of surveyed business customers buy on dedicated B2B marketplaces. That's how much they generally buy online.

38%

of the companies surveyed purchase office equipment and consumables on B2B marketplaces. Other popular product categories purchased in such places include office supplies and promotional items.

90% B2B purchases require more than one person in the company to make a decision before they can be finalized.

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20%

of the companies surveyed buy on Allegro Business. This makes the platform the second most popular B2B platform in Poland among micro, small, and medium-sized companies.

36% of the companies surveyed make cross-border business purchases, and another 25% are considering starting such purchases.

23% Cross-border e-shoppers choose China as their country of purchase. The next most popular countries of purchase are Slovakia (19%), Italy, France, the Czech Republic, Belgium, Austria, and the Netherlands.

Business customer requirements

Companies are demanding e-commerce customers. Nine out of ten managers surveyed say that they face various challenges in the purchasing process on a daily basis. 96%, or even more, also point to challenges related to payment for purchases. However, **in terms of decision-making factors, B2B customers indicate an average of 6.5 elements that influence their choice of where to buy.** First and foremost, these are accurate product descriptions and specifications, as well as promotions. Companies also have clear requirements in terms of prices, preferred payment methods, delivery, and the functionality necessary for making purchases. Each company surveyed indicated at least one key requirement for them in each of the areas mentioned. It is crucial for B2B sellers to meet these requirements, as **only 25% of business customers show loyalty to their current places of purchase.**

TOP 3 shopping challenges

1	logistical problems, delivery delays	[29%]
2	lack of specialized assortment	[24%]
3	no possibility to order individual items, only multiple items	[21%]

TOP 3 purchasing factors

1	detailed product descriptions / specifications	[28%]
2	promotions, e.g. for large purchases, payment in advance	[27%]
3	availability notifications, no interruptions in supply	[27%]

TOP 3 requirements (offer, prices)

1	attractive prices compared to competing locations	[23%]
2	system integrations, automation	[22%]
3	dynamic pricing, e.g. depending on the market situation	[21%]

TOP 3 requirements (payment)

1	customization of payment terms	[34%]
2	automation of payment processes	[27%]
3	variety of payment methods	[27%]

How to maintain lasting relationships with business customers in e-commerce?

Be available on mobile sales and communication channels, because **m-commerce is now a must-have for business purchases.** 56% of micro, small, and medium-sized businesses make purchases using smartphones.

Present your offers clearly and ensure that your products have realistic and complete descriptions with detailed product specifications. Present your pricing conditions clearly and communicate promotions. **Each of these elements will win you over about one-third of business customers, for whom these are the most important factors when choosing where to buy.**

Pay attention to an individual approach, personalize, i.e., add individual discounts, create tailor-made payment terms such as form and time. **Personalization of offers is a must-have for every third business. Take care of this aspect of the purchasing process, because 96% of business e-customers encounter challenges in this area.**

Regularly update your offers by adding new products to newsletters and sharing them with B2B customers, as 33% of them are inspired by this form of communication when analyzing potential shopping destinations or changing suppliers.

Why not try **using AI in your online stores,** especially for price comparison, detailed product description searches, and filtering? Already, 94% of micro, small, and medium-sized businesses use AI at various stages of the purchasing process.

Be available and offer your support, e.g., in the form of chat or easily accessible contact details, especially when business customers encounter problems, **as 9 out of 10 of them face difficulties when shopping.**

Integrate your store with customer ERP systems (e.g., SAP, Oracle) to facilitate order management and improve the business experience. According to experts, this is the trend of the future, and 65% of surveyed companies expect automation in the context of purchases, payments, deliveries, and offer creation.

8 out of 10 businesses use marketplaces for their purchases. Establish cooperation, display your products and offers on platforms, increase your reach, and acquire new business customers. This tip is especially relevant for new e-sellers.

Pay attention to **deliveries, offer safe and insured transport, handle large orders, and keep up to date with product availability and stock levels.** This directly affects business customers' satisfaction with the purchasing process, and the delivery methods offered are the third most important factor in choosing where to buy.

Actively share customer opinions and reviews on your platform, because this is crucial for business – 30% of them make decisions about changing suppliers based on ratings and recommendations from business acquaintances. **Encourage people to leave feedback for you and display it in visible places.**

Metodologia

The report is based on an extensive survey of micro, small, and medium-sized enterprises conducted by Mobile Institute on behalf of the Chamber of Digital Economy. The survey was conducted between April 20 and April 29, 2025, using the CAWI (Computer-Assisted Web Interview) method - responsive electronic forms sent in a targeted email campaign. The opinie.mobi survey system was used in the study. Responses were collected from 877 micro, small, and medium-sized enterprises, diversified in terms of revenue, e-revenue, number of employees, industry, type of customers served, and length of experience in e-commerce. Only completely filled-out surveys were taken into account. For the purposes of calculating the share of companies buying business-to-business in e-commerce, the company database was normalized in terms of employment size to reflect the structure of entities operating on the Polish market. As part of the project, three online interviews were also conducted with owners of companies buying on the Allegro Business B2B marketplace, including Ms. Natalia Paczóska from Fajne Kobidki, Mr. Maciej Nowaczyński from Nobus.pl, and Mr. Paweł Rodaszyński from El Koktel. The survey results were commented on by e-commerce market experts, including Daria Auguścik, VP, Director of Business Development in Poland at Mastercard Europe; Dorota Bachman, Marketing & Promotion Director at Przelewy24 and Co-founder of the Women in E-business Foundation; Katarzyna Murawska, Manager of the B2B Group Category at Allegro Business; Sebastian Błaszekiwicz, Head of Sales Excellence at Univio, Member of the Council of the Chamber of Digital Economy and Head of the e-Izba Think Tank B2B e-commerce, Joanna Pieńkowska-Olczak, President of PayU S.A., CEE CEO, Justyna Skorupska, e-Commerce Market Expert, Accredited e-business Mentor, EIA EMCC, CEO of Digital Bridge Sp. z o.o. and Member of the Council, Chamber of Digital Economy, and Mateusz Zemczak - Director of e-commerce at mBank S.A. | Paynow. The statements and content of the interviews can be found in the full version of the report, which we encourage you to read.

Thank you.

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