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PARADIGM B2B



CONTENTS

2022 | Enterprise Edition

The 2022 Paradigm B2B Combine.....	3
The Paradigm B2B Combine Difference.....	4
Digital Commerce Solutions Defined.....	5
Scoring Methodology.....	6
Strategic Pillars Defined.....	7
Product Capabilities Defined.....	8

CATEGORY ANALYSIS

STRATEGIC PILLARS

Ability to Execute.....	10
Customer Service & Support.....	11
Partner Ecosystem.....	12
Total Cost of Ownership (TCO).....	13
Vision & Strategy.....	14

PRODUCT CAPABILITIES

Content & Data Management.....	15
Integrations, Operations & Infrastructure.....	16
Marketplaces.....	17
Promotions Management.....	18
Sales & Channel Enablement.....	19
Site Search.....	20
Transaction Management.....	21

PRODUCT ANALYSIS & SCORES

Adobe Commerce.....	22
BigCommerce.....	24
commercetools B2B platform.....	26
HCL Commerce.....	28
Intershop Commerce Management.....	30

Oracle Commerce (cloud).....	32
SAP Commerce Cloud.....	34
Spryker Cloud Commerce OS.....	36
VTEX Commerce Platform.....	38

MEDALIST SPOTLIGHT

STRATEGIC PILLARS

Ability to Execute.....	40
Customer Service & Support.....	41
Partner Ecosystem.....	42
Total Cost of Ownership.....	43
Vision & Strategy.....	44

PRODUCT CAPABILITIES

Content & Data Management.....	45
Integrations, Operations & Infrastructure.....	46
Marketplaces.....	47
Promotions Management.....	48
Sales & Channel Enablement.....	49
Site Search.....	50
Transaction Management.....	51

About Paradigm B2B & Andy Hoar.....	52
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The 2022 Paradigm B2B Combine

Informed by leading B2B eCommerce practitioners and designed to zero in on the individual strengths and weaknesses of vendors, the Paradigm B2B Combine (Enterprise Edition) is targeted directly at the key interests of the eCommerce technology buyer. In my years covering the B2B industry, VPs of eCommerce and their IT counterparts rarely asked me to force-rank software solutions. Rather, not only did they ask me about the capabilities of the product (e.g., promotions, upgrades), but they frequently asked me how well companies have historically delivered on their promises (e.g., vision, pricing).

For example, I was often asked by VPs of eCommerce and their IT counterparts how responsive a particular vendor's team was if there was an outage, or how many and what kind of partners they had in their services ecosystem, or how open they were to feedback and product roadmap suggestions. These questions mattered to the buyers I worked with as much as, or more than, how many features a product had or what it cost relative to a competitor's offering.



I created the Paradigm B2B Combine to give the people who buy eCommerce solutions my unvarnished assessment of how well vendors are performing in critical categories. I'm mirroring the combine process that professional sports teams use to evaluate the capabilities and fit of draft candidates across key performance areas. My goal is to make it possible for eCommerce teams to easily determine where and how a solution best meets their customer needs and aligns with their culture, technology stack and partner ecosystem.

Sincerely,

Andy Hoar



The Paradigm B2B Combine Difference

The Combine is an all new tool that was built from the ground up in 2019. Andy Hoar established the criteria based on years of experience in the space and recent interviews with senior B2B VPs of eCommerce and IT decision-makers, as well as eCommerce platform vendors.

The decision-making dynamic for eCommerce platform technologies today is too complex to capture in a single, two-dimensional graphic. It's also the case that there is no single solution that addresses all of the needs of eCommerce platform technology buyers. The Paradigm B2B Combine scores each

solution in mutually exclusive categories and awards Gold, Silver, and Bronze medal distinctions to finishers within certain scoring ranges.

The purpose of the Paradigm B2B Combine is not to force-rank solutions, but rather to score the capabilities of certain offerings against objective criteria and enable buyers to see where individual solutions are relatively strong vs. weak. The goal is to put the eCommerce platform vendors through the paces so that buyers can make well-informed decisions without having to spend months of time executing their own research.





Digital Commerce Solutions Defined

Digital Commerce Solutions enable the merchandising and sale of goods and services via internal and external websites, mobile devices and contact centers. They are designed to be used by B2B manufacturers, distributors, wholesalers, and resellers. These solutions include (but are not limited to) functionality modules and capabilities such as: shopping cart, content and data management, sales and

channel enablement, and promotions and pricing. In general, vendors offer solutions in this space that take either a substantially best-of-breed approach (e.g., buyers can mix and match core functionality with third-party solutions) or adopt a best-of-suite philosophy (e.g., the offering includes most, if not all, of the functionality modules needed as one integrated solution).

The Enterprise Combine evaluated 9 leading solutions

Adobe Commerce



Oracle Commerce (cloud)



BigCommerce



SAP Commerce Cloud



commercetools
B2B platform



Spryker Cloud
Commerce OS



HCL Commerce



VTEX Commerce
Platform



Intershop Commerce
Management





Scoring Methodology

Paradigm B2B selects all vendors to evaluate and only allows invited companies to participate. The evaluation is a pure “no pay for play” process—no vendors can pay for admission to or placement within the Combine. All evaluated vendors are given the same opportunity to present their company vision, product capabilities and roadmap, go-to-market strategies and tactics, partner ecosystem, and customer case studies.

Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.

STRATEGIC PILLARS



Ability to Execute



Customer Service & Support



Partner Ecosystem



Total Cost of Ownership (TCO)



Vision & Strategy

PRODUCT CAPABILITIES



Content & Data Management



Integrations, Operations & Infrastructure



Marketplaces



Promotions Management



Sales & Channel Enablement



Site Search



Transaction Management



Strategic Pillars Defined

Ability to Execute

Understaffed and underfunded eCommerce platform vendors struggle to deliver on promises—and clients know it. Everyone has had a bad experience with a vendor over-promising and underdelivering. Savvy practitioners are now doing deep due diligence on the quality of the management team and the resources of the company to determine whether vendors can actually make good on their claims.

Customer Service & Support

Problems always arise in the implementation and operation of an eCommerce platform. Most of the time the issues are minor, but sometimes they're major. Vendors today must maintain detailed processes and policies in order to ensure that they are highly-available and eminently-qualified to fix problems.

Partner Ecosystem

B2B companies know that they're no longer buying a one-size-fits-all platform that's owned and operated by one company. Every platform is augmented by independent developers and implementation partners. The breadth and depth of the ecosystem is now a critical factor in the decision-making dynamic.

Total Cost of Ownership (TCO)

Whether a B2B company has millions or just tens of thousands of dollars to spend on installing and implementing a solution, the price of the platform matters. Beyond the initial price, a platform can quickly go from affordable to unaffordable over a 3-5 year time period when the full costs of implementation, operation, and maintenance are incorporated.

Vision & Strategy

Choosing an eCommerce platform is a major investment of time and money. B2B companies know that their digital success is tied to their vendor's success. It's important that vendors be crystal clear about their near-term roadmap and long-term vision and how they plan to recruit partners and acquire customers.





Product Capabilities Defined

Content & Data Management

Without command of their data, B2B companies can neither create compelling customer experiences nor customize and personalize buyer interactions. This section describes the functionality that enables buyers of a solution to create, store, and search-enable content and data for purposes of driving commerce and sustaining customer loyalty.

Integrations, Operations & Infrastructure

As vendors move to the Cloud, how they deliver their solutions, perform and scale, and incorporate key partner functionality and services increasingly matters. This section describes the functionality that enables buyers of the solution to monitor, activate, and extend the commerce capabilities of the system.

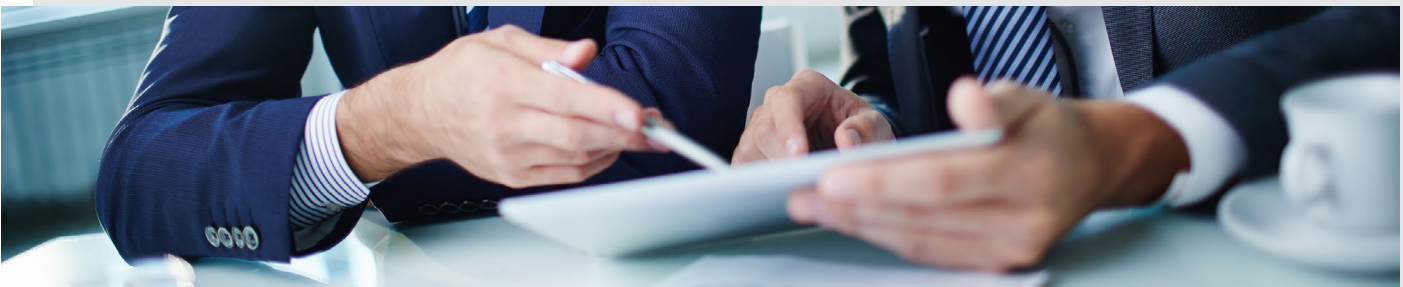
Marketplaces

With buyers increasingly starting the path to purchase on marketplaces, B2B companies realize that they need to be where buyers make decisions. This section describes the functionality that makes it possible for buyers to purchase a seller's products or services via that seller's owned or operated marketplace as well as on horizontal and vertical marketplaces.

Promotions Management

All buyers today expect personalized buying experiences, including custom catalogs and pricing. Increasingly, they also expect to make recurring purchases and establish subscriptions. This section describes the functionality that enables sellers to price products and services and promote them to targeted audiences.

[CONTINUES ►](#)





Product Capabilities Defined (continued)

Sales & Channel Enablement

A website is just one channel by which customers can buy products and services. This section describes the functionality that makes it possible to enable customer-facing sales reps and customer service reps, as well as channel partners, to participate in the digital sales of goods and services.



Site Search

It is a truism in the world of B2B eCommerce that buyers cannot buy on a site what they cannot find on a site. This section describes the functionality that enables B2B buyers to use keywords, natural language search, and semantic search to find desired products and services.

Transaction Management

At the end of the day, buyers need to be able to add an item to a cart and check out in order to complete a purchase. They may also need to configure purchases and ask for quotes. This section describes the functionality that enables sellers to record and report on orders and transaction activity.



CATEGORY ANALYSIS

Ability to Execute

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
Adobe Commerce	HCL Commerce	BigCommerce
commercetools B2B platform	Intershop Commerce Management	SAP Commerce Cloud
Oracle Commerce (cloud)	VTEX Commerce Platform	
Spryker Cloud Commerce OS		

Criteria

Understaffed and underfunded eCommerce platform vendors struggle to deliver on promises—and clients know it. Everyone has had a bad experience with a vendor overpromising and underdelivering. Savvy practitioners are now doing deep due diligence on the quality of the management team and the resources of the company to determine whether vendors can actually make good on their claims.

- ▶ Management team experience and domain expertise
- ▶ Resourcing levels
- ▶ B2B priority/focus
- ▶ Overall staffing levels



CATEGORY ANALYSIS

Customer Service & Support

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
commercetools B2B platform	Adobe Commerce	BigCommerce
Intershop Commerce Management		HCL Commerce
Oracle Commerce (cloud)		SAP Commerce Cloud
VTEX Commerce Platform		Spryker Cloud Commerce OS

Criteria

Problems always arise in the implementation and operation of an eCommerce platform. Most of the time the issues are minor, but sometimes they're major. Vendors today must maintain detailed processes and policies in order to ensure that they are highly available and eminently qualified to fix problems.

- ▶ SLAs, customer policies, and maintenance contracts
- ▶ (Customer Service Rep) CSR structure, staffing, and training
- ▶ Customer service metrics and measures



CATEGORY ANALYSIS

Partner Ecosystem

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
Adobe Commerce		BigCommerce
commercetools B2B platform	Spryker Cloud Commerce OS	Oracle Commerce (cloud)
SAP Commerce Cloud		VTEX Commerce Platform

Criteria

B2B companies know that they're no longer buying a one-size-fits-all platform that's owned and operated by one company. Every platform is augmented by independent developers and implementation partners. The breadth and depth of the ecosystem is now a critical factor in the decision-making dynamic.

- ▶ Implementation partner footprint
- ▶ Front-end design and customer experience partner footprint
- ▶ Developer footprint



CATEGORY ANALYSIS

Total Cost of Ownership

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
Adobe Commerce	VTEX Commerce Platform	commercetools B2B platform
BigCommerce		HCL Commerce
Intershop Commerce Management		Oracle Commerce (cloud)
		Spryker Cloud Commerce OS

Criteria

Whether a B2B company has millions or just tens of thousands of dollars to spend on installing and implementing a solution, the price of the platform matters. Beyond the initial price, a platform can quickly go from affordable to unaffordable over a 3-5 year time period when the full costs of implementation, operation, and maintenance are incorporated.

- ▶ Average annual license or subscription pricing (including maintenance)
- ▶ Average implementation cost by size of project



CATEGORY ANALYSIS

Vision & Strategy

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
Adobe Commerce	Intershop Commerce Management	BigCommerce
commercetools B2B platform	Oracle Commerce (cloud)	SAP Commerce Cloud
HCL Commerce		VTEX Commerce Platform
Spryker Cloud Commerce OS		

Criteria

Choosing an eCommerce platform is a major investment of time and money. B2B companies know that their digital success is tied to their vendor’s success. It’s important that vendors be crystal clear about their near-term roadmap and long-term vision and how they plan to recruit partners and acquire customers.

- ▶ 3-5 year vision
- ▶ 18 month roadmap
- ▶ Sales momentum
- ▶ Partner momentum



CATEGORY ANALYSIS

Content & Data Management

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
Intershop Commerce Management	Adobe Commerce	BigCommerce
SAP Commerce Cloud	HCL Commerce	Oracle Commerce (cloud)
		VTEX Commerce Platform

Criteria

Without command of their data, B2B companies can neither create compelling customer experiences nor customize and personalize buyer interactions. This section describes the functionality that enables buyers of a solution to create, store, and search-enable content and data for purposes of driving commerce and sustaining customer loyalty.


- ▶ Product Information Management (PIM) and/or Digital Asset Management (DAM)
- ▶ Content Management System (CMS)



CATEGORY ANALYSIS

Integrations, Operations & Infrastructure

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
commercetools B2B platform	Adobe Commerce	VTEX Commerce Platform
HCL Commerce	Intershop Commerce Management	
Oracle Commerce (cloud)	SAP Commerce Cloud	
	Spyker Cloud Commerce OS	

Criteria

As vendors move to the Cloud, how they deliver their solution, perform and scale, and incorporate key partner functionality and services increasingly matters. This section describes the functionality that enables buyers of the solution to monitor, activate, and extend the commerce capabilities of the system.

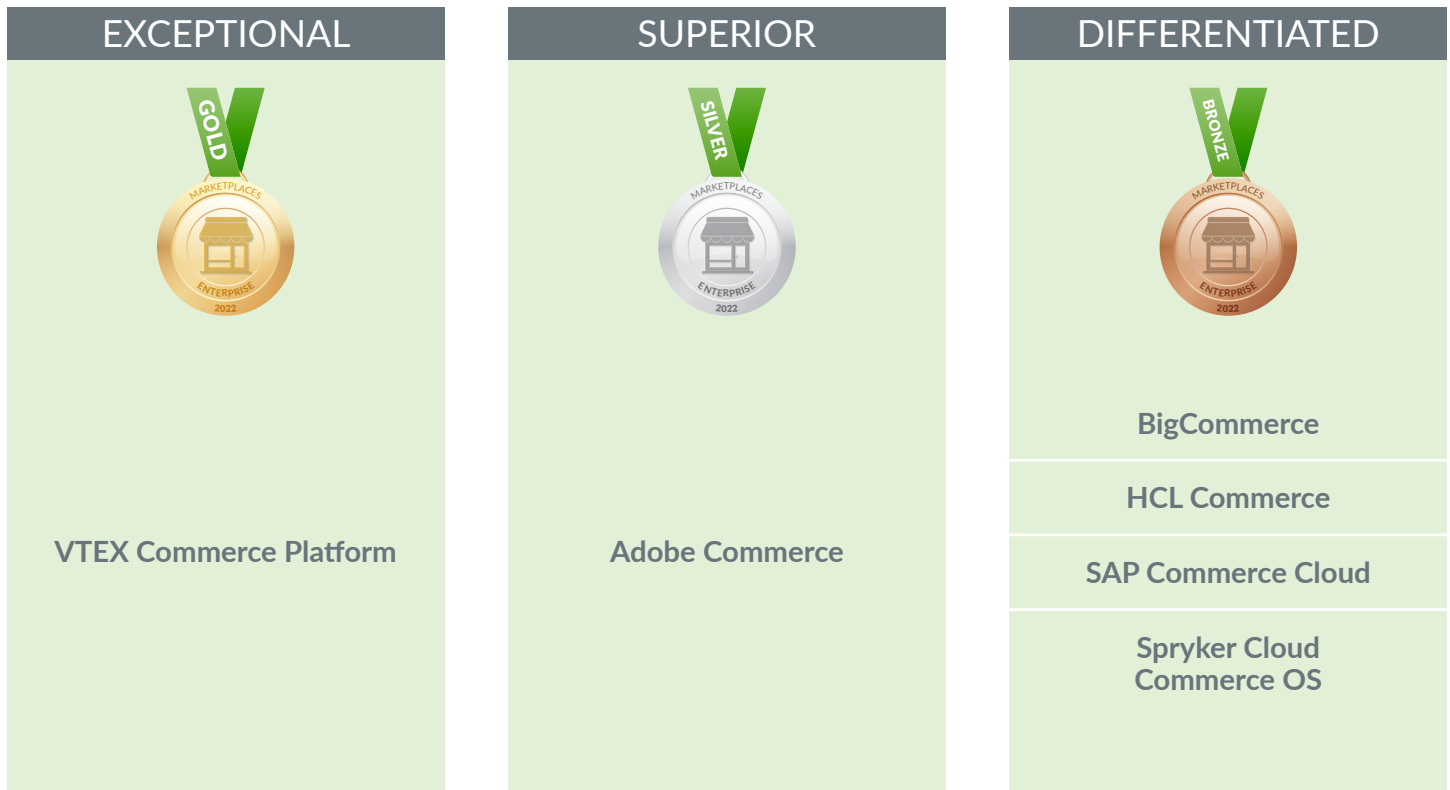
- ▶ Microservices-based architecture/APIs
- ▶ Workflow
- ▶ eProcurement integration
- ▶ Performance & scalability
- ▶ Deployment
- ▶ Releases and upgrades



CATEGORY ANALYSIS

Marketplaces

Top finishers (in alphabetical order)



Criteria

With buyers increasingly starting the path to purchase on marketplaces, B2B companies realize that they need to be where buyers make decisions. This section describes the functionality that makes it possible for buyers to purchase a seller’s products or services via that seller’s owned or operated marketplace as well as on horizontal and vertical marketplaces.

- ▶ Company-owned or operated marketplace offering 3rd party sellers
- ▶ Selling on horizontal and vertical marketplaces



CATEGORY ANALYSIS

Promotions Management

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
commercetools B2B platform		
Intershop Commerce Management	Adobe Commerce	
Oracle Commerce (cloud)	BigCommerce	(no bronze medals awarded)
SAP Commerce Cloud		
Spryker Cloud Commerce OS	HCL Commerce	
VTEX Commerce Platform		

Criteria

All buyers today expect personalized buying experiences, including custom catalogs and pricing. Increasingly, they also expect to make recurring purchases and establish subscriptions. This section describes the functionality that enables sellers to price products and services and promote them to targeted audiences.

► Promotions

► Subscriptions


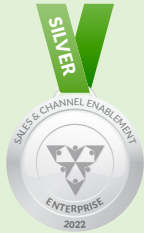

► Pricing



CATEGORY ANALYSIS

Sales & Channel Enablement

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
Adobe Commerce	BigCommerce	HCL Commerce
	commercetools B2B platform	Intershop Commerce Management
	Oracle Commerce (cloud)	VTEX Commerce Platform
	SAP Commerce Cloud	
	Spryker Cloud Commerce OS	

Criteria

A website is just one channel by which customers can buy products and services. This section describes the functionality that makes it possible to enable customer-facing sales reps and customer service reps, as well as channel partners, to participate in the digital sales of goods and services.

▶ Sales enablement

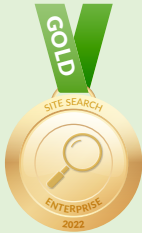


▶ Traditional channel enablement



CATEGORY ANALYSIS

Site Search

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
 <p>(no gold medals awarded)</p>	 <p>BigCommerce</p> <p>HCL Commerce</p> <p>VTEX Commerce Platform</p>	 <p>Adobe Commerce</p> <p>Intershop Commerce Management</p> <p>Oracle Commerce (cloud)</p>

Criteria

It is a truism in the world of B2B eCommerce that buyers cannot buy on a site what they cannot find on a site. This section describes the functionality that enables B2B buyers to use keywords, natural language search, and semantic search to find desired products and services.

- ▶ Traditional keyword search
- ▶ Natural language & semantic search



CATEGORY ANALYSIS

Transaction Management

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
Adobe Commerce	commercetools B2B platform	Oracle Commerce (cloud)
Intershop Commerce Management	HCL Commerce	Spryker Cloud Commerce OS
SAP Commerce Cloud		

Criteria

At the end of the day, buyers need to be able to add an item to a cart and check out in order to complete a purchase. They may also need to configure purchases and ask for quotes. This section describes the functionality that enables sellers to record and report on orders and transaction activity.

- ▶ Shopping cart
- ▶ Configurator
- ▶ Order Management System (OMS)
- ▶ Reporting
- ▶ Analytics



PRODUCT ANALYSIS

Adobe Commerce



Adobe Commerce medaled in 12 of the 12 categories of the 2022 Enterprise Combine evaluation (6 gold medals, 5 silver medals, and 1 bronze medal). Adobe Commerce is a highly-customizable solution that combines a single tenant commerce platform with multitenant SaaS search, product recommendations and analytics. The platform offers significant core functionality out-of-the-box that can be easily augmented by thousands of point solution applications available via a dedicated extension marketplace called the Magento Marketplace. Pricing tiers are based on a combination of Average Order Value (AOV) and the Gross Merchandise Volume (GMV) passing through the system. Adobe Commerce is offered by Adobe, a publicly traded company headquartered in San Jose, California (US).

Customers spoke highly of Adobe Commerce’s global partner ecosystem (for both finding implementation partners and peers to share best practices) and its broad and deep product extension marketplace. Some customers expressed concern about Adobe Commerce’s upgrade process and cited the solution’s Product Information Management (PIM) as falling short of industry standards for ease of use.

STRENGTHS

- ▶ Impressive partner ecosystem
- ▶ Rich extension marketplace
- ▶ Purpose-built to support both B2B and B2B2C use cases
- ▶ Sizable legacy Adobe Commerce (formerly Magento Commerce) customer population around the world
- ▶ Strong reporting and analytics capability

ROOM FOR IMPROVEMENT

- ▶ Limited Order Management System (OMS)
- ▶ Limited built-in subscriptions capability
- ▶ Underpowered Product Information Management (PIM)
- ▶ Passive direct customer service support via Adobe
- ▶ Weighty upgrade process

BOTTOM LINE

Adobe Commerce is particularly well-suited to enterprise B2B companies looking for a vendor with a platform that is purpose built to support both B2B and B2B2C use cases, incorporates industry-leading reporting and analytics capability and offers an impressive ecosystem of both point solution applications and implementation services.

SCORING RESULTS ▶

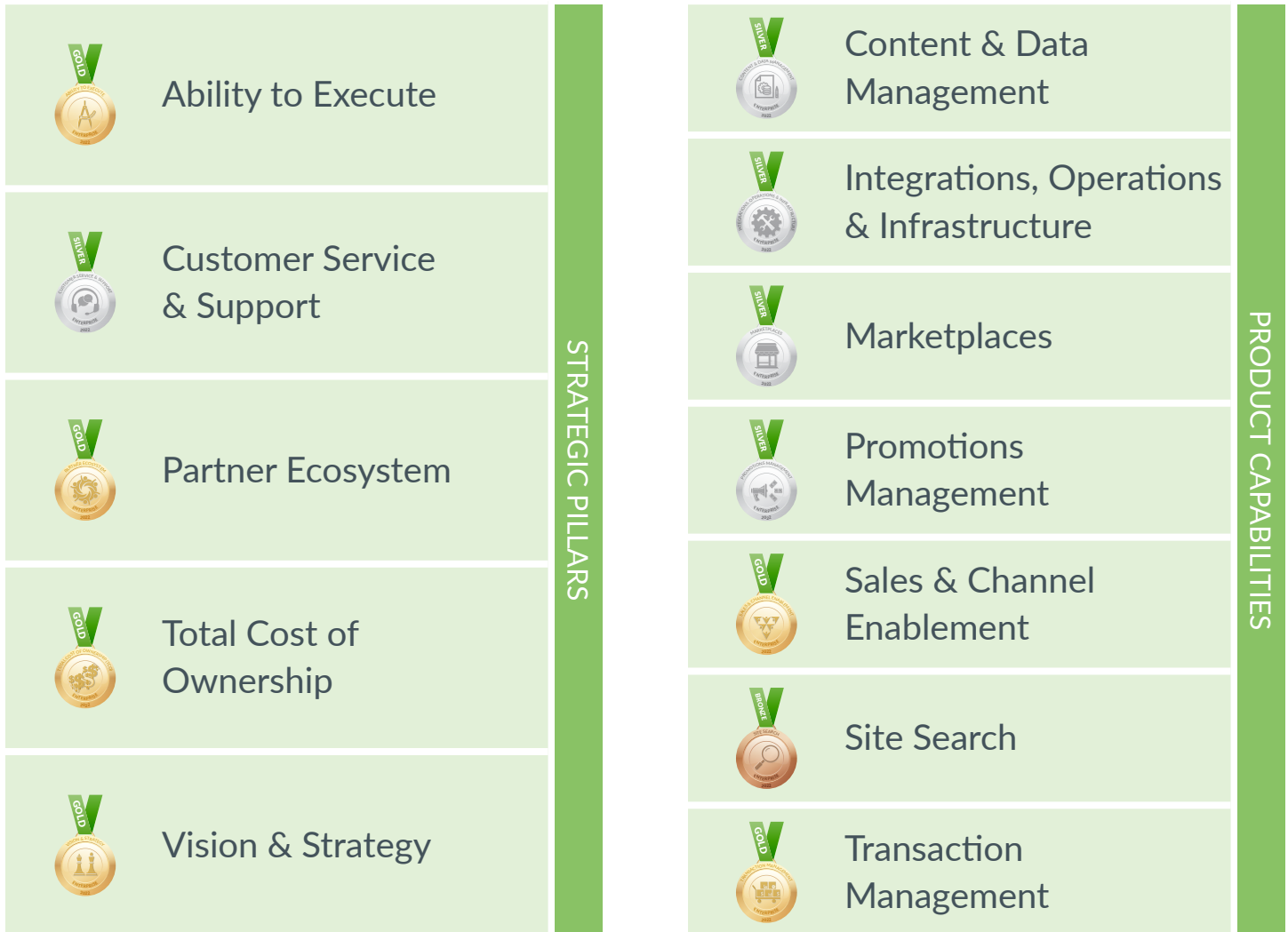


PRODUCT SCORES

Adobe Commerce



Category breakdown



Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.



PRODUCT ANALYSIS



BigCommerce

BigCommerce medaled in 10 of the 12 categories of the 2022 Enterprise Combine evaluation (1 gold medal, 3 silver medals, 6 bronze medals). BigCommerce uses a curated partner-centric implementation model and leverages open APIs as well as an extensive open application marketplace (many of which come pre-installed) to deliver a value-priced, multitenant B2B eCommerce solution. Pricing tiers are based largely on Gross Merchandise Volume (GMV) passing through the system but may also include calculations for Average Order Value (AOV) for enterprise-level contracts. BigCommerce is a publicly traded company headquartered in Austin, Texas (US).

Customers spoke highly of BigCommerce’s extensive partner ecosystem and rich open application marketplace with robust APIs, as well as the ease with which the solution can be configured by a business user. Some customers expressed concern about limits to BigCommerce’s out of the box B2B functionality and a user’s ability to create and modify B2B workflows, as well as the solution’s underpowered Product Information Management (PIM) and Order Management System (OMS).

STRENGTHS

- ▶ Well-developed implementation partner ecosystem
- ▶ Robust set of APIs
- ▶ Rich extension marketplace offering tight integrations with best-of-breed solutions
- ▶ Strong pricing engine
- ▶ Impressive third-party development partner network

ROOM FOR IMPROVEMENT

- ▶ Limited ability to create and modify B2B workflows
- ▶ Lightweight Order Management System (OMS)
- ▶ Underdeveloped backend and ERP-related interfaces
- ▶ Underpowered Product Information Management (PIM)
- ▶ Lightweight reporting capabilities

BOTTOM LINE

BigCommerce is particularly well-suited for enterprise B2B companies looking for a value-priced, partner-centric, multitenant SaaS eCommerce solution that leverages an extensive open application marketplace to deliver complementary functionality.

SCORING RESULTS ▶

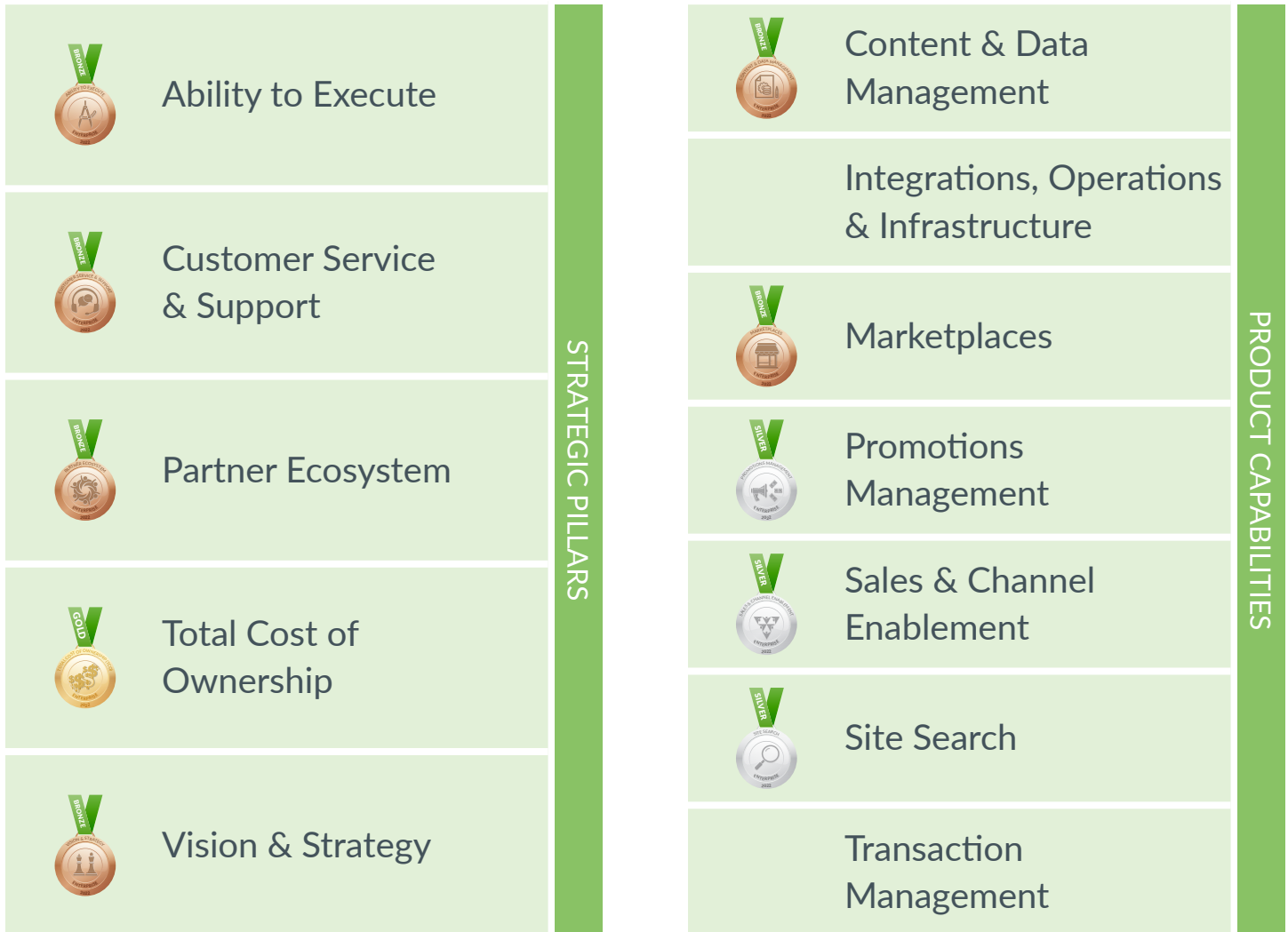


PRODUCT SCORES



BigCommerce

Category breakdown



Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.



PRODUCT ANALYSIS



commercetools B2B platform

Commercetools B2B platform medaled in 9 of the 12 categories of the 2022 Enterprise Combine evaluation (6 gold medals, 2 silver medals, and 1 bronze medal). Commercetools B2B platform is a multitenant SaaS solution that was purpose-built for a cloud-native environment. The offering is priced based on the number of orders processed. Commercetools B2B platform is offered by commercetools, a privately held company headquartered in Munich, Germany.

Customers spoke highly of commercetools's flexibility with one customer saying, "You can customize anything with commercetools." Some customers expressed concern that commercetools requires technical expertise to setup and operate, with one customer saying, "It's a fairly technical product that requires technical expertise."

STRENGTHS

- ▶ Flexibility and extensibility
- ▶ Strong pricing and promotions capability
- ▶ Extensive set of APIs
- ▶ Programming language agnostic
- ▶ Strong Configure, Price, Quote (CPQ) capabilities

ROOM FOR IMPROVEMENT

- ▶ Underdeveloped Order Management System (OMS)
- ▶ Lightweight reporting capabilities
- ▶ Limited footprint of front-end design and experience development partners
- ▶ Limited number of out-of-the-box B2B connectors
- ▶ Underpowered native search

BOTTOM LINE

Commercetools is well-suited for technically-inclined enterprise B2B companies looking for a well-supported and flexible B2B eCommerce solution that offers an array of APIs from which a capable development team can effectively build compelling commerce experiences.

SCORING RESULTS ▶



PRODUCT SCORES



commercetools B2B platform

Category breakdown



Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.



PRODUCT ANALYSIS



HCL Commerce

HCL Commerce medaled in 11 of the 12 categories of the 2022 Enterprise Combine evaluation (2 gold medals, 5 silver medals, 4 bronze medals). Formerly known as IBM WebSphere Commerce and acquired in July 2019 by HCL Technologies, HCL Commerce combines several industrial-strength capabilities into one integrated commerce platform. HCL offers the solution with two different pricing models, PVU (cores) or RVU (order lines), both of which are based on utilization. HCL Commerce is offered by HCL Software, a division of HCL Technologies, a publicly traded company headquartered in New Delhi, India, with US offices in New York, New York.

Customers spoke highly of HCL Commerce’s platform scalability, reliability, and performance with customers calling it “quite powerful” and “very capable of handling complex scenarios.” Some clients commented about HCL’s limited independent partner footprint, underpowered functionality in a few key product areas (e.g., Site Search, OMS), and the measurable effort that can be required to upgrade for major HCL releases.

STRENGTHS

- ▶ Handles complexity well
- ▶ Ability to create custom catalogs
- ▶ Facility for spinning up and managing dealer sites
- ▶ Strong promotions functionality
- ▶ Mature back-end interfaces and punchout-related workflows

ROOM FOR IMPROVEMENT

- ▶ Underdeveloped Product Information Management (PIM)
- ▶ Developing Site Search
- ▶ Limited independent systems integrator partner footprint
- ▶ Underpowered Order Management System (OMS)
- ▶ Underdeveloped reporting

BOTTOM LINE

HCL Commerce is particularly well-suited for enterprise B2B companies seeking a stable and high-performing commerce platform capable of handling complex B2B eCommerce scenarios, like creating and managing a multitude of customer catalogs and sophisticated promotions.

[SCORING RESULTS ▶](#)



PRODUCT SCORES



HCL Commerce

Category breakdown



Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.



PRODUCT ANALYSIS



Intershop Commerce Management

Intershop Commerce Management medaled in 10 of the 12 categories of the 2022 Enterprise Combine evaluation (5 gold medals, 3 silver medals, 2 bronze medals). Intershop Commerce Management is an extensively-featured commerce platform with roots dating back to the early days of eCommerce. The solution is priced based on online revenue generated or by total number of annual transactions processed. Intershop Commerce Management is offered by Intershop, a publicly traded company headquartered in Jena, Germany.

Customers said that Intershop Commerce Management offers cost-effective “robust” and “feature-rich” functionality capable of handling complex B2B use cases. Some customers expressed concern that Intershop Commerce Management lacks an extensive network of implementation partners in the US and that the system requires technical expertise to effectively tune and optimize.

STRENGTHS

- ▶ Well-engineered and robust product features
- ▶ Flexible pricing
- ▶ Strong workflows
- ▶ Strong promotions capability
- ▶ Strong Content Management System (CMS)

ROOM FOR IMPROVEMENT

- ▶ Limited footprint of front-end design and experience development partners
- ▶ Go-to-market and marketing support in the US improving but still underdeveloped
- ▶ Still transitioning to a fully-developed microservices-based architecture
- ▶ Limited ability to sell on horizontal and vertical marketplaces
- ▶ Underpowered developer network

BOTTOM LINE

Intershop Commerce Management is particularly well-suited for enterprise B2B companies looking for a cost-effective, industrial-strength B2B eCommerce solution with especially robust pricing and promotions capability that can be customized for particularly complex scenarios.

[SCORING RESULTS ▶](#)

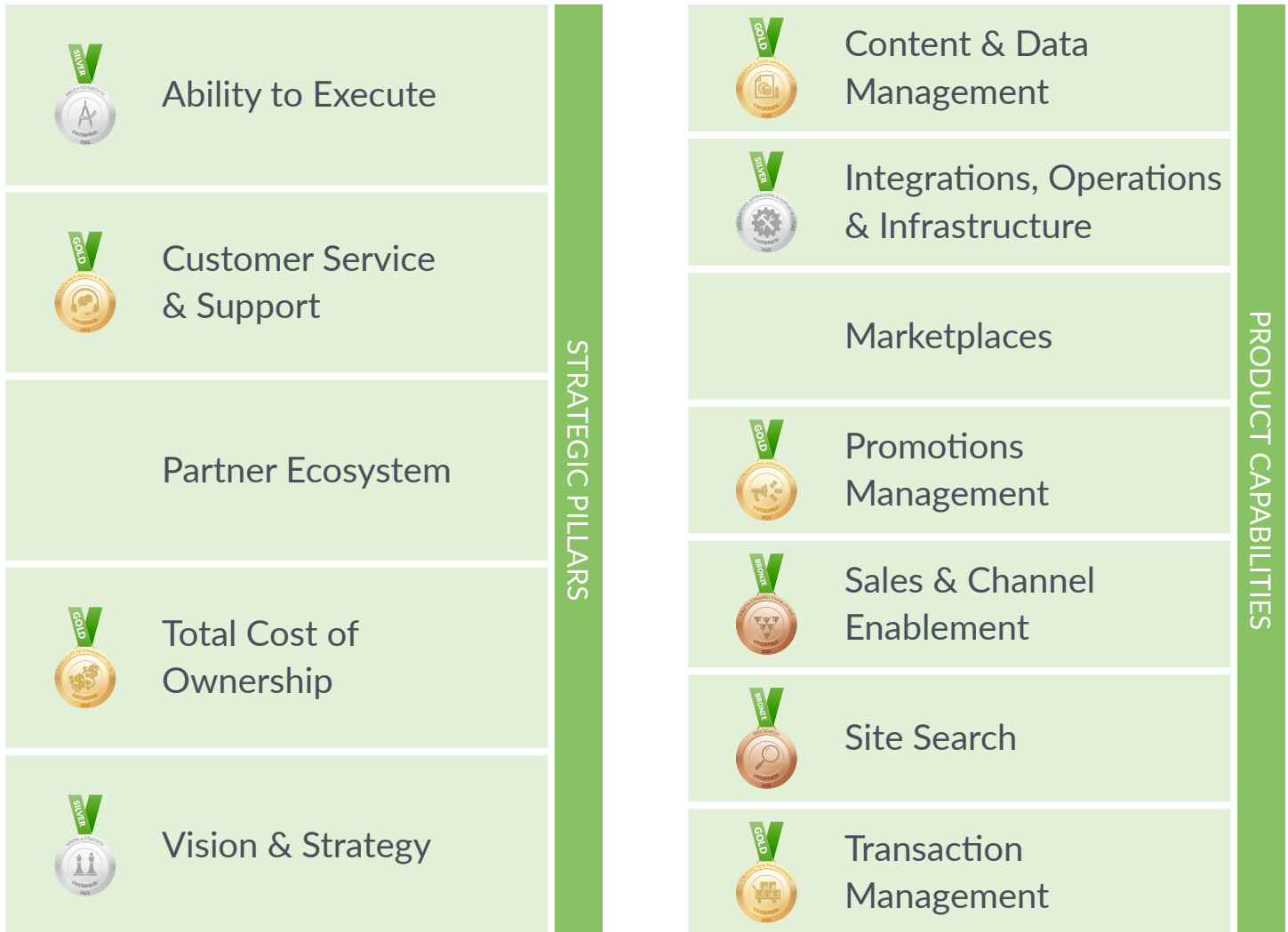


PRODUCT SCORES



Intershop Commerce Management

Category breakdown



Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.



PRODUCT ANALYSIS



Oracle Commerce (cloud)

Oracle Commerce (cloud) medaled in 11 of the 12 categories of the 2022 Enterprise Combine evaluation

(4 gold medals, 2 silver medals, and 5 bronze medals). Oracle Commerce (cloud) is a mixture of single tenant and multitenant SaaS features incorporated into a platform largely built from the ground up. The solution is priced as a usage-based model according to page views served or order volume. Oracle Commerce (cloud) is offered by Oracle, a publicly traded company headquartered in Austin, Texas (US).

Customers spoke highly of Oracle Commerce (cloud)'s promotions capabilities and lauded the solution's customizability. Some customers expressed concern that Oracle Commerce (cloud) is fairly technical and complex in orientation, with one customer saying, "if you are not tech-savvy, you may experience some hurdles."

STRENGTHS

- ▶ Focus on customer experience (personalization and targeting) leveraging other Oracle clouds
- ▶ Strong pricing and promotions capability (AI-infused, capable of targeting by loyalty and audience)
- ▶ Impressive analytics capability
- ▶ Strong workflow features
- ▶ Strong Subscriptions Management

ROOM FOR IMPROVEMENT

- ▶ Oracle Commerce (cloud) offers basic OMS, but you need to upgrade to Fusion (sold separately) for robust functionality
- ▶ Limited Systems Integrator (SI) footprint (reboot and expansion is an active work-in-process)
- ▶ Underpowered reporting capabilities
- ▶ Underpowered Product Information Management (PIM)
- ▶ Calling APIs can be cumbersome in areas, Oracle Commerce (cloud) needs more pre-integrations and connectors

BOTTOM LINE

Oracle Commerce (cloud) is well-suited for technically-inclined enterprise B2B companies looking for a feature-driven B2B eCommerce solution focused on configuration and subscriptions functionality but that also possesses robust search and promotions capability.

SCORING RESULTS ▶

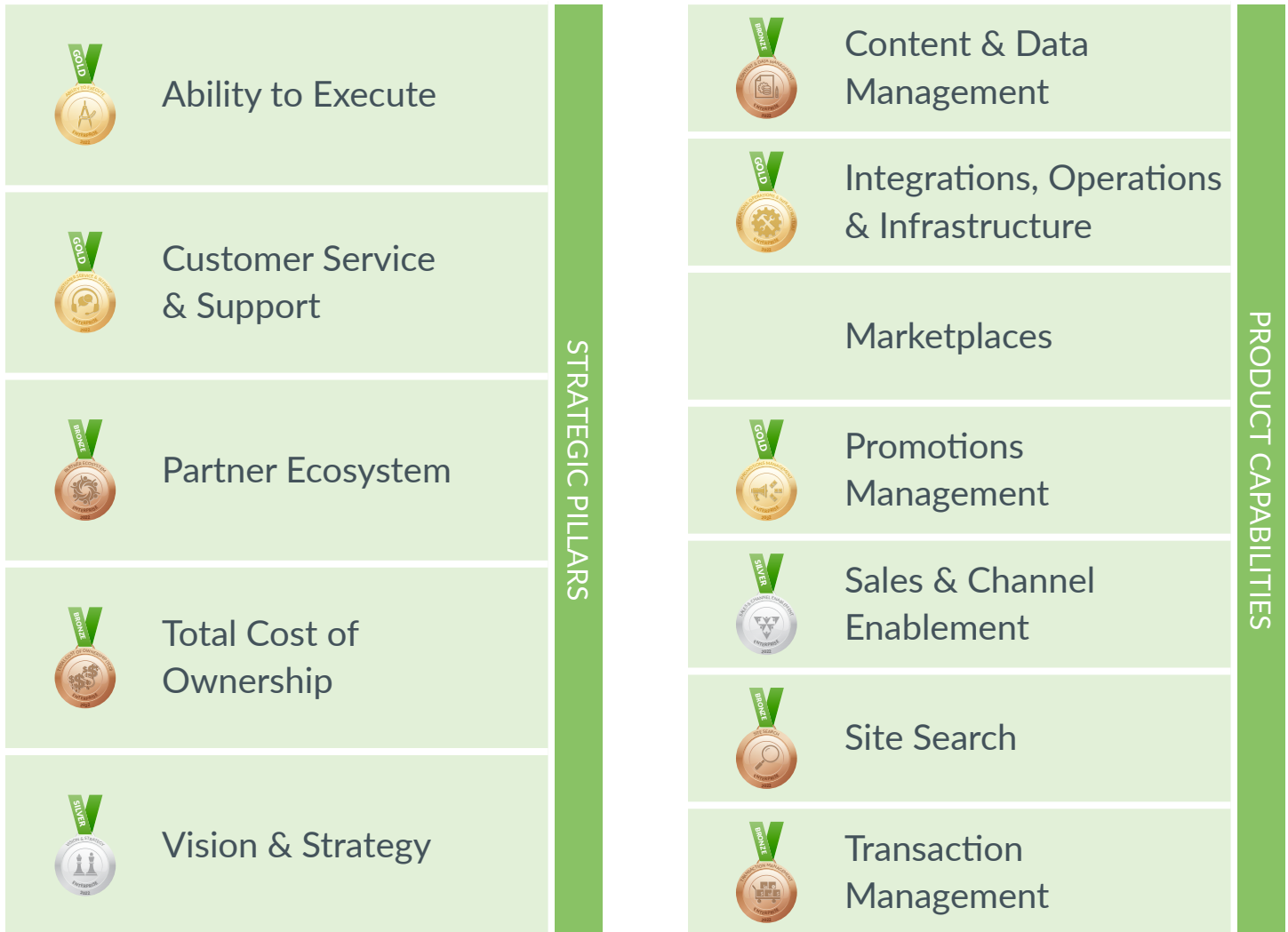


PRODUCT SCORES



Oracle Commerce (cloud)

Category breakdown



Paradigm B2B LLC uses a robust scoring methodology to evaluate all vendors on a scale of 1 to 5 across 38 detailed and weighted criteria. Medals are awarded based on composite scores in 12 distinct categories. Special weighting is given to the “voice of the customer” via market feedback that Paradigm B2B LLC gathered directly from dozens of vendor partners and clients. The opinions expressed in this report are those of Paradigm B2B LLC and should not be considered statements of fact.



PRODUCT ANALYSIS



SAP Commerce Cloud

SAP Commerce Cloud medaled in 10 of the 12 categories of the 2022 Enterprise Combine evaluation (4 gold medals, 2 silver medals, and 4 bronze medals). SAP Commerce Cloud is a premium-priced but extensively featured commerce platform. The solution is priced based on Gross Merchandise Value transacted on the service or by the total number of annual orders processed. SAP Commerce Cloud is offered by SAP, a publicly traded company headquartered in Walldorf, Germany.

SAP Commerce Cloud is a premium-priced but extensively featured commerce platform. The solution is priced based on Gross Merchandise Value transacted on the service or by the total number of annual orders processed. SAP Commerce Cloud is offered by SAP, a publicly traded company headquartered in Walldorf, Germany.

Customers spoke highly of how SAP Commerce Cloud can be extensively customized, provides a strong out-of-the-box PIM experience, and offers a pervasive partner ecosystem. Some customers expressed concern that the company is not moving fast enough to modernize the SAP Commerce Cloud architecture and that the platform requires disproportionate customization in key scenarios.

STRENGTHS

- ▶ Partner ecosystem that sets the standard for a global Systems Integrator (SI) footprint
- ▶ Subscriptions functionality
- ▶ Leverages powerful tie-in to SAP Configure, Price, Quote (CPQ) functionality
- ▶ Impressive Product Information Management (PIM)
- ▶ Impressive pricing and promotions capability

ROOM FOR IMPROVEMENT

- ▶ Underpowered natural language and semantic site search capability
- ▶ Unnecessary friction associated with major upgrades
- ▶ Do more to create user experiences that hide the complexity of the system
- ▶ Underdeveloped Artificial Intelligence (AI) roadmap for B2B
- ▶ Need to enhance cloud capability utilization

BOTTOM LINE

SAP Commerce Cloud is particularly well-suited for enterprise B2B companies looking for an industrial-strength B2B eCommerce solution with especially robust pricing and promotions capability that can be customized for particularly complex scenarios via an extensive network of integrators and partners.

[SCORING RESULTS](#) ▶



PRODUCT SCORES

SAP Commerce Cloud



Category breakdown



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PRODUCT ANALYSIS



Spryker Cloud Commerce OS

Spryker Cloud Commerce OS medaled in 10 of the 12 categories of the 2022 Enterprise Combine evaluation (3 gold medals, 3 silver medals, and 4 bronze medals). Spryker Cloud Commerce OS is a composable platform based on a flexible, modern API-first and modular architecture and goes to market as a Product-as-a-Service (PaaS). The solution is priced as a usage-based model according to the number of orders or Gross Merchandise Volume (GMV). Spryker Cloud Commerce OS is offered by Spryker Systems, GmbH, a privately held company headquartered in Berlin, Germany with offices on several continents.

Customers spoke highly of Spryker Cloud Commerce OS's promotions and pricing capabilities as well as the company's flexible, modular architecture. Some customers expressed concern about Spryker's underpowered native Product Information Management (PIM) and site search offerings.

STRENGTHS

- ▶ Flexible, modern API-first and modular architecture focused on composability
- ▶ Active Spryker community with ample opportunity to share best practices regarding new technologies
- ▶ Robust promotions capability
- ▶ Strong pricing functionality
- ▶ Spryker Cloud Commerce OS offers Order Management System (OMS) out-of-the-box functionality via XML-based "State Machine"

ROOM FOR IMPROVEMENT

- ▶ Underpowered Content Management System (CMS) as API-first platform
- ▶ Underdeveloped native Product Information Management (PIM)
- ▶ Underpowered native reporting capability
- ▶ Underdeveloped native subscriptions offering
- ▶ Underpowered out-of-the-box search capability

BOTTOM LINE

Spryker Cloud Commerce OS is well-suited for enterprise B2B companies looking for a flexible, future-focused B2B eCommerce solution offering robust pricing and promotions capability that's well-supported by an entrepreneurial user community.

SCORING RESULTS ▶

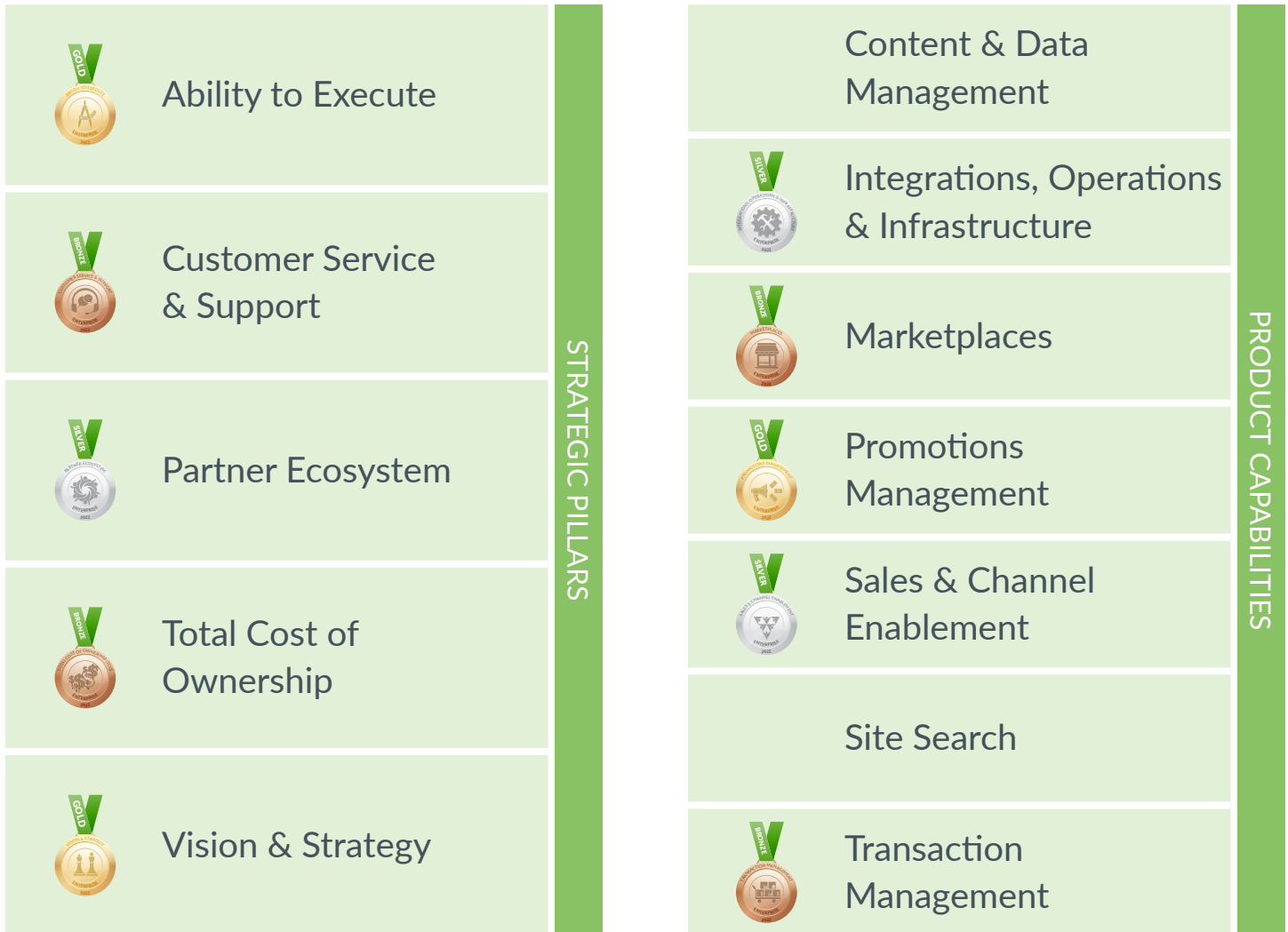


PRODUCT SCORES



Spryker Cloud Commerce OS

Category breakdown



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PRODUCT ANALYSIS



VTEX Commerce Platform

VTEX Commerce Platform medaled in 11 of the 12 categories of the 2022 Enterprise Combine evaluation (3 gold medals, 3 silver medals, and 5 bronze medals). VTEX Commerce Platform integrates eCommerce functionality, an Order Management System (OMS) and Marketplace capabilities into a single, multitenant offering. The solution is priced based on Gross Merchandise Volume (GMV) passing through the system or by total number of annual orders processed. VTEX Commerce Platform is offered by VTEX, a publicly traded company headquartered in London with US offices in New York, New York.

Customers spoke highly of the integrated eCommerce/OMS/Marketplace solution and VTEX's dedication to customer support. Some customers expressed concern about VTEX's limited systems integrator partner footprint in the US, issues with some back-end integrations and customizations, and underpowered B2B functionality in a few key product areas (e.g., reporting, CPQ).

STRENGTHS

- ▶ Impressive customer service
- ▶ Strong Order Management System (OMS)
- ▶ Impressive out-of-the-box marketplace functionality
- ▶ Strong promotions functionality
- ▶ Modern multitenant architecture

ROOM FOR IMPROVEMENT

- ▶ Underdeveloped Product Information Management (PIM)
- ▶ Limited partner footprint in the US
- ▶ Underpowered Configure, Price, Quote (CPQ)
- ▶ Underdeveloped reporting capability
- ▶ Limited number of out-of-the-box B2B connectors

BOTTOM LINE

VTEX Commerce Platform is particularly well-suited for enterprise B2B companies looking for an all-in-one eCommerce, OMS, and Marketplace solution that possesses strong promotions capability offered in a flexible, multitenant SaaS environment.

[SCORING RESULTS ▶](#)

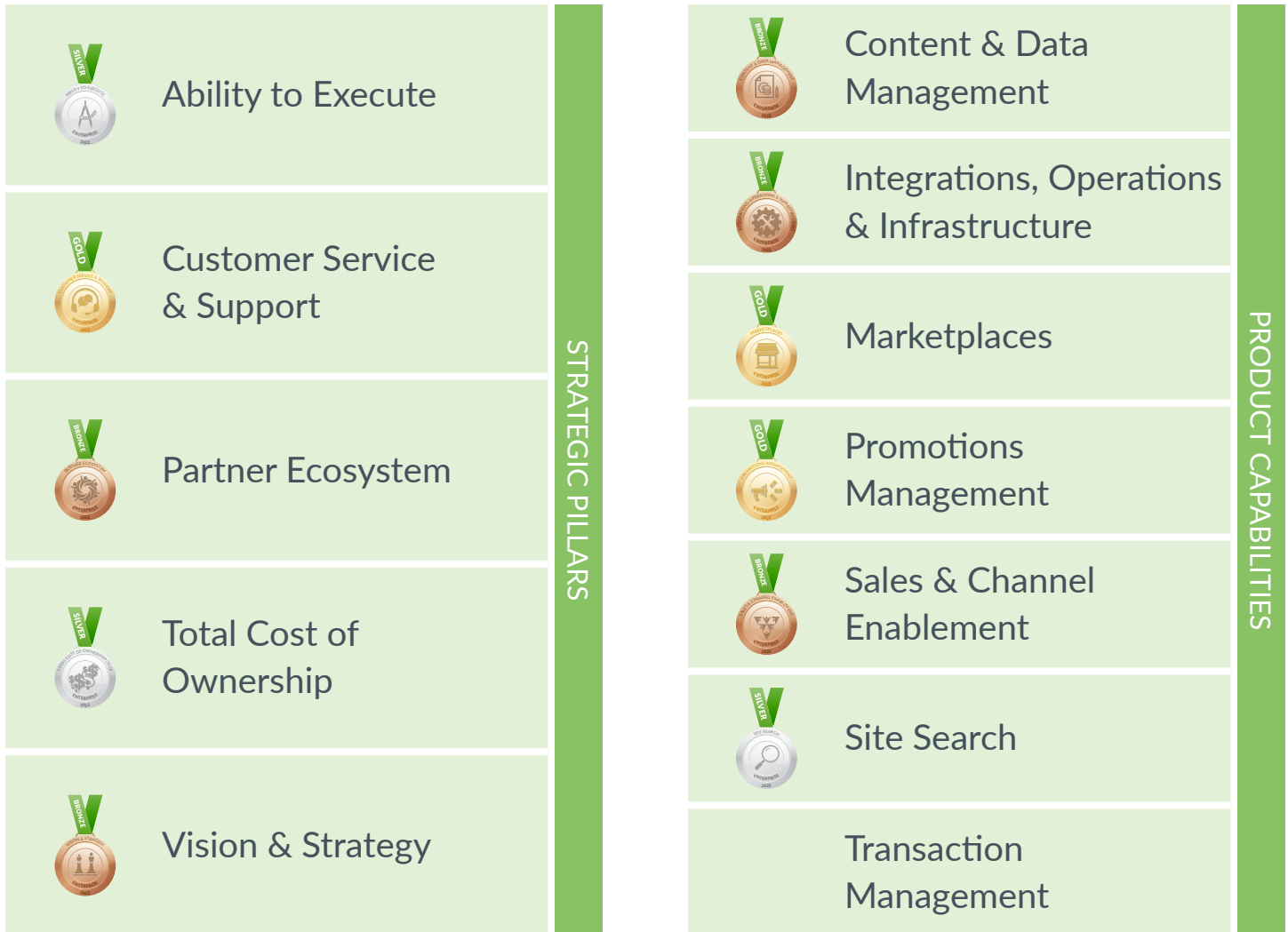


PRODUCT SCORES



VTEX Commerce Platform

Category breakdown



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MEDALIST SPOTLIGHT

Ability to Execute



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Ability to Execute”

EXCEPTIONAL

Criteria

Understaffed and underfunded eCommerce platform vendors struggle to deliver on promises—and clients know it. Everyone has had a bad experience with a vendor overpromising and underdelivering. Savvy practitioners are now doing deep due diligence on the quality of the management team and the resources of the company to determine whether vendors can actually make good on their claims.

- ▶ Management team experience and domain expertise
- ▶ Resourcing levels
- ▶ B2B priority/focus
- ▶ Overall staffing levels



MEDALIST SPOTLIGHT

Customer Service & Support



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Customer Service & Support”

SUPERIOR

Criteria

Problems always arise in the implementation and operation of an eCommerce platform. Most of the time the issues are minor, but sometimes they're major. Vendors today must maintain detailed processes and policies in order to ensure that they are highly available and eminently qualified to fix problems.

- ▶ SLAs, customer policies, and maintenance contracts
- ▶ (Customer Service Rep) CSR structure, staffing, and training
- ▶ Customer service metrics and measures



MEDALIST SPOTLIGHT

Partner Ecosystem



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Partner Ecosystem”

EXCEPTIONAL

Criteria

B2B companies know that they're no longer buying a one-size-fits-all platform that's owned and operated by one company. Every platform is augmented by independent developers and implementation partners. The breadth and depth of the ecosystem is now a critical factor in the decision-making dynamic.

- ▶ Implementation partner footprint
- ▶ Front-end design and customer experience partner footprint
- ▶ Developer footprint



MEDALIST SPOTLIGHT

Total Cost of Ownership



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
 ENTERPRISE EDITION
 “Total Cost of Ownership”
EXCEPTIONAL

Criteria

Whether a B2B company has millions or just tens of thousands of dollars to spend on installing and implementing a solution, the price of the platform matters. Beyond the initial price, a platform can quickly go from affordable to unaffordable over a 3-5 year time period when the full costs of implementation, operation, and maintenance are incorporated.

- ▶ Average annual license or subscription pricing (including maintenance)
- ▶ Average implementation cost by size of project



MEDALIST SPOTLIGHT

Vision & Strategy



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Vision & Strategy”

EXCEPTIONAL

Criteria

Choosing an eCommerce platform is a major investment of time and money. B2B companies know that their digital success is tied to their vendor’s success. It’s important that vendors be crystal clear about their near-term roadmap and long-term vision and how they plan to recruit partners and acquire customers.

- ▶ 3-5 year vision
- ▶ 18 month roadmap
- ▶ Sales momentum
- ▶ Partner momentum



MEDALIST SPOTLIGHT

Content & Data Management



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
 ENTERPRISE EDITION
 "Content & Data Management"
SUPERIOR

Criteria

Without command of their data, B2B companies can neither create compelling customer experiences nor customize and personalize buyer interactions. This section describes the functionality that enables buyers of a solution to create, store, and search-enable content and data for purposes of driving commerce and sustaining customer loyalty.

- ▶ Product Information Management (PIM) and/or Digital Asset Management (DAM)
- ▶ Content Management System (CMS)



MEDALIST SPOTLIGHT

Integrations, Operations & Infrastructure



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Integrations, Operations & Infrastructure”

SUPERIOR

Criteria

As vendors move to the Cloud, how they deliver their solution, perform and scale, and incorporate key partner functionality and services increasingly matters. This section describes the functionality that enables buyers of the solution to monitor, activate, and extend the commerce capabilities of the system.

- ▶ Microservices-based architecture/APIs
- ▶ Performance & scalability
- ▶ Workflow
- ▶ Deployment
- ▶ eProcurement integration
- ▶ Releases and upgrades



MEDALIST SPOTLIGHT

Marketplaces



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Marketplaces”

SUPERIOR

Criteria

With buyers increasingly starting the path to purchase on marketplaces, B2B companies realize that they need to be where buyers make decisions. This section describes the functionality that makes it possible for buyers to purchase a seller's products or services via that seller's owned or operated marketplace as well as on horizontal and vertical marketplaces.

- ▶ **Company-owned or operated marketplace offering 3rd party sellers**
- ▶ **Selling on horizontal and vertical marketplaces**



MEDALIST SPOTLIGHT

Promotions Management



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Promotions Management”

SUPERIOR

Criteria

All buyers today expect personalized buying experiences, including custom catalogs and pricing. Increasingly, they also expect to make recurring purchases and establish subscriptions. This section describes the functionality that enables sellers to price products and services and promote them to targeted audiences.

► Promotions

► Subscriptions

► Pricing



MEDALIST SPOTLIGHT

Sales & Channel Enablement



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Sales & Channel Enablement”
EXCEPTIONAL

Criteria

A website is just one channel by which customers can buy products and services. This section describes the functionality that makes it possible to enable customer-facing sales reps and customer service reps, as well as channel partners, to participate in the digital sales of goods and services.

▶ Sales enablement

▶ Traditional channel enablement



MEDALIST SPOTLIGHT

Site Search



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Site Search”

DIFFERENTIATED

Criteria

It is a truism in the world of B2B eCommerce that buyers cannot buy on a site what they cannot find on a site. This section describes the functionality that enables B2B buyers to use keywords, natural language search, and semantic search to find desired products and services.

▶ Traditional keyword search

▶ Natural language & semantic search



MEDALIST SPOTLIGHT

Transaction Management



Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar
ENTERPRISE EDITION

“Transaction Management”
EXCEPTIONAL

Criteria

At the end of the day, buyers need to be able to add an item to a cart and check out in order to complete a purchase. They may also need to configure purchases and ask for quotes. This section describes the functionality that enables sellers to record and report on orders and transaction activity.

- ▶ Shopping cart
- ▶ Configurator
- ▶ Order Management System (OMS)
- ▶ Reporting
- ▶ Analytics



About Paradigm B2B

Digital innovation produces an ever-changing, unpredictable, and challenging environment that can make or break a B2B company. To be successful today, B2B companies must transform archaic business practices and business models and fundamentally rethink how they interact with customers.

Paradigm B2B's purpose is to help guide B2B companies through today's complex, digital-first environment. B2B companies need world-class strategies and roadmaps, as well as clearly differentiated customer experiences, in order to thrive in an increasingly disrupted commerce landscape. Paradigm B2B focuses on offering high-quality advice that's well-informed and immediately actionable.

About Andy Hoar

Andy Hoar is one of the world's leading authorities on B2B eCommerce business and strategy. He's written about, and consulted extensively with, distributors and manufacturers at global Fortune 100 companies and leading midmarket B2B companies that are digitizing their direct and indirect selling initiatives. Prior to founding Paradigm B2B and Master B2B, his joint venture with Brian Beck, Andy was a vice president and principal analyst at Forrester Research, where he authored the seminal work on B2B eCommerce.

Andy has been quoted in various media outlets including The Wall Street Journal, Bloomberg, and CNBC. He is a summa cum laude graduate in economics from the University of Dayton and holds advanced degrees from Harvard University and Northwestern University.

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