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# Supply Chain Effect

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**THEME: SMART SOFTWARE FOR GREATER VISIBILITY, COLLABORATION, AND RESILIENCE**

**Northern growth leader IMI sets its sights on Europe**

German IGZ targets the Nordics

**Supply Chain 2026 – Uncertainty Is the New Normal**

Elisa Industriq – a start-up with the stability of a major corporation

# Nordic IMI Supply Chain Solutions sets its sights on Europe

In 2021, the software company IMI Supply Chain Solutions started a growth journey with its main owner Priveq Investment. Since then, IMI has established itself as a Nordic player, more than doubling both its revenue and employee count. Now, it's time to take the next step—expanding further into Europe.

IMI boasts a rich history dating back to 1967, when the Industri-Matematik International brand was first registered. Its reliable software for transaction-heavy logistics has long been trusted by well-known customers like Ahlsell, NorgesGruppen, and Schenker, and in recent years, many smaller and mid-sized businesses as well.

From the early 2000s onwards, IMI became part of various international groups operating under several different brands. In 2019, its team, software, and brand came back together in a stand-alone business, which was then put up for sale.

## A Perfect Fit

With Priveq stepping in as the new principal owner in 2021, IMI kicked off a period of rapid and profitable growth.

*For us, it truly was a perfect match. Priveq takes a long-term approach, is guided by strong values, and promotes growth fueled by passionate people and businesses driven by entrepreneurial spirit. That was exactly the kind of ownership we needed, says Niklas Rönnbäck, CEO and President of IMI Supply Chain Solutions.*

## Full Speed Ahead

Once Priveq came on board, IMI gained the resources necessary to realize the ambitions laid out the previous year. Together, they charted a clear and bold course: IMI would not only continue developing its two core products, IMI AOM (Automated Order Management) and IMI WMS (Warehouse Management System), but also expand to become a comprehensive provider of innovative, specialized, and complementary best-of-breed solutions for the entire supply chain process.

*Looking back over the past five years, two things really stand out to me. First, the pace we moved at. Second, how much our company culture matters. Throughout all these changes, we've made it a priority to build a workplace where people actually want to be and grow, says Niklas.*

His colleague Sandra Lundegaard nods in agreement, describing the new partnership with Priveq as giving the company a fresh engine under the hood.

*We achieved a lot before, but with our new main owners, a whole new world of possibilities opened up. It felt like we could really step on the gas and go full speed ahead. I've been with IMI for 21 years*



Niklas Rönnbäck, President and CEO, together with Sandra Lundegaard, COO and Deputy CEO at IMI. Photo: Alexandra Troulioti

and of course, I've really enjoyed my time here, but the past few years have been incredibly intense and fun, says Sandra, IMI's COO and Deputy CEO.

### **Driven by Culture and Values**

Both Sandra and Niklas keep coming back to how important a strong company culture and shared values with Priveq have been for their success. Over the decades, their own company culture has been shaped and strengthened.

Our company culture has always been part of the very fabric of our offices. But since 2021, we've taken a much more hands-on, focused approach to strengthening our culture and values, weaving them into every part of the organization—together with our employees, our owners, and the newly acquired companies, Sandra shares. That mindset also comes through in how IMI operates internally: small teams with big responsibilities, close communication between development and customers, and a structure where collaboration is valued over titles.

*When the companies we've brought onboard have so quickly become a seamless part of our group, it's been these very factors that made all the difference, says Niklas.*

### **"Best, not biggest"**

Our annual organic growth has topped ten percent over the past five years. In addition, IMI has completed six strategic acquisitions, more than doubling the size of the company

compared to January 2021. The acquired companies stand out for their complementary logistics software, shared values, and relatively small size. Their scale has made it possible to integrate them smoothly and quickly.

*Our goal isn't to be the largest, but to be the best at what we do, while having enough breadth to add value throughout the entire supply chain. That demands both expertise and complementary solutions,* Niklas explains, emphasizing that the strategy is to offer a suite of supply chain software tools and continue building a people-centered company culture.

### **An ecosystem is taking shape**

Each acquisition has been guided by a clear strategy and a strong understanding of the Nordic supply chain market's key players. Niklas explains that every acquisition has undergone thorough review, focusing on both technology and company culture, as it's essential for people to work well together and share the same outlook on customer relationships, responsibility, and quality.

*We've been extremely diligent with each acquisition. The technology needs to be the right fit, of course. But it's even more important that the cultures align. An acquisition isn't just about software—it's about people joining something bigger and feeling that they belong here,* he says.



Niklas with Ebba Olofsson, who works as HR Business Partner at IMI. Photo: Alexandra Troulioti

Some companies have brought in advanced planning tools, others have added predictive analytics, optimization engines, or features for inventory management, freight cost control, visibility, and e-commerce solutions. Together, they've laid the foundation for the ecosystem IMI offers today. The ecosystem concept becomes clearest in the combinations—it's neither a closed, monolithic platform nor a scattered collection of products, but rather an integrated solution where each component can be expanded to fit different customers' needs and maturity levels.

#### **“A best-of-breed supply chain suite”**

After five years of dedicated work, the transformation in the portfolio is clear. IMI has evolved from two established systems into an expansive toolbox of best-of-breed solutions—a “best-of-breed supply chain suite”—designed for use both as modular tools, that is,

as individual solutions or as a comprehensive, integrated platform.

The goal has always been—and continues to be—to create a connected ecosystem of best-of-breed supply chain solutions. This offering is built to manage the complexity of large enterprises while providing flexibility for smaller, fast-growing businesses, explains Sandra. She notes that today's portfolio supports the entire supply chain flow, from planning and order management to inventory control, distribution, and advanced optimization.

Alongside all the acquisitions, investments in R&D have doubled and are now at an industry-leading level. Since 2021, the number of employees has grown from around 80 to 180, and revenue has risen from 170 million to nearly 400 million kronor.

### Doubling in size without losing direction

When a company doubles in size within just a few years, everyday life and the organizational structure shift dramatically. New talent joins, teams are restructured, processes need updating, and clients are met with a business that isn't quite the same as before. Niklas believes a strong sense of direction is essential for success through this growth.

We're a different company today, but we've grown the right way. What matters most to me is expanding without losing the culture that defines us—ownership, expertise, openness, and humility. Those are the qualities that have carried us for decades, he says. Rapid growth has demanded integration across several areas—not just technically, but especially in organization and company culture. Sandra notes that the softer values are now even more important than the hard ones.

When you acquire a company, there's almost always uncertainty on both sides. New team members wonder, "Who are we now, and where do I fit in?"

And inside our organization, people ask, "How will this change our identity?" As a leader, it's vital to be present. It takes honest conversations, transparency, and patience. Trust can't be built overnight, she says.

### "It's all about increasing customer value"

Growth has also reshaped IMI's place in the market. Our teams have expanded, our skills are broader, and we have more capacity for development. Today, the company delivers solutions across more parts of the supply chain than ever before—which has also impacted our customer relationships.

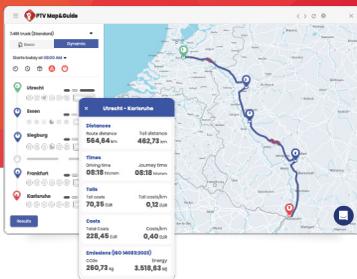
Many people know IMI, especially in the Nordics. But for a lot, the image is still a company with two systems and a clear niche. Now, we can show we're much more. We have a far broader offering that can play a bigger role in our customers' supply chains, says Niklas. He explains that growth hasn't been about getting bigger—it's about becoming more relevant.

It's not about volume. It's about creating greater

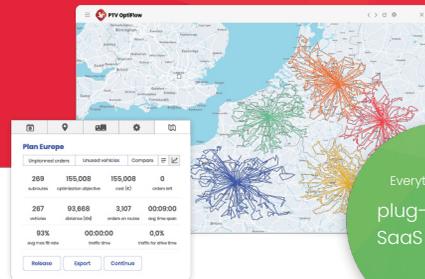
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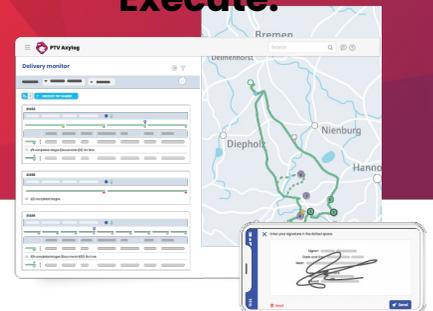


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Sandra with Anders Holmgren, Senior Project Manager at IMI. Photo: Alexandra Troulioti

*customer value. We've brought in expertise that complements our own, built up a culture where teams work closely with customers, and developed technology and SaaS solutions that let us solve even more aspects of their daily challenges. That really makes a difference.*

Today, IMI is a company that moves faster, works more cross-functionally, and is better equipped to adapt as customer needs change.

*We've become more diverse, both in terms of technology and people. But our core remains the same. And maybe that's what matters most: growing without losing our way,* says Sandra.

### **Culture is the glue**

When Niklas and Sandra reflect on IMI's progress, they often highlight how the way of working and the people behind the software have truly been key to succeeding during times of rapid change. Sandra emphasizes that a strong company culture is a razor-sharp competitive advantage in an organization—and a marketplace—that's moving fast.

*Our culture is built on people taking responsibility, helping each other, and wanting to make a difference every day. It may sound simple, but it's deeply ingrained in us. I believe much of our recent success comes from this very foundation.* Niklas points out that, in practice, our culture centers around three things: how we view people, our expertise, and trust. These qualities are what really bind us together.

*It's essential that people have room to grow. Here, it's not unusual for someone to spend one week working closely with a customer and the next with the development team. This way of working builds a full-picture understanding—and pride in what you do. He also notes that many of our employees move seamlessly between tech and logistics—experts who can both write code and see what's happening on the warehouse floor on a Monday morning before the busy season kicks off.*

### **"Most gender-balanced in the industry"**

One thing that really sets IMI apart is the high percentage of women on the team. In the traditionally male-dominated IT sector, IMI has nearly achieved gender balance. And within the leadership team, there are just as many women as men.

*We're one of the few companies in the industry that comes close to gender balance, and that's the result of intentional decisions—not just luck. It's not an end in itself but a way to build strong, sustainable teams. It's uncommon in our field, but it hasn't happened by accident. We've been purposeful in recruiting, developing, and acquiring talent to bring in different perspectives and skills. That has mattered—and still matters—to us,* shares Niklas.

And especially in the context of acquisitions—where many companies struggle with cultural friction—Niklas believes IMI’s approach has become a real advantage. Rapid growth can easily create boundaries and an “us versus them” mindset, but IMI’s model is all about giving everyone a sense of belonging from day one. *Culture isn’t something you can negotiate. If people don’t connect, everything else falls apart. When we see that our values align and people truly fit together, integration works smoothly. That’s when one plus one can actually equal three,* says Niklas.

### An industry in motion

Over the past five years, nearly everything related to supply chain and logistics has evolved at lightning speed—including all kinds of logistics technology and software. The pandemic was just the starting point, not the end. Demand shifts, global conflicts, material shortages, energy prices, tariffs, sanctions, and accelerating digitalization have all combined to create new challenges and opportunities.

*The need for smart and flexible systems that can be*

*integrated has never been greater. Companies have to adapt quickly, so they need systems that don’t create bottlenecks,* explains Sandra.

It’s in this environment that IMI has shaped its portfolio. The approach has always been simple: each solution should be valuable on its own, but even more powerful together. In practice, this means planning, inventory management, visibility, automation, transport optimization, and integration can all be built as modules—never as a single, rigid system.

### “Best-of-breed becomes the standard”

The system architecture now mirrors the market’s transformation. Large ERP platforms are still important, but customers no longer want their entire operations locked into one system. Instead, best-of-breed strategies are becoming the norm for both large and mid-sized companies, says Niklas.

*The best-of-breed mindset has truly taken hold. Customers want to pick exactly what fits their unique needs. That’s where we aim to excel.*

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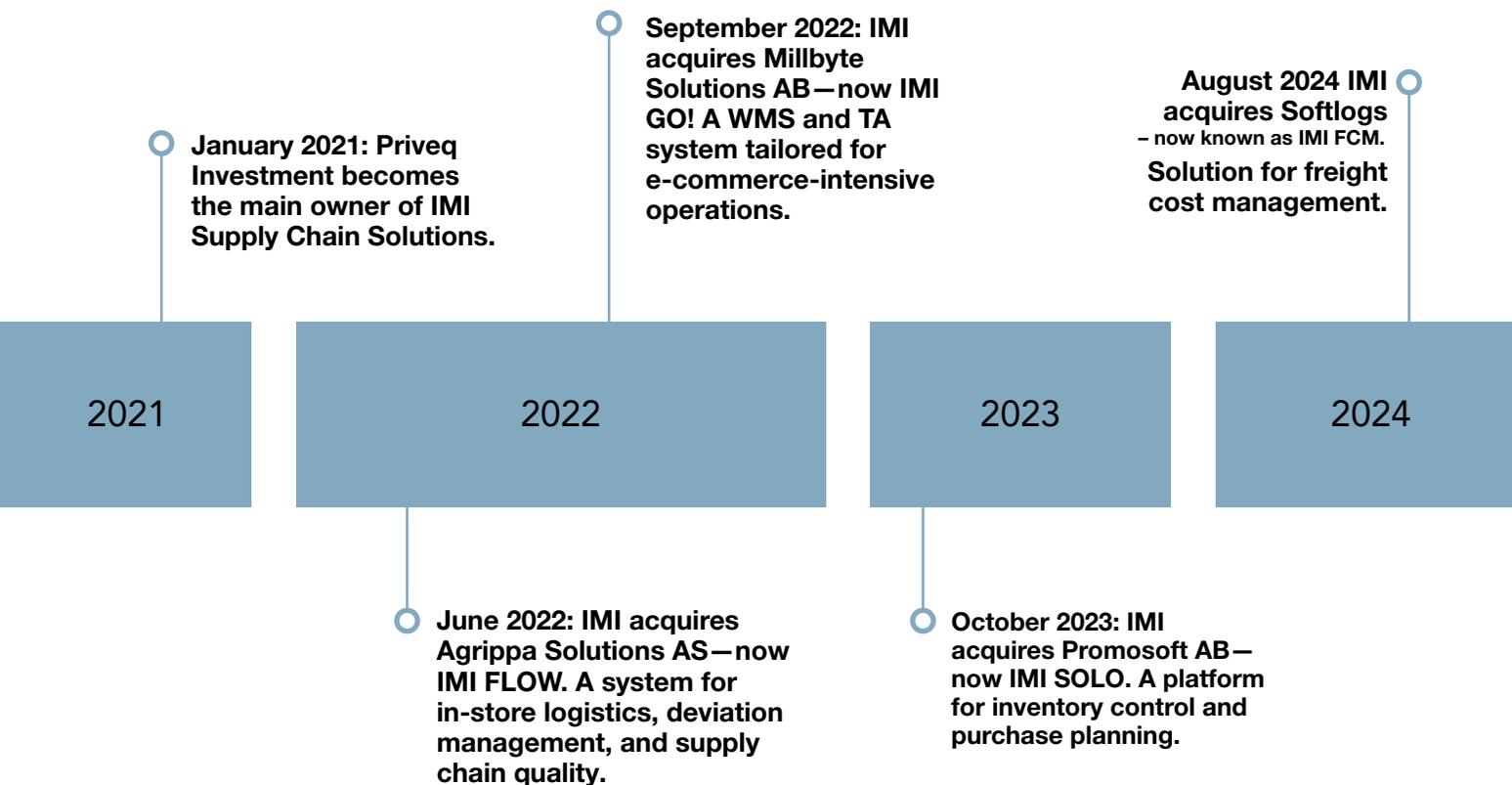
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At the same time, demands for greater transparency and fast implementation are rising. More Nordic and European companies are seeking suppliers who understand their reality—from local regulations to the practicalities of logistics in stores, terminals, or warehouses. IMI’s close collaboration with clients and its technology-driven approach have become valuable assets. In an industry where change is the only constant, IMI has chosen not to predict the exact future, but instead to build a portfolio that’s flexible and ready to adapt.

### Europe on the horizon

Up until now, IMI has operated as a Nordic player. But things are about to change. Recently, IMI acquired UK-based OMS Limited, a specialist in warehouse efficiency measurement, signaling a new direction.

The next step is to establish a presence in Europe. We’ve built a portfolio that’s ready for this, we have the culture and expertise, and our owners are committed, says Niklas. This expansion is a logical outcome of our strategic shift in recent years. With six acquisitions, a broader product portfolio, and a stronger technology platform, IMI, according to Niklas, is now better equipped than ever to compete in markets with higher and more diverse requirements than in the Nordics.

Our push into Europe will be gradual and precise. Rather than spreading across the continent all at once, Niklas points to a model focused on select markets, specific customer segments, and complementary technologies as the recipe for success.

*It’s not about growing fast just for the sake of growth. It’s about finding the right context, the right customers, the right partners, and the right complementary companies,* says Sandra. After establishing in the UK, the goal is to keep expanding with companies that strengthen the portfolio and open doors to new markets. But this expansion must not come at the expense of what has made IMI successful so far: close customer relationships, technical stability, and a culture centered on responsibility and long-term vision.

*We’re not here to change who we are—we just want to bring what we do to more countries,* Sandra emphasizes.

### A company on the move

Over the past five or six years, IMI has gone from being part of a global software conglomerate to an independent Nordic software firm, and keeps moving forward.

**December 2025: IMI acquires OMS Limited – now IMI LMS. A system designed to streamline warehouse operations.**

2025

**December 2025: IMI acquires Wismotion AB – Now part of IMI GO! as a solution for enhanced supply chain visibility.**



Photo: Alexandra Troulioti

into a company with clearly defined European ambitions. The transformation has been swift, but not sudden. Instead, it's been a series of intentional steps that together have shaped a new structure, a new offering, and a new rhythm.

*The most important thing is that we're building something sustainable. Something people want to be a part of, and that truly delivers value for our customers. If we get that right, growth will follow naturally as a result—not as the main goal,* explains Niklas.

Today, IMI stands at the heart of an industry changing faster than ever: with stricter safety and sustainability requirements, volatile and shifting global flows, talent shortages, and a technological shift where integration and flexibility are essential. In this new landscape, the company has positioned itself with a broader portfolio than before—clearly aimed at meeting the emerging needs across Europe.

In other words, the journey is far from over. New expansions are coming, along with ongoing improvements to the systems more and more customers depend on for their daily operations. Yet the direction is clear: a wider range of services, a bigger market, and a growing organization, all while staying true to the company's core values and principles.

*We're nowhere near finished. But everything is pointing in the right direction. We're building something meant to stand the test of time—something that will last for decades. That's the kind of journey you want to be a part of,* concludes Sandra.

#### **About IMI Supply Chain Solutions**

IMI Supply Chain Solutions is a software company supporting wholesalers, retailers, e-commerce businesses, and 3PL providers in their mission-critical supply chain flows. With eight offices in four countries and extensive experience handling complex logistics challenges, IMI helps customers create stable, scalable, and efficient processes.

Written and interviewed by Marika Karlöf and Stefan Karlöf