



B2B Commerce Trends & Predictions 2026

Modern B2B commerce enters the next phase defined by connected workflows, intelligent data, and customer experiences that span every channel. In this report, Zaelab explores trends and predictions that reveal the key areas enterprises should focus on in 2026 to modernize operations, lower costs, and build commerce around the customer.

By Evan Klein, CEO, Zaelab

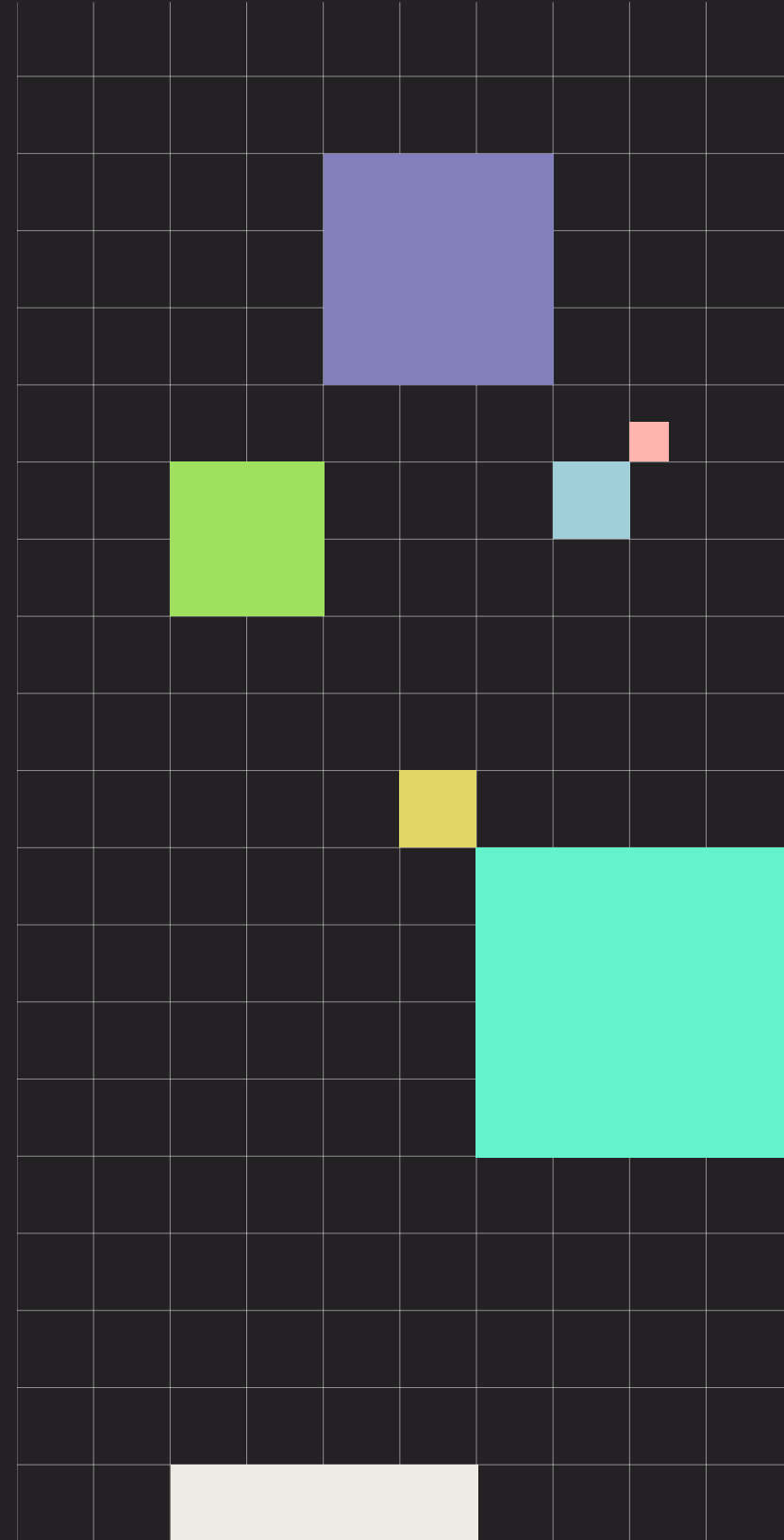


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Global B2B commerce scales faster than most enterprise architectures can handle. The market is expected to reach nearly \$36 trillion by 2026* growing more than 14% year over year. At the same time, nearly 60% of B2B buyers use mobile devices to research, order, and manage supplier relationships.

This acceleration exposes a widening gap: while demand grows exponentially, many enterprises still operate with fragmented systems, manual approvals, and disconnected buyer experiences. The result is a higher cost-to-serve, slower decision cycles, and missed opportunities for growth in emerging markets.

The Opportunity

The next phase of modernization goes beyond launching another storefront. We talk about connecting workflows, unifying data, and creating intelligent customer experiences that scale across every channel.

Enterprises that act now stand to:



Reduce cost-to-serve through automated quote-to-cash and service-to-renewal workflows.



Unlock AI-driven insights by building first- and zero-party data foundations.



Deliver customer-led commerce that eliminates friction and strengthens loyalty.

"B2B eCommerce will surpass \$40 trillion globally by the end of 2026."*

The question isn't if the market will grow. It's whether your operations can scale with it.

This whitepaper highlights six defining trends and key predictions shaping enterprise commerce in 2026. It helps B2B leaders identify where to focus modernization efforts, reduce operational cost and complexity, and build future-ready commerce ecosystems powered by connected workflows and intelligent data.

MAIN INSIGHT

Modernization is shifting from front-end design to workflow-led transformation, where CPQ, data, and AI become the new levers of growth. The enterprises that succeed through 2026 will be those that move beyond platform upgrades toward connected, intelligent operations centered on the customer journey.

Modernization in 2026

For the past decade, modernization meant going digital: launching an eCommerce portal or integrating an ERP. That era is over.

Today, modernization means **re-architecting the enterprise around connected workflows** breaking down silos between quoting, ordering, fulfillment, and service. It's a shift from projects to process intelligence, from platforms to ecosystems.

This change is especially visible in manufacturing and distribution, where the cost of disconnected systems compounds quickly:



Quotes built in spreadsheets delay revenue.



Pricing inconsistencies erode trust and margin.



Service requests sit idle because operations and CRM aren't aligned.

Each of these pain points shares a single root cause: **fragmented workflows**. And each can be solved by treating commerce not as a channel, but as a connected experience powered by data and automation.

From Digital Projects to Connected Enterprises

Global B2B commerce expands faster than most enterprise architectures can evolve. At the same time, more than half of B2B buyers now prefer self-service and digital channels for purchasing. The disconnect between rising buyer expectations and legacy processes is widening, and with it, cost-to-serve.

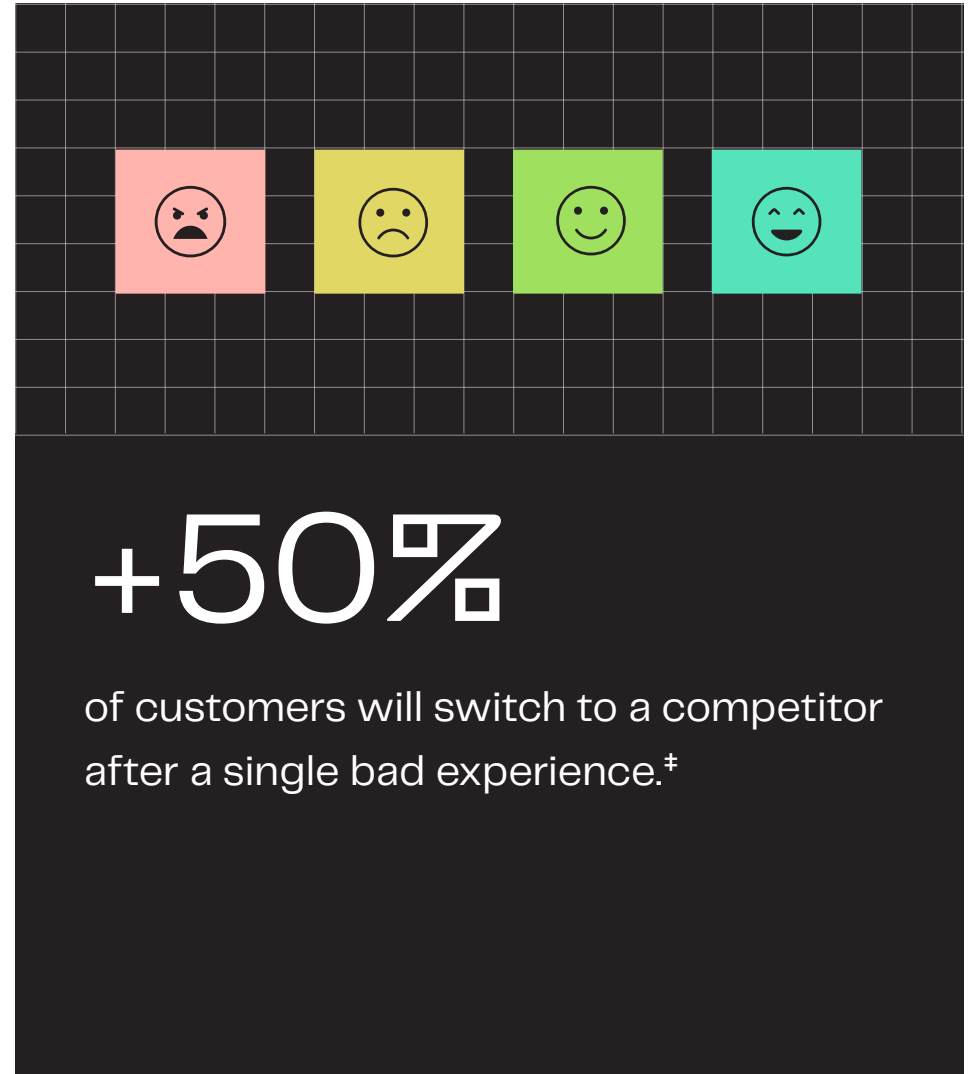
Organizations that view modernization as a series of isolated technology projects risk compounding complexity. Those that build **workflow connectivity** linking CPQ, pricing, order management, fulfillment, and service, unlock faster cycles, clearer visibility, and stronger margins

Customer-Centered Growth

Today's enterprise buyers don't settle for "good enough." In the B2B environment, 73% of buyers say customer experience (CX) is a crucial factor in their purchasing decisions, and 67% have switched suppliers because of a poor experience.* Meanwhile, 75% of B2B buyers prefer a rep-free sales experience, yet digital self-service without full alignment often leads to purchase regret.†

This signals that experience isn't a nice-to-have option anymore. It's a business mandate. Manufacturers and distributors with complex SKUs, long quote cycles, and multiple stakeholders can no longer treat "CX" as an afterthought. For them, customer experience equals operational effectiveness.

Enterprises that connect workflows—from quote to cash to service—transform the selling experience into a competitive advantage.



What It Means for Operations

- **Multiple stakeholders demand single truths.**
The average buying group is large and decisions happen across procurement, IT, operations and economics. Isolation breeds errors and rework.
- **Speed and transparency are non-negotiable.**
Buyers expect near-real-time data on pricing, inventory, and fulfillment. If you can't deliver that, you lose trust.
- **Experience is built on orchestration.**
It isn't enough to modernize one system; you must align quote-to-order, service, and renewal workflows into a coherent experience stack.
- **Support becomes part of selling.**
Service and renewal workflows influence repurchase and attach rate, so the "customer experience" begins at quote and extends through the lifecycle.

Operate Through the Customer Lens

When the customer lens becomes the operating lens, organizations move from reacting to requests to anticipating and enabling value. In 2026, the difference between the winners and the rest will be less about platform features and more about

- **how well workflows reflect the customer's journey**
- **how quickly data flows**
- **how seamlessly systems respond**

Modernization in 2026 isn't defined by new technology. It's defined by a seamless experience for the customer. When every process—from configuration to fulfillment—reflects the customer's expectations, experience becomes the operating model, and modernization becomes the engine of growth.

The Evolution of B2B Commerce

B2B commerce has evolved dramatically over the past decade — from isolated web portals to intelligent ecosystems that connect every part of the buying and selling process. What began as digital storefronts has become a network of data, workflows, and customer experiences that stretch across the entire enterprise.

For many organizations, that evolution has been reactive: a patchwork of platforms, integrations, and quick fixes built around short-term needs.

But the next stage of growth demands a **connected, data-driven architecture** that enables agility, scalability, and customer-centered operations.

A Decade of Transformation

2010 – 2015

The Storefront Era

Launching eCommerce portals and connecting basic ERP data.

Digital presence became table stakes, but operations remained largely manual.

2016 – 2020

The Integration Era

Linking eCommerce, CRM, and ERP systems to automate orders and invoicing.

Efficiency improved, but data silos persisted; customer experience remained fragmented.

2021 – 2024

The Composable Era

Shifting from monolithic stacks to modular, API-first architectures.

Faster innovation and lower technical debt, yet coordination across systems became complex.

2025 – 2026

The Workflow Era

Redefining commerce as a connected ecosystem of workflows, data, and AI.

Enterprises move from system-centric to **experience-centric** operations.

Connecting the Enterprise for Growth

B2B commerce is evolving into the connective tissue of the enterprise — linking revenue operations, customer engagement, and service delivery into a single, synchronized system. Yet for many organizations, years of incremental integrations have left a trail of complexity. Critical workflows still break between quoting, pricing, and fulfillment. Data lives in separate systems. Teams solve for their own functions rather than the full customer journey.

The outcome is predictable: slower response times, rising cost-to-serve, and lost opportunities to act on data when it matters most. In contrast, the most forward-thinking enterprises are reimagining commerce as the foundation of business performance. They are designing architectures where information moves freely across departments and decisions happen in real time.

When every function — sales, operations, finance, and service — runs on shared data and connected workflows, the business gains more than efficiency. It gains clarity, speed, and the ability to deliver consistently for customers at scale. These capabilities define competitiveness in 2026.

Flexibility is now the baseline for agility and resilience.

Next Stage of Modernization

B2B commerce is entering its next stage of maturity, where connected workflows replace fragmented systems and modernization becomes continuous. Organizations that align technology, data, and teams around a unified commerce backbone will set the pace for their industries and redefine what operational excellence looks like in 2026.

The following trends highlight where this transformation is already unfolding and where enterprises should focus next to capture its full potential.

“By 2026, **more than 60%** of new B2B commerce platforms will be built on composable architecture.”*

01

TREND 01

Omnichannel & Unified Commerce

B2B buyers expect the same fluid experience across digital, partner, and field channels that they encounter in their consumer lives. However, B2B is fundamentally different from B2C, as in most enterprises, those touchpoints still run on separate systems — each with its own view of pricing, inventory, and fulfillment. The result is inconsistency, duplicated effort, and rising cost-to-serve.

As buying groups grow larger and transactions become more complex, these gaps turn into friction: quoting delays, mismatched pricing, and fulfillment errors that impact loyalty. Enterprises start realizing that the only way to scale efficiently is to create a unified commerce ecosystem — one that connects sales, service, and operations around a single source of truth.

Shift in Operations

For manufacturers and distributors, unification goes far beyond channel integration. It's about aligning business logic and data models across every workflow — from quoting and contract pricing to fulfillment and post-sale service.

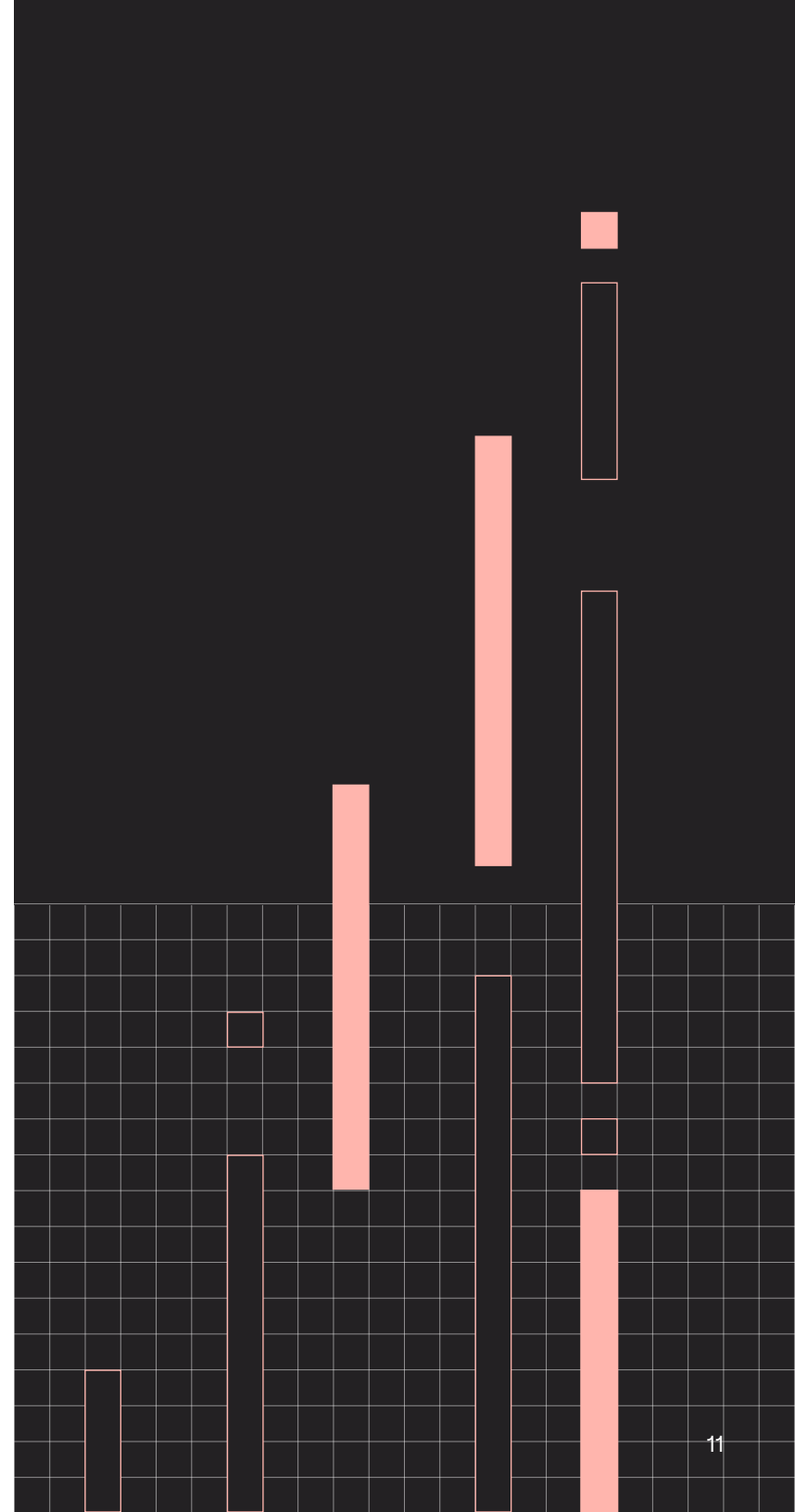
Zaelab's perspective: true omnichannel success happens when the systems behind the experience connect as one. Commerce platforms, ERP, CPQ, and service tools must operate through shared data and workflows so that a quote generated by a partner, a field order, and a digital purchase all follow the same fulfillment path.

Modern platforms like Shopify, which has rapidly evolved to meet complex B2B needs, exemplify this shift. As Zaelab's analysis highlights in [5 Reasons Why Shopify Is Winning in B2B Commerce](#), Shopify's ecosystem strikes a rare balance — enterprise-grade extensibility with consumer-grade simplicity. Its architecture allows enterprises to deliver consistent, high-performing experiences across all channels without the drag of legacy infrastructure.



“Shopify is a great fit for B2B because it brings modern tech into an otherwise legacy environment”

Lan Laux, Head of Engineering, Zaelab



Prediction: Unified Commerce Becomes the Baseline for Enterprise Growth



In 2026, the most successful B2B enterprises will treat data not as a byproduct of operations but as a core commercial asset. Organizations that invest in unified data architectures that connect commerce, CPQ, ERP, and service systems, will outpace those that rely on fragmented analytics tools.

First- and zero-party data will become the foundation for every intelligent workflow: powering personalized experiences, dynamic pricing, predictive fulfillment, and AI-driven decision support. The result is not just smarter systems, but an enterprise that learns, adapts, and anticipates in real time.

Moving Toward a Unified Future

Building unified commerce is a strategic evolution that starts by aligning systems, processes, and teams around the customer journey.

Here is what you'll need to lead in this shift:

Clarity of flow

Map how buyers and teams interact across every touchpoint to identify where information breaks or decisions stall.

Connected data

Establish a single, trusted foundation for customer, product, and order data, ensuring every system speaks the same language.

Composable architecture

Adopt flexible platforms like [Shopify](#) and integrate with apps like [Portul](#) and [Fuse](#) that simplify connection between commerce, ERP, and service systems.

Workflow synchronization

Use orchestration platforms such as [ServiceNow](#) to ensure every quote, order, and fulfillment action moves in step.

Experience as measurement

Define success by continuity measuring whether customers can transition between channels without friction or loss of context.

Omnichannel isn't an initiative. It's the infrastructure for customer trust and business agility.

02

TREND 02

AI and Intelligent Data Foundations

AI has moved from pilot projects to production, but most enterprises still lack the foundation needed to harness its full potential. Customer, product, and pricing data remain fragmented across systems and business units, making insight generation slow, incomplete, and unreliable.

This fragmentation limits what AI can achieve. Without clean and connected data, predictive models struggle to identify patterns, automation stops at departmental boundaries, and decision-making remains reactive instead of intelligent.

Enterprises now focus on intelligent data foundations — unified, governed, and contextual data models that connect information across every workflow. These foundations make it possible to turn information into action, closing the gap between what organizations know and how they operate.

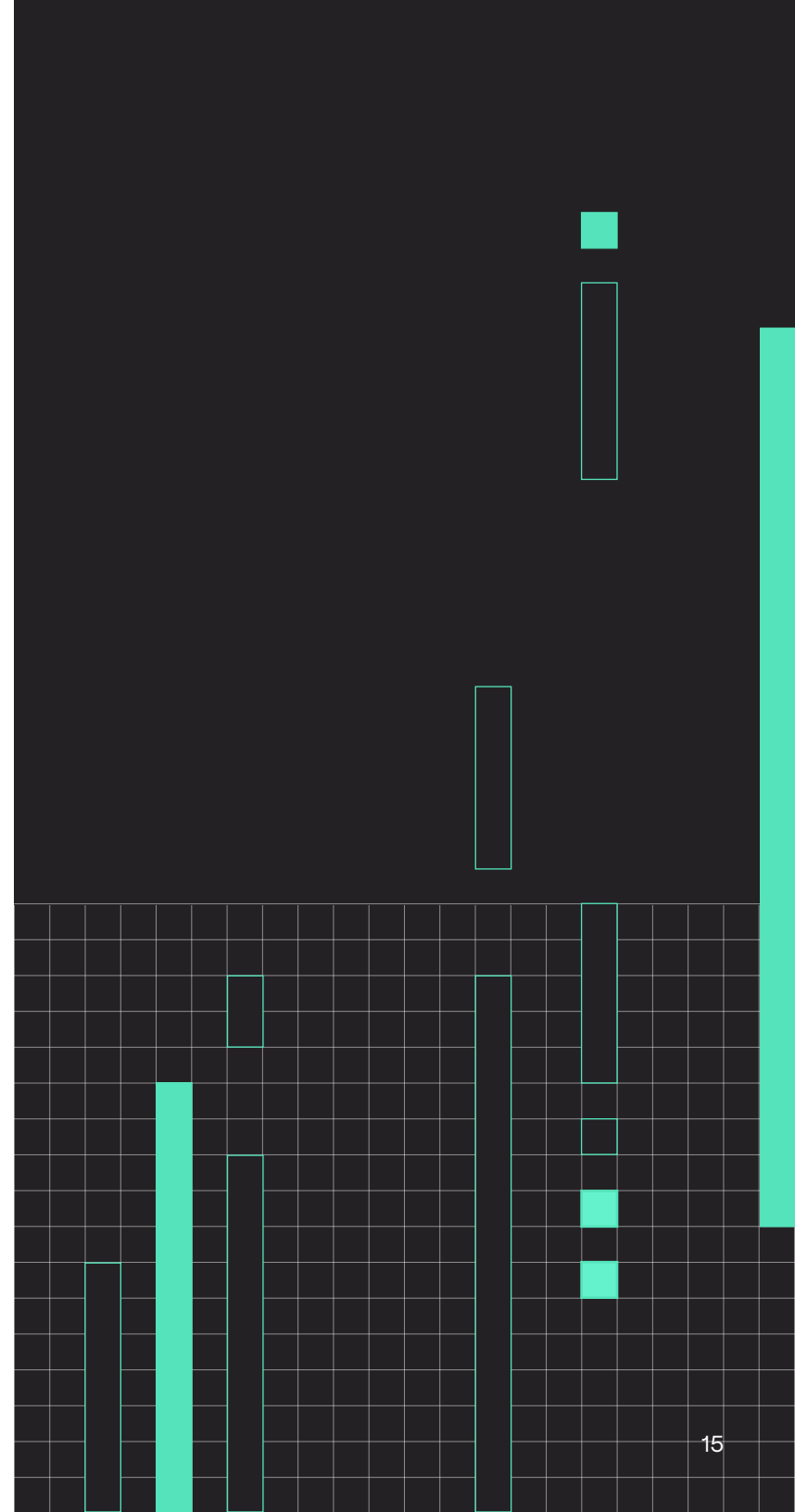
“AI is only as powerful as the data and the workflows that surround it.”

Pat Bonuso, CTO, Zaelab

Why this matters for manufacturers and distributors

Complex product configurations, contract pricing, and long fulfillment cycles demand precision and visibility at every step. When data sits in silos, small inconsistencies compound into large operational costs. Intelligent data foundations create a single version of truth across quoting, pricing, order management, and service — enabling decisions that are faster, smarter, and customer-aligned.

Zaelab sees this shift as a defining marker of modernization. Platforms like [Shopify](#) generate rich, real-time customer and transaction data, while [ServiceNow](#) provides the workflow intelligence that turns those signals into orchestrated action. When unified, these systems create a connected backbone where AI can forecast demand, optimize pricing, and personalize experiences at scale.



Prediction: Data Becomes the Enterprise's Most Valuable Commerce Asset



In 2026, the most successful B2B enterprises will treat data not as a byproduct of operations but as a core commercial asset. Organizations that invest in unified data architectures that connect commerce, CPQ, ERP, and service systems, will outpace those that rely on fragmented analytics tools.

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Building the Intelligent Enterprise

Here is what organizations need to prepare for the shift and lead the market:

Data governance with purpose

Define ownership and standards early, ensuring that every workflow draws from consistent, trusted information..

Unified architecture

Replace point integrations with connected platforms that allow data to move freely between systems.

AI embedded in operations

Intelligence should not be layered on top. It should be built into processes like quoting, fulfillment, and service resolution.

Human-AI collaboration

Automation handles the repeatable; people focus on strategy, relationship, and innovation.

Continuous learning

Data feedback loops refine models and workflows so the enterprise improves with every transaction.

Enterprises that build intelligent data foundations today will lead the AI economy of 2026 — where every workflow learns, adapts, and accelerates growth.

03

TREND 03

Vendor & Ecosystem Consolidation

Over the last decade, enterprises have accumulated a patchwork of platforms, tools, and point integrations. What once promised flexibility now creates friction — systems overlap, data conflicts, and upgrades stall progress. Maintaining a fragmented technology stack consumes more energy than innovating with it.

The new direction is clear: vendor and ecosystem consolidation.

Rather than adding more tools, enterprises need to design smarter ecosystems — networks of interoperable platforms that work in concert through open APIs and shared data models. The consolidation doesn't mean fewer vendors. It means stronger partnerships and deeper integration.

Manufacturers and distributors prioritize interoperability over feature volume by replacing high-maintenance, customized stacks with modular ecosystems built for composability, agility, and scalability. When the ecosystem works together, innovation accelerates because there's less friction.

“Enterprises win by connecting the right platforms and systems together.”

Mark White, VP of Sales & Partnerships, Zaelab

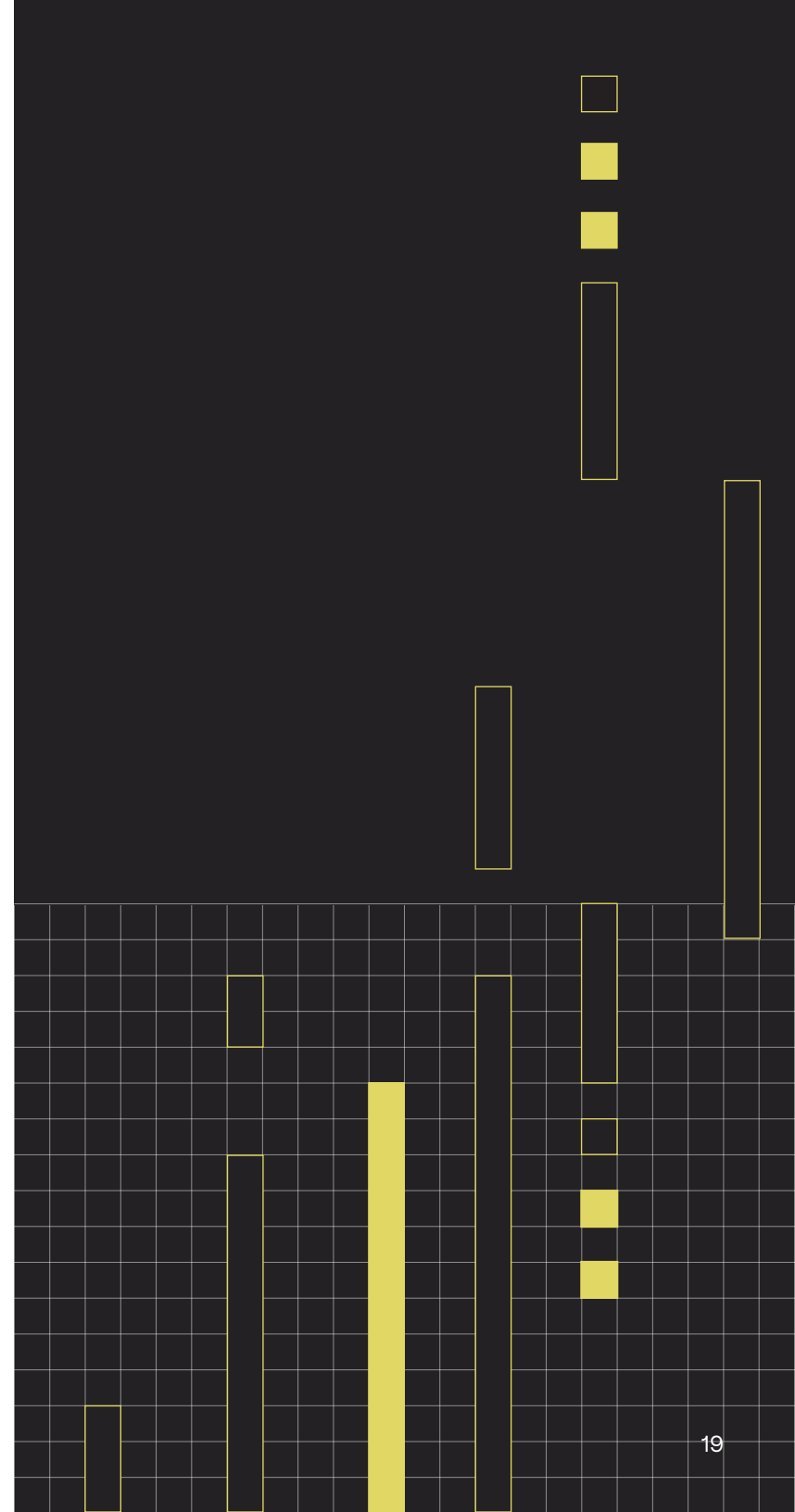
The New Architecture Mindset

Enterprises are moving toward “thin, strong” architectures: composable cores that are light on custom code but heavy on connection.

In this environment:

- **Commerce platforms** like Shopify anchor the customer-facing experience.
- **Workflow platforms** like ServiceNow orchestrate processes behind the scenes.
- **Specialized solutions** — search, pricing, analytics, PIM, or CPQ — plug into this ecosystem as interchangeable components.

This design allows enterprises to innovate rapidly while maintaining control. Each component can evolve independently, yet everything shares one operational rhythm.



Prediction: Ecosystems Outpace Individual Platforms



In 2026, competitive differentiation in B2B commerce will come from ecosystem performance instead of individual platform capabilities. The most successful enterprises will build technology environments designed to evolve — connected by workflow orchestration, governed by shared data, and accelerated by AI.

Enterprises that consolidate vendors and standardize integration patterns will scale faster, reduce technical debt, and deliver new capabilities to market in weeks, not quarters.

Shopify's B2B ecosystem exemplifies this approach. Shopify provides extensibility and speed through its partner network, while platforms like ServiceNow act as the connective fabric, ensuring every system, from quoting to fulfillment, operates in sync. Together, they enable what Zaelab calls connected modernization: the ability to simplify the stack while expanding capability.

Building a High-Performance Ecosystem

Leaders preparing for 2026 should focus on:

Interoperability over ownership

Value comes from how well systems work together, not how many systems you own.

Composable integration patterns

Standard APIs and shared data layers replace custom, brittle connections.

Strategic partnerships

Sustained success comes from long-term collaboration with vendors and digital partners like Zaelab working together to evolve, optimize, and co-innovate over time.

Operational visibility

Central workflow orchestration ensures every connected system contributes to a single customer experience.

Continuous optimization

Regular ecosystem reviews keep the stack lean, aligned, and ready for change.

In 2026, the leaders in B2B commerce will not compete on the number of platforms they use but on how seamlessly those platforms work as one.

04

TREND 04

The Workflow Layer as the New Transformation Frontier

For years, digital transformation focused on front-end experiences — portals, storefronts, and UI redesigns. Those efforts improved access and aesthetics, but they didn't solve the deeper challenge: disconnected operations. Behind every modern interface still lie manual approvals, siloed data, and slow handoffs that limit scale and speed.

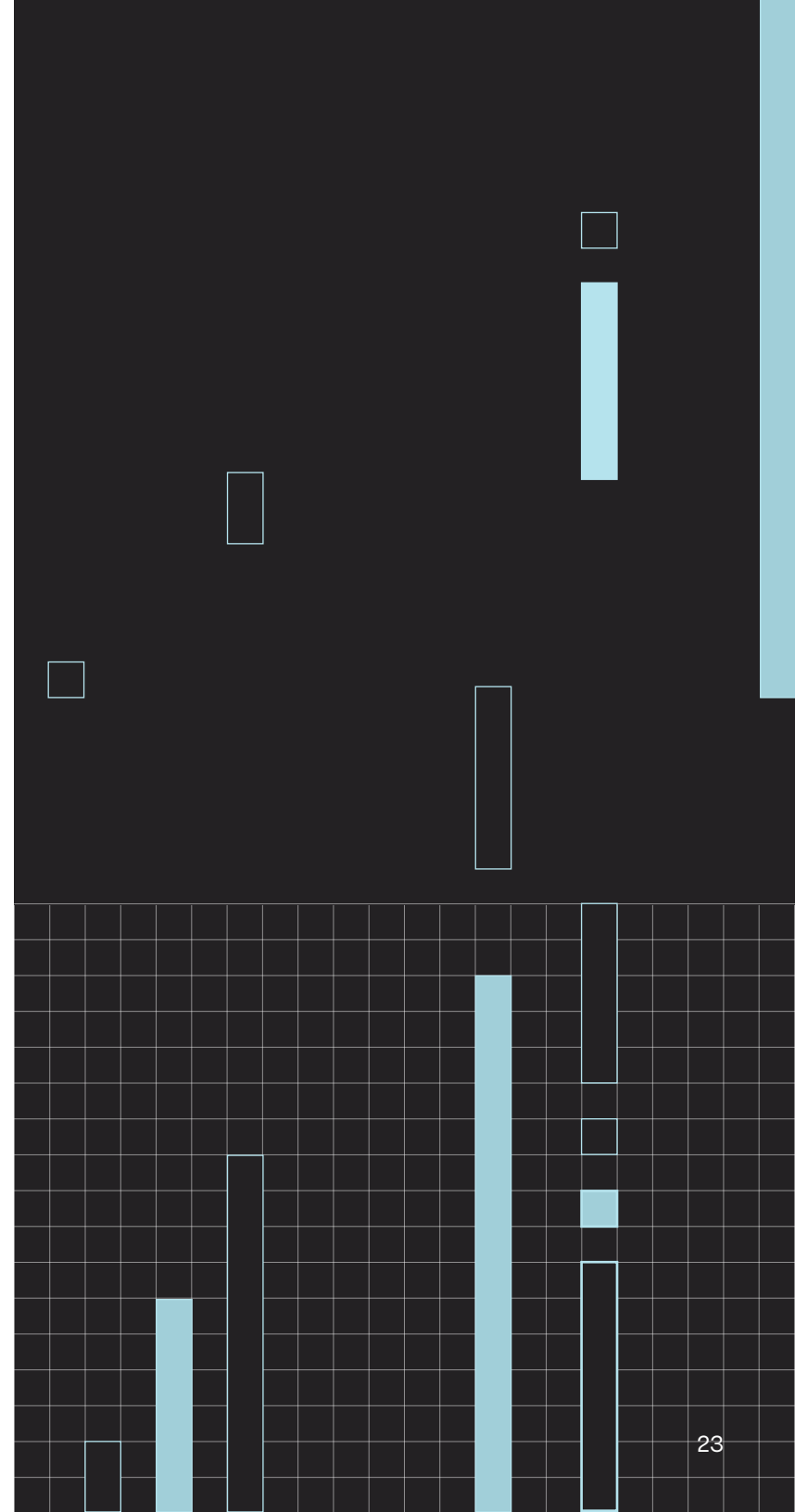
The next wave of modernization is unfolding at a different level — the workflow layer. This is where systems, data, and teams converge to orchestrate the business end to end. Enterprises are shifting attention from what customers see to how work actually flows behind the scenes: from quote creation to fulfillment, service, and renewal.

“The real transformation is happening behind the front end — in the flow of work that connects every customer experience.”

Stephen Metts, VP of Solutions and Innovation, Zaelab

Manufacturers and distributors are especially attuned to this need. Their growth depends on complex processes — configuration, pricing, contracting, and service management — that must move in sync. Without workflow alignment, every order risks delay, and every customer interaction risks inconsistency.

Platforms like [ServiceNow](#) accelerate this transition by connecting front-end commerce with back-end execution. When paired with commerce systems like [Shopify](#), the workflow layer transforms from invisible plumbing into a strategic asset that determines speed, accuracy, and experience quality across the enterprise.



Prediction: Connected Workflows Become the Core of Modernization



Connected workflows will define how enterprises modernize. It's not polished portals or the newest technology stack that will help organizations win the competition in 2026. You need every process, system, and decision to move in coordination to succeed.

The workflow layer will become the new control center of the enterprise — linking quoting, order management, service, and finance into one operational rhythm. Leaders like [Panduit](#) already see the positive impact with shorter quote cycles, faster fulfillment, proactive service resolution, and measurable gains in customer satisfaction.

This shift represents a profound mindset change. Modernization will no longer be managed as a series of digital projects; it will become a continuous orchestration of workflows that learn, adapt, and improve over time. **ServiceNow's workflow intelligence**, integrated with **Shopify's real-time commerce data**, exemplifies this model, transforming disconnected transactions into a connected customer experience.

Building a Workflow–Centric Enterprise

Take these steps now to prepare for this transformation:

Map the flow of value

Identify the 3–5 workflows that most impact revenue and customer satisfaction — from quote to cash, or service to renewal.

Break down system silos

Connect commerce, CRM, ERP, and service data through a shared workflow layer to eliminate redundant effort.

Automate decisions

Apply AI and rules engines to approvals, pricing, and routing to improve speed and accuracy.

Measure workflow intelligence

Track metrics like cycle time, exception rate, and automated resolution to benchmark maturity

Build for adaptability

Design workflows that can evolve — not just automate today’s process, but support tomorrow’s business model.

“When every workflow runs in sync, modernization stops being a project and becomes the way the business works.”

05

TREND 05

CPQ as the Catalyst for Connected Commerce

Across the manufacturing and distribution sectors, sales processes remain one of the most persistent bottlenecks to modernization. Complex product configurations, custom pricing, and manual approval cycles often rely on spreadsheets, email chains, and tribal knowledge. It leads to inconsistent quotes, long cycle times, and costly errors that ripple through fulfillment and service.

Enterprises are now recognizing Configure, Price, Quote (CPQ) as a central lever for transformation. What began as a sales enablement tool has become the operational bridge between customer demand and enterprise execution.

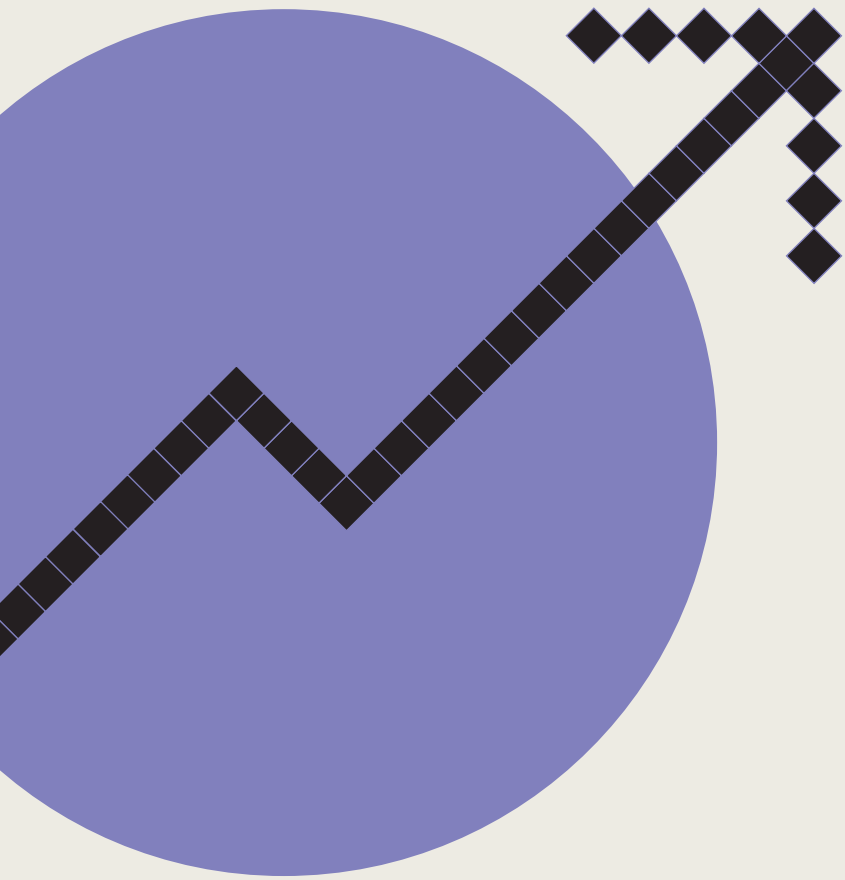
“When CPQ connects to the rest of the enterprise, quoting stops being a bottleneck and becomes a competitive advantage.”

Rachna Chandrashekar, CPQ Practice Director, Zaelab

Modern CPQ platforms automate configuration logic, enforce pricing accuracy, and synchronize data across ERP, CRM, and commerce systems, turning a historically manual process into a connected workflow.

For many organizations, CRM — with CPQ at its core — is evolving into the true system of action at the center of customer experience. When connected to enterprise workflows through platforms like [ServiceNow](#), CPQ ensures every quote is accurate, approved, and instantly actionable, creating a seamless experience from configuration to cash.

Prediction: CPQ Becomes the New Front Door to Customer Experience



In 2026, CPQ will move from a specialized sales tool to the **primary engine of connected customer experience**. It will serve as the operational layer that unites product data, pricing logic, and workflow automation across the enterprise.

Enterprises that elevate CPQ from a department solution to an enterprise capability will transform how they sell, serve, and scale.

The most advanced organizations are already embedding CPQ within their broader digital ecosystems.

Better Together: Example of Symbiosis Behind Effective CPQ: Experience + Workflow = Speed and Consistency

Commerce platforms like Shopify deliver real-time product and catalog visibility for customers and partners, while ServiceNow orchestrates the workflow logic behind every quote, approval, and service obligation.

Together, they transform quoting from a static transaction into a continuous process — connected to fulfillment, invoicing, and renewal — where every stakeholder operates from the same source of truth.

Accelerating CPQ-Driven Transformation

Here are a few key steps to advance toward this new model:

Automate complexity

Codify product and pricing logic so that configurations and approvals happen instantly and accurately.

Integrate with commerce

Expose CPQ capabilities through digital channels so customers and partners can self-serve within governed rules.

Close the loop

Connect CPQ with fulfillment, invoicing, and service workflows to ensure every quote translates to delivery without friction.

Measure quoting velocity

Track time-to-quote, approval turnaround, and rework rates to quantify impact on cost-to-serve and customer satisfaction.

Enable guided selling

Use AI to recommend configurations, cross-sells, and pricing strategies that align with customer behavior and margin targets.

CPQ is no longer a tool for generating quotes; it's the workflow that defines how business is done.

06

TREND 06

Digital Procurement and Self-Service Buying

Enterprise procurement has entered a new era. Buyers who once relied on sales reps and manual quote cycles now expect the same control, transparency, and speed they experience as consumers. They want to configure, price, approve, and reorder on their own — anywhere, anytime, and across any device.

The challenge for most organizations is delivering digital access without compromising accuracy, pricing integrity, or governance. Complex hierarchies, negotiated contracts, and approval chains make B2B self-service far more intricate than a simple online store.

Leading manufacturers and distributors respond by digitizing procurement workflows end-to-end. They're extending CPQ logic, pricing rules, and account structures directly into self-service portals so customers can manage their own orders within pre-defined parameters. When quoting, approvals, and fulfillment all connect through one workflow, procurement transforms from a cost center into a growth engine.

“Self-service is no longer a convenience. It’s how modern enterprises earn trust, efficiency, and repeat business.”

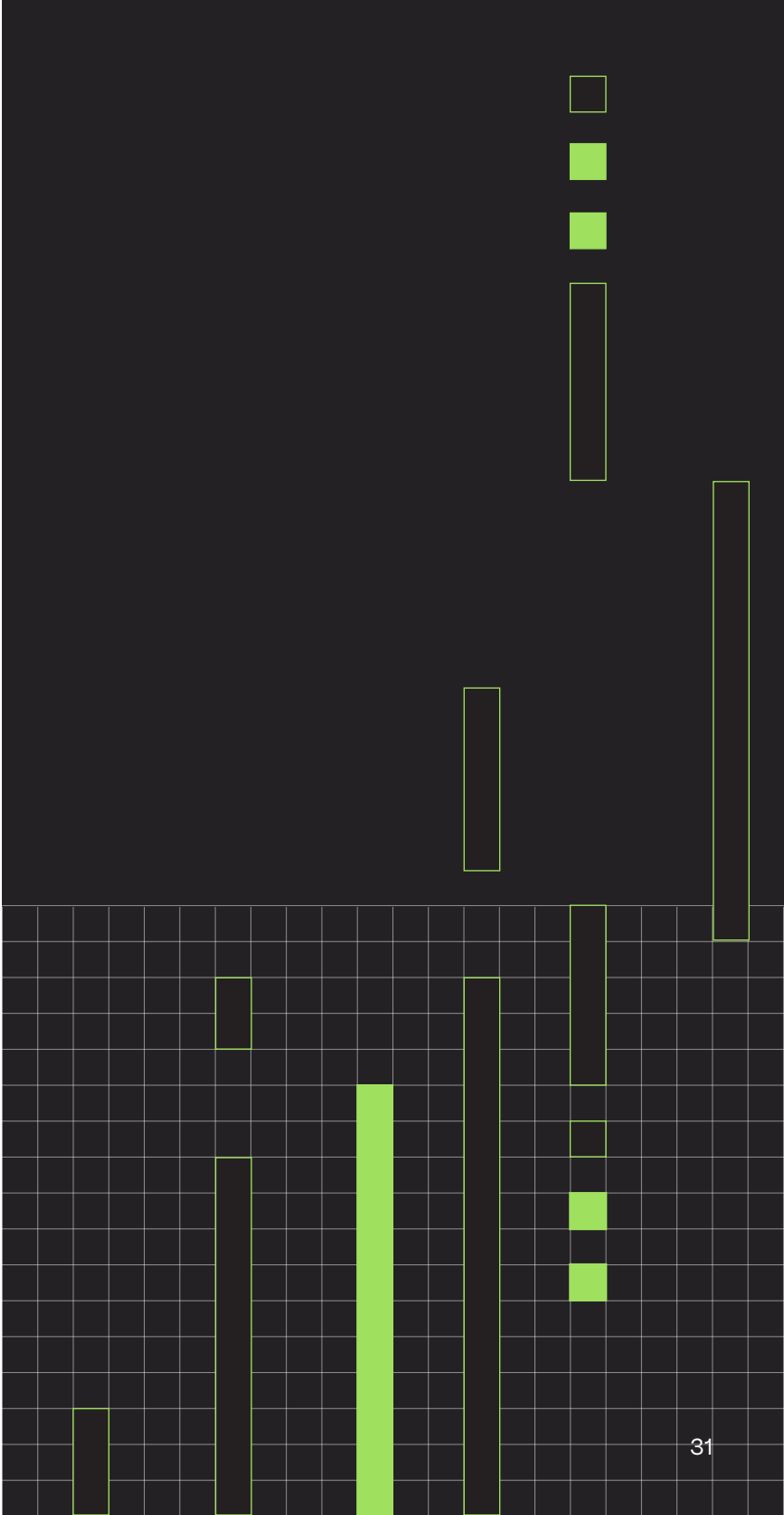
Isaiah Bollinger, VP of D2C & Distribution, Zaelab

The Operational Shift

Digital procurement is not going to replace people. Its primary goal is to eliminate friction.

Sales teams gain capacity as routine transactions move online. Customers gain visibility into pricing, delivery, and order status. Operations gain control and data accuracy through governed workflows.

[ServiceNow](#) and CPQ platforms make this possible by connecting approvals, pricing, and fulfillment into a unified process. The result is a scalable self-service model where every digital interaction follows the same rules as an in-person quote, with the same speed and precision.



Prediction: Self-Service Becomes the Primary Channel for Enterprise Procurement



In 2026, more than half of enterprise procurement spend will flow through self-service channels. Digital portals and mobile experiences will replace traditional quote-and-email exchanges for repeat and low-complexity orders.

For high-value or configured purchases, hybrid models where buyers initiate and sales finalize will dominate. This change will redefine what sales, service, and operations mean in B2B commerce.

Enterprises that integrate digital procurement into their core workflows will lower cost-to-serve, improve order accuracy, and shorten fulfillment cycles. Those that maintain manual, rep-dependent processes will see both margins and buyer loyalty erode.

Shaping the Future of Procurement

Leaders positioning for this shift should:

Digitize recurring transactions

Move standard orders, renewals, and replenishments to governed self-service flows.

Extend CPQ rules to customers

Allow buyers to configure within approved parameters for speed and compliance.

Unify approvals and visibility

Connect procurement workflows with finance, logistics, and service for full transparency.

Empower mobility

Ensure every buyer from headquarters to field operations can act on any device.

Redefine the sales role

Free sales teams to focus on complex, strategic accounts while digital channels handle the rest.

Digital procurement creates consistency customers can trust — and simplicity they return for.

The Next Phase of Enterprise Modernization

The insights across the six trends point to a single truth: modernization has moved beyond technology upgrades. It's now defined by how effectively an enterprise connects data, processes, and people to deliver outcomes that scale.

The shift toward unified commerce, intelligent data foundations, and workflow-led operations signals a new kind of maturity where the enterprise functions as a single, synchronized ecosystem. Whether through CPQ automation, AI-enabled decisioning, or digital self-service, leaders are aligning every workflow to the customer journey.

Enterprises that make these connections will see a positive impact with shorter quote cycles, faster order fulfillment, lower cost-to-serve, and stronger customer retention. Those that delay risk falling behind as agile competitors redefine the pace of commerce.

What Defines the Leaders of 2026

Workflow-first architecture

They view workflows, not systems, as the primary building blocks of modernization.

Data as infrastructure

Unified, governed, and contextual data fuels every function — from pricing to service.

AI as the operating layer

Automation and intelligence are embedded in processes, not added after the fact.

Customer-centered operations

Every workflow begins with the customer experience and ends in measurable value.

Ecosystem agility

Their technology partnerships, from commerce to workflow orchestration, evolve together through shared APIs, data models, and innovation roadmaps.

These attributes form the blueprint for connected modernization: a model where technology, data, and human expertise operate in balance to drive growth.

Where to Focus Next

As enterprises look ahead to 2026, modernization should concentrate on three interlocking priorities:

1. Unify core workflows.

Begin with the high-impact flows — quote-to-cash, service-to-renewal, procure-to-pay — and eliminate friction through automation and shared data.

2. Invest in intelligent foundations.

Build the data architecture and governance required for trustworthy AI and predictive decision-making.

3. Scale customer autonomy.

Expand digital procurement and self-service models that reduce cost while improving satisfaction.

Together, these focus areas define the next chapter of enterprise modernization where transformation is a continuous process with connected workflows at its core.

Zaelab: Your Digital Partner in 2026 & Beyond

To realize this vision, organizations often need a partner that can see through both lenses — the customer experience and **the operational foundation behind it.**

Zaelab acts as that customer-centered enabler, bridging the gap between front-end design and back-end execution. Through its expertise in [ServiceNow](#) and modern commerce platforms, Zaelab helps enterprises connect every workflow — from the first customer interaction to the final fulfillment — ensuring that modernization is built through the customer lens and sustained across the enterprise.



The B2B Commerce Spectrum Tool

Modern B2B commerce is built from a series of connected capabilities — the building blocks of digital maturity. For many enterprises, these capabilities evolve unevenly. Some excel at delivering rich customer experiences but lack strong data foundations. Others achieve speed and accuracy in CPQ yet still struggle with post-order visibility and analytics.

To help leaders measure and focus their modernization efforts, **Zaelab created the B2B Commerce Spectrum** — a diagnostic tool that benchmarks an organization's digital maturity across every dimension of modern commerce: **experience, operations, data, and intelligence.**

What the Spectrum Measures

The Spectrum evaluates readiness and maturity across critical areas of B2B commerce, each aligned with the transformation themes shaping 2026:

- **Account Management:**
Buyer access, permissions, and onboarding.
- **Order & Quote Management:**
Accuracy, automation, and CPQ integration.
- **Self-Service & Procurement:**
Buyer autonomy and digital enablement.
- **Products & Pricing:**
Unified catalogs, contract pricing, and configuration accuracy.
- **Data & Analytics:**
Connected insights and AI preparedness.
- **Workflows & Operations:**
Integration between customer-facing experience and back-end systems.

The Spectrum translates B2B complexity into a structured view of progress. Each capability is benchmarked against industry peers, helping leaders direct investment where it will have the strongest business impact.

“Modernization feels complex... until you can break it down to essentials.”



Navigating the B2B Commerce Spectrum Tool



Assess Current Capabilities.

Evaluate performance across commerce, data, and workflow dimensions.



Visualize Your Maturity Map.

Identify strengths and gaps across essential, emerging, and advanced capabilities.



Receive a Personalized Benchmark Report.

Access industry- and size-specific comparisons, showing how your organization ranks against top performers across manufacturing, distribution, life sciences, and other key sectors.



Plan the Modernization Path.

Define the workflows, integrations, and data investments that will accelerate digital maturity through 2026.

Digital transformation succeeds when progress is visible and measurable. The B2B Commerce Spectrum gives leaders a practical way to link operational readiness to business outcomes — from quoting velocity and order accuracy to customer retention and cost-to-serve.

The tool provides more than a static benchmark; it highlights how effectively workflows connect across systems and functions, revealing the enterprise's true readiness for intelligent, connected commerce.

By mapping every element of modern commerce — from account management to data intelligence — B2B Commerce Spectrum will help you clarify where to focus and how to grow with confidence.

BUILT FOR ENTERPRISE MODERNIZATION

Developed by Zaelab in collaboration with industry innovators, the B2B Commerce Spectrum helps organizations move from insight to execution.

Modernize Through the Customer Lens

The 2026 commerce landscape will reward enterprises that operate with precision, intelligence, and connected intent. Modernization is no longer defined by digital presence or system upgrades. It's defined by how effectively an organization aligns its workflows around the customer journey — from configuration to cash, from service to renewal.

Every theme explored in this report leads back to a single idea: **growth now depends on the strength of connection with your customer.**

When data, systems, and teams move in sync, enterprises unlock a level of speed and transparency that competitors can't easily replicate. Connected workflows reduce friction, intelligent data foundations turn insight into action, and self-service models put control where customers expect it — in their own hands.

This is the new architecture of competitiveness summarized:

- Unified workflows that power consistency across channels.
- AI and data intelligence that guide decisions in real time.
- CPQ-led experiences that make complexity simple for both buyer and seller.
- Ecosystems designed for interoperability, not maintenance.

Enterprises that embrace this model will evolve faster, serve customers better, and scale with resilience. Those that continue operating through disjointed systems will find it increasingly difficult to meet the pace and expectations of the modern market.

For organizations ready to act, now is the moment to turn insight into execution.

Zaelab helps enterprises rearchitect commerce around the customer lens — connecting front-end experience with the operational backbone that sustains it.

Begin your journey by benchmarking your organization's digital maturity with the B2B Commerce Spectrum, or [connect with Zaelab](#) to explore how connected workflows can accelerate your path to enterprise growth.

Launch the B2B Commerce Spectrum



Start Modernizing For Customer Impact

Disconnected systems slow every part of the buying and fulfillment process. Manufacturers and distributors need connected workflows that align data, teams, and operations around the customer.

By unifying data and workflows, organizations will gain control of complex processes, reduce time-to-quote and cost-to-serve while improving the experience for both customers and internal teams.

Let's talk about where modernization will have the most impact.

Contact Us

