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PARADIGM B2B



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2022 | Midmarket Edition

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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 (Midmarket 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 Midmarket Combine evaluated 10 leading solutions

Adobe Commerce



OroCommerce



BigCommerce



ROC Commerce



commercetools  
B2B platform



Unilog CIMM2



HCL Commerce



VTEX Commerce Platform



Miva Merchant



Znode





## 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	BigCommerce	Unilog CIMM2
commercetools B2B platform	HCL Commerce	Znode
Miva Merchant	OroCommerce	
	VTEX Commerce Platform	

## 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
- ▶ B2B priority/focus
- ▶ Resourcing levels
- ▶ Overall staffing levels



## CATEGORY ANALYSIS

# Customer Service & Support

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
commercetools B2B platform	Adobe Commerce	HCL Commerce
Miva Merchant	BigCommerce	OroCommerce
Unilog CIMM2	ROC Commerce	Znode
VTEX Commerce Platform		

## 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	(no silver medals awarded)	OroCommerce
BigCommerce		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
- Developer footprint
- Front-end design and customer experience partner footprint








## CATEGORY ANALYSIS

# Total Cost of Ownership

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
BigCommerce		Adobe Commerce
Miva Merchant	VTEX Commerce Platform	HCL Commerce
ROC Commerce	Znode	OroCommerce
Unilog CIMM2		

## 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	BigCommerce	ROC Commerce
HCL Commerce	commercetools B2B platform	Unilog CIMM2
	Miva Merchant	
	VTEX Commerce Platform	
	Znode	

## 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
		
OroCommerce	HCL Commerce	Adobe Commerce
Unilog CIMM2	ROC Commerce	BigCommerce
Znode		commercetools B2B platform
		Miva Merchant
		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	BigCommerce
HCL Commerce	Znode	OroCommerce
		Unilog CIMM2
		VTEX Commerce Platform

## 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)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
VTEX Commerce Platform	Adobe Commerce BigCommerce	HCL Commerce OroCommerce

## 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
		
BigCommerce	Adobe Commerce	ROC Commerce
commercetools B2B platform	HCL Commerce	Znode
Miva Merchant	Unilog CIMM2	
OroCommerce		
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


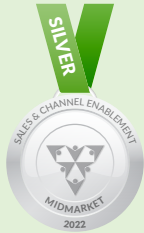

► Pricing



## CATEGORY ANALYSIS

# Sales & Channel Enablement

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
Adobe Commerce		HCL Commerce
BigCommerce	commercetools B2B platform	Miva Merchant
Unilog CIMM2	OroCommerce	VTEX Commerce Platform
Znode		

## 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

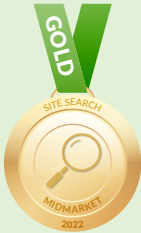

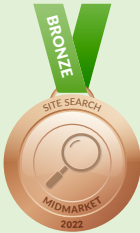
► Traditional channel enablement



## CATEGORY ANALYSIS

### Site Search

Top finishers (in alphabetical order)

EXCEPTIONAL	SUPERIOR	DIFFERENTIATED
		
ROC Commerce	BigCommerce	Adobe Commerce
Unilog CIMM2	HCL Commerce	
	VTEX Commerce Platform	
	Znode	

### 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	BigCommerce
	HCL Commerce	OroCommerce
	Miva Merchant	VTEX Commerce Platform
	Unilog CIMM2	Znode

## 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 Midmarket Combine evaluation

**(5 gold medals, 4 silver medals, and 3 bronze medals).** 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 midmarket 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 ▶

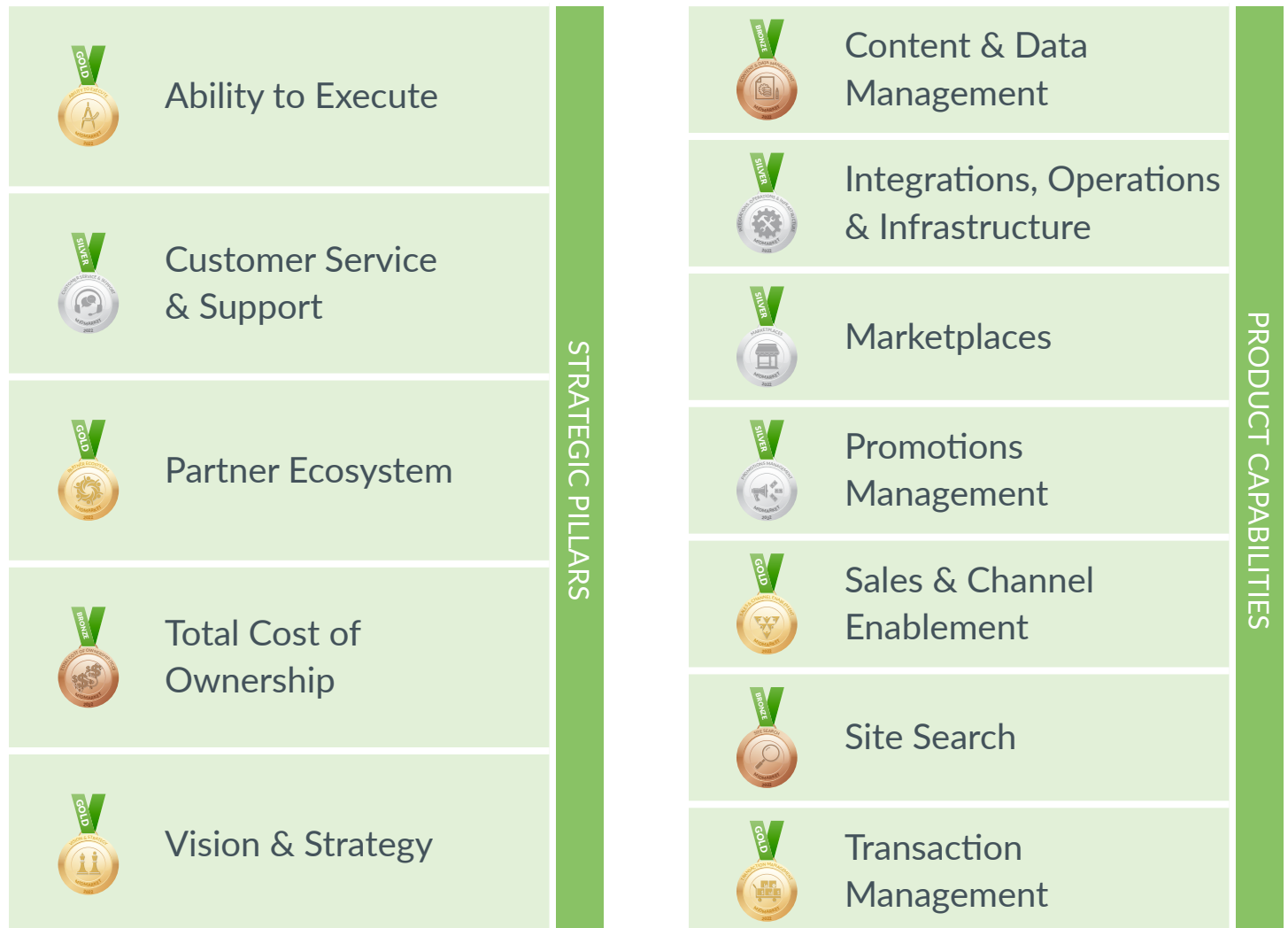


## PRODUCT SCORES

# 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 12 of the 12 categories of the 2022 Midmarket Combine evaluation (4 gold medals, 5 silver medals, 3 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 midmarket 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 8 of the 12 categories of the 2022 Midmarket Combine evaluation (4 gold medals, 3 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 midmarket 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 Midmarket 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 midmarket 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



### Miva Merchant

**Miva Merchant medaled in 8 of the 12 categories of the 2022 Midmarket Combine evaluation (4 gold medals, 2 silver medals, 2 bronze medals).** Miva goes to market with Miva Merchant as a value-priced SaaS offering that's highly-customizable but also easily upgraded. The solution is priced based on a revenue share model. Miva Merchant is offered by Miva, a privately held company headquartered in San Diego, California (US).

Customers spoke highly of Miva Merchant's flexibility and customizability, affordable price, and especially responsive customer service — with one customer calling them “easy to work with.” Some customers expressed concern about the company's lightweight functionality in a few core areas (e.g., PIM, OMS, Site Search) and the need for developers to know Miva's proprietary scripting language.

#### STRENGTHS

- ▶ Inexpensive license price
- ▶ Much flexibility to customize the solution
- ▶ Impressive customer service
- ▶ Strong quoting functionality
- ▶ Strong promotions capability

#### ROOM FOR IMPROVEMENT

- ▶ Lightweight Product Information Management (PIM)
- ▶ Order Management System (OMS) lacks batching capability
- ▶ Underdeveloped site search
- ▶ Limited network of Miva-trained developers
- ▶ Underdeveloped analytics functionality

#### BOTTOM LINE

Miva Merchant is particularly well-suited for midmarket B2B companies looking for an affordable and reliable solution that is highly-customizable (especially for strong sales enablement and quoting capability) delivered by a company that goes the extra mile for customer service and support.

SCORING RESULTS ▶










## PRODUCT SCORES



### Miva Merchant

#### Category breakdown

	Ability to Execute	STRATEGIC PILLARS		Content & Data Management	PRODUCT CAPABILITIES
	Customer Service & Support			Integrations, Operations & Infrastructure	
	Partner Ecosystem			Marketplaces	
	Total Cost of Ownership			Promotions Management	
	Vision & Strategy			Sales & Channel Enablement	
				Site Search	
				Transaction Management	

**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



### OroCommerce

**Oro medaled in 10 of the 12 categories of the 2022 Midmarket Combine evaluation (2 gold medals, 2 silver medals, 6 bronze medals).** OroCommerce is a solution aimed especially at companies seeking an all-in-one Customer Relationship Management (CRM), eCommerce, and Marketplace solution. The platform is priced based on gross merchandise volume (GMV). Developed by some of the founders of Magento, Oro is a privately held company headquartered in Los Angeles, California (US).

Customers spoke highly of the platform's particularly robust combination of eCommerce and Customer Relationship Management (CRM) functionality, calling it a solution with a "purpose-built B2B backbone." Some customers expressed concern about Oro's limited native site search functionality and underpowered Order Management System (OMS), with others commenting that "it can be a challenge" to find developers who can work with Oro.

#### STRENGTHS

- ▶ Strong Content Management System (CMS)
- ▶ Impressive promotions and pricing engine
- ▶ Hands on and accessible executive team
- ▶ Robust first-party marketplace functionality
- ▶ Strong Product Information Management (PIM)

#### ROOM FOR IMPROVEMENT

- ▶ Underdeveloped site search
- ▶ Underpowered Order Management System (OMS)
- ▶ Learning curve for business users to configure and customize
- ▶ Limited developer footprint
- ▶ Underpowered reporting

#### BOTTOM LINE

OroCommerce is particularly well-suited for B2B midmarket companies looking for a three-in-one solution consisting of CRM, eCommerce, and Marketplace functionality that can deliver on both self-service and assisted selling scenarios.

SCORING RESULTS ▶





## PRODUCT SCORES



## OroCommerce

### 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



# ROC Commerce

**ROC Commerce medaled in 6 of the 12 categories of the 2022 Midmarket Combine evaluation (2 gold medals, 2 silver medals, 2 bronze medals).** ROC Commerce is an eCommerce platform that bundles best-of breed search vendor, and sister company, Hawksearch, into a value-priced platform aimed especially at companies operating in the industrial and commercial supply vertical. The solution is priced based on online revenue, the number of SKUs under management and the volume of search queries. ROC Commerce is a privately held company headquartered in Des Plaines, Illinois (US).

Customers spoke highly of the platform's particularly robust Hawksearch-powered native site search capability, as well as the ability to leverage pre-built functionality to spin up a prototype quickly. Some customers expressed concern about ROC Commerce's limited number of out-of-the-box pre-integrations and connectors with popular third-party applications and its underdeveloped promotions and CPQ functionality.

### STRENGTHS

- ▶ Powerful site search capability
- ▶ Strong customer service and support
- ▶ Robust Product Information Management (PIM)
- ▶ Low Total Cost of Ownership (TCO)
- ▶ Tight relationship with systems integrator (SI) American Eagle

### ROOM FOR IMPROVEMENT

- ▶ Underdeveloped Configure, Price, Quote (CPQ)
- ▶ Underpowered promotions functionality
- ▶ Limited punchout capabilities
- ▶ Underpowered analytics functionality
- ▶ Limited number of out-of-the-box pre-integrations and connectors with popular third-party applications

### BOTTOM LINE

ROC Commerce is particularly well-suited for midmarket B2B companies looking for a value-priced, robust, search-enabled eCommerce platform that is well-supported by strong customer service.

SCORING RESULTS ▶








## PRODUCT SCORES



# ROC Commerce

## Category breakdown

Ability to Execute	STRATEGIC PILLARS	 Content & Data Management	PRODUCT CAPABILITIES	
 Customer Service & Support		Integrations, Operations & Infrastructure		
Partner Ecosystem		Marketplaces		
 Total Cost of Ownership		 Promotions Management		
 Vision & Strategy		Sales & Channel Enablement		
		 Site Search		
		Transaction Management		

**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



### Unilog CIMM2

**Unilog CIMM2 medaled in 10 of the 12 categories of the 2022 Midmarket Combine evaluation (5 gold medals, 2 silver medals, 3 bronze medals).** Unilog goes to market with CIMM2 as a value-priced combination single tenant and multitenant SaaS solution that offers a “content-as-a-service” subscription along with traditional commerce functionality. The solution is priced based on total company revenue. Unilog CIMM2 is offered by Unilog, a privately held company headquartered in Philadelphia, Pennsylvania.

Customers spoke highly of CIMM2’s PIM-centric enrichment services and robust site search offering, as well as the solution’s ability to easily create microsites and landing pages. Some customers expressed concern about Unilog’s slow product development cycles and the company’s small partner network for eCommerce implementation services.

#### STRENGTHS

- ▶ Best-of-breed PIM with “content-as-a-service” subscription
- ▶ Novel go-to-market via associations and trade groups (e.g., Orgill and Affiliated Distributors)
- ▶ Ability to quickly and easily provision new sites, create microsites, and produce landing pages
- ▶ Site search analytics functionality
- ▶ PIM-centric operating model

#### ROOM FOR IMPROVEMENT

- ▶ Limited partner ecosystem
- ▶ Faster product development cycles
- ▶ Limited developer network
- ▶ Underdeveloped ecosystem of front-end design and customer experience partners
- ▶ Limited number of out-of-the-box pre-integrations and connectors with popular front-end, third-party applications

#### BOTTOM LINE

Unilog CIMM2 is particularly well-suited for midmarket B2B companies looking for a vendor with a powerful content-driven commerce value proposition that can spin up microsites relatively quickly and easily and offers compelling value for the money.

SCORING RESULTS ▶



## PRODUCT SCORES



## Unilog CIMM2

### Category breakdown



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## PRODUCT ANALYSIS



# VTEX Commerce Platform

**VTEX Commerce Platform medaled in 12 of the 12 categories of the 2022 Midmarket Combine evaluation (3 gold medals, 4 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 midmarket 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

	Ability to Execute	STRATEGIC PILLARS		Content & Data Management	PRODUCT CAPABILITIES
	Customer Service & Support			Integrations, Operations & Infrastructure	
	Partner Ecosystem			Marketplaces	
	Total Cost of Ownership			Promotions Management	
	Vision & Strategy			Sales & Channel Enablement	
				Site Search	
				Transaction Management	

**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

### Znode



**Znode medaled in 10 of the 12 categories of the 2022 Midmarket Combine evaluation (2 gold medals, 4 silver medals, 4 bronze medals).** Znode is a value-priced, architecturally-headless .NET commerce platform. The solution is priced based on a calculation of order volume, web traffic, and the number of stores supported. Znode is offered by Amla Commerce, a privately held company headquartered in Milwaukee, Wisconsin (US).

Customers spoke highly of Znode's ability to create and manage multiple stores simultaneously (as well as spin up new stores quickly and easily), to configure complex custom catalogs, and update with a light touch vs. upgrade with a heavy hand. Some customers expressed concern that Znode's solution can be idiosyncratic to operate at times and that the company has a limited partner network for eCommerce implementation services.

#### STRENGTHS

- ▶ Robust multi-store capabilities (e.g., store-specific catalogs, content, pricing) easily configurable by business users
- ▶ Easy to create and manage complex catalogs
- ▶ Responsive customer service
- ▶ Free quarterly product "updates" (similar to typical multitenant SaaS upgrades)
- ▶ Extensive API library

#### ROOM FOR IMPROVEMENT

- ▶ Underdeveloped partner network
- ▶ Limited subscription-based pricing capability
- ▶ Limited ability to sell on horizontal and vertical marketplaces
- ▶ Immature eProcurement offering
- ▶ Underdeveloped ecosystem of front-end design and customer experience partners

#### BOTTOM LINE

Znode is particularly well-suited for midmarket B2B companies looking for a value-priced, architecturally-headless .NET commerce platform capable of handling complex multi-store scenarios.

SCORING RESULTS ▶









## PRODUCT SCORES

### Znode



#### Category breakdown

	Ability to Execute	STRATEGIC PILLARS		Content & Data Management	PRODUCT CAPABILITIES
	Customer Service & Support			Integrations, Operations & Infrastructure	
	Partner Ecosystem			Marketplaces	
	Total Cost of Ownership			Promotions Management	
	Vision & Strategy			Sales & Channel Enablement	
				Site Search	
				Transaction Management	

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## MEDALIST SPOTLIGHT

# Ability to Execute



## Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar  
MIDMARKET 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
- ▶ B2B priority/focus
- ▶ Resourcing levels
- ▶ Overall staffing levels



## MEDALIST SPOTLIGHT

# Customer Service & Support



## Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar  
MIDMARKET 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  
MIDMARKET 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  
MIDMARKET EDITION

“Total Cost of Ownership”

## DIFFERENTIATED

## 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  
MIDMARKET 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  
MIDMARKET EDITION

“Content & Data Management”

**DIFFERENTIATED**

## 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  
MIDMARKET 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
- ▶ Workflow
- ▶ eProcurement integration
- ▶ Performance & scalability
- ▶ Deployment
- ▶ Releases and upgrades



## MEDALIST SPOTLIGHT

### Marketplaces



## Adobe Commerce



2022 PARADIGM B2B COMBINE by Andy Hoar  
MIDMARKET 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  
MIDMARKET 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  
MIDMARKET 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  
MIDMARKET 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  
MIDMARKET 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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