Market Guide for Marketplace Operation Applications

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Enterprise marketplaces increase digital commerce profitability with less inventory and more monetization options and improve efficiency by having sellers managing their processes. Key selection factors include efficiency-enhancing functionality and multibusiness model and multiproduct type support.

Overview

Key Findings

- Marketplace operations application (MOA) spending grew at 22% year over year in 2024, the same trajectory as 2023 and almost twice that of the digital commerce platform market despite economic uncertainties.
- Organizations have sharpened their focus on efficiency and cost optimization.
 Efficiency-enhancing functionalities, supporting multiple business models and competitive license costs have strong appeal.
- Value-added services, such as retail media and seller networks, remain key growth drivers and keep gaining momentum as organizations aim to generate more revenues and quickly scale marketplaces.

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Recommendations

- Scrutinize MOAs' efficiency-enhancing capabilities, especially for automation and intelligence, including catalog mapping, performance monitoring and finance reconciliation to ensure they can reduce manual efforts in managing timeconsuming tasks.
- Decide the architectural preference for the MOA, headless or full-stack, being aware
 of the higher licensing and implementation costs for the headless approach due to
 the use of two platforms.
- Evaluate vendors' capabilities in supporting multiple business models, such as dropshipping, subscription, more product types and bundles, and the availability of value-added services aligned with your growth objectives.

Market Definition

Gartner defines marketplace operation applications (MOAs) as technology that enables organizations to operate marketplaces selling third-party products alongside optional first-party products. MOAs allow organizations to manage seller onboarding, product catalogs, promotions, orders and finance, to monitor business performance to ensure compelling customer experience, and to support the selling of physical goods, services or digital goods. MOAs can be deployed on-premises, as single-tenant SaaS or as multitenant SaaS.

Marketplace operation applications enable organizations to operate their marketplaces by managing third-party sellers, products, orders and overall performance. In addition, MOAs enable sellers to manage their listings, orders, customer communications and finance. Marketplaces enable organizations to:

- Sell third-party offerings without owning inventory, reducing operating costs
- Create new solutions by combining offers from multiple sellers, extending product offerings
- Flexibly move products between business models, increasing portfolio profitability and agility
- Enhance customer experience with richer offerings and faster delivery, increasing customer satisfaction and retention

 Consolidate purchases across multiple buying entities, improving procurement efficiency and compliance

Mandatory Features

The mandatory features for this market include:

- Seller onboarding: Allows operators to onboard sellers in a self-service or assisted manner.
- Catalog management: Allows operators to ingest seller catalog into the master catalog.
- Order management: Routes orders to corresponding sellers and allows sellers to manage and update order status.
- Operator dashboard: Allows operators to manage marketplace operations.
- Seller dashboard: Enables sellers to manage their listings and performance.

Common Features

The common features for this market include:

- Catalog mapping: Maps seller listings to the master catalog's taxonomy, attributes and value, deduplicates items and groups the same items to single listings.
- Shipping templates: Allow operators to define approved carriers, shipping methods, fulfillment time and fees. Also, MOAs enable sellers to integrate tracking solutions to automate order tracking.
- Financial management: Defines marketplace fee structure, calculates the balance for each seller, sends instructions for fund disbursement, and manages invoicing and billing to end customers and sellers.
- Reporting and analytics: Helps operators to monitor the performance of marketplaces and sellers, and enables sellers to track their sales and orders.
- B2B management: Supports customer account hierarchies, account-specific catalogs and price lists, request for quote (RFQ), purchase orders (POs), approval workflows, credit lines, payment terms and milestone billing.

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- Dropship management: Enables operators and sellers to manage dropship listings side by side with marketplace listings.
- Services and digital goods: Supports service scheduling, calendar management, geolocation of providers, and provider capacity and availability management. MOAs can manage digital goods versions, pricing, subscriptions, channel partners, provisioning, billing and entitlement.
- Marketplace network: Allows sellers to sell on third-party marketplaces that are integrated into the MOA or powered by the MOA.
- Seller network: Enables operators to discover and onboard new sellers preintegrated with the MOA platform.
- Retail media network: Enables operators to sell ads to sellers by matching listings and target customers.

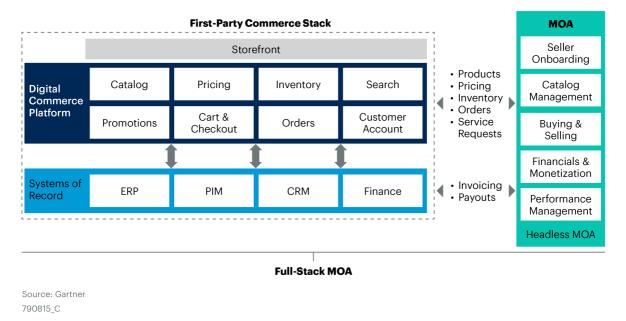
Market Description

MOAs can be deployed on-premises, as single-tenant SaaS or multitenant SaaS. MOAs work with the existing commerce platform as an add-on when using the headless approach, and some vendors offer a full-stack solution by including both the MOA and the commerce platform (see Figure 1). See Note 1 for an explanation of the terminology.

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Figure 1: MOA Works With the Digital Commerce Platform

MOA Works With the Digital Commerce Platform



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MOAs allow operators and sellers to manage selling on the marketplace. Figure 2 shows MOA capabilities based on the marketplace workflow.

Figure 2: MOA Capabilities Aligned With the Marketplace Workflow

MOA Capabilities Aligned With the Marketplace Workflow



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MOA capabilities and workflows typically support five essential areas:

- 1. Seller onboarding: Manages the application and onboarding processes for sellers.
- Seller application: A self-service UI for sellers to request participation in the marketplace.
- Operator review: A self-service UI for operators to review and approve the application, as well as to set up the account for sellers.
- **2. Catalog management**: Allows sellers to upload their listings and allows operators to manage their master catalog.
- Seller product data import: Allows sellers to upload their product data via file import, seller portal, APIs, digital commerce platform or FTP server.

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- Catalog mapping: Maps the seller product data to the master catalog of the marketplace.
- Catalog normalization: Standardizes the seller product data as per the descriptions and attributes used by the master catalog. Removes duplicate data and groups similar products from multiple sellers into a single entry. Translates product descriptions into target languages and supports multiple currencies.
- Support for service and digital goods: Manages service availability by geography, provider capacity and calendar, and matches providers based on buyer requirements. It also manages digital goods versioning, pricing, subscriptions, channel partners, provisioning, billing and entitlement.
- 3. Buying and selling: Facilitates transactions between buyers and sellers.
- Multivendor cart: Supports items from multiple sellers to be included in the same cart and purchased with a single check-out.
- Order management: Routes and splits orders to corresponding sellers and enables sellers to manage orders and returns.
- Shipping management: Offers shipping templates for operators to define approved carriers, shipping methods, time and fees. It may also allow sellers to integrate thirdparty logistics into the platform to provide tracking information.
- Customer service: Allows operators to manage customer services and configure lines of contact for various types of inquiries and can pass inquiries to sellers for further support.
- **4. Financials and monetization**: Manages marketplace revenue models and settlement with sellers.
- Payment: Calculates the amount due to each seller based on their fulfilled orders, less returns and fees. Sends instructions to payment service providers for scheduled payout to sellers.
- Billing and invoicing: Sends bills and invoices to sellers for fees to be collected. Manages and reconciles invoices from suppliers when operating a dropship business. Also allows operators and sellers to send customer invoices.

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- Selling models and fees: Manages marketplace revenue models, such as commission rates, subscriptions and usage fees. When operating a dropship program, it also manages the product costs and markups.
- Value-added services: Manages additional revenue-generating services, such as retail media, warehousing and logistics.
- **5. Performance management:** Monitors marketplace performance and manages reporting and analytics.
- Performance monitoring: Monitors performance metrics related to the marketplace operation and sellers' quality of service, and issues above the threshold that require attention.
- Reporting and analytics: Reports business metrics for operators and sellers that include sales, orders, returns, payment, delivery, etc., and can customize the report as needed.

Market Direction

While the growth of MOA spending in 2024 stayed flat at 22%, it was almost twice that of digital commerce platforms, indicating relatively stronger growth than the overall commerce market. Large B2B organizations remained a key segment investing in MOA technologies, and procurement marketplaces are a fast-growing subsegment within B2B. Large B2C organizations also showed some renewed interest in MOAs, especially if they complement their dropshipping programs and lend flexibility in managing product mix and margins. Despite the relative growth, organizations became more cost-sensitive and focused more on cost and efficiency. Digital commerce leaders were tasked to demonstrate positive business impacts for marketplaces and justify the investment in MOA technology. Gartner expects the 2023 through 2028 compound annual growth rate (CAGR) of MOA spending will stay at the similar level, of about 23%. ¹ As organizations become more pragmatic with marketplaces, they demand solutions that can support their changing business needs. As a result, several trends are reshaping the market.

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- Support multiple business models in one platform. This enables organizations to achieve better efficiency by managing multiple programs in the same platform.
 Specifically, organizations want to:
 - Manage first-party digital commerce and marketplaces in a unified way.
 Organizations with first-party commerce business can use a headless MOA that sits on top of the existing commerce platforms to enable marketplaces.
 Organizations starting digital commerce with the marketplace model can benefit from a full-stack MOA solution as they can have a more unified experience and cost-saving by buying from a single vendor. This factor has been a growth driver for digital commerce vendors with an MOA solution, including OroCommerce, Spryker and VTEX.
 - Manage dropshipping and marketplaces on the same platform. Retail organizations with dropshipping programs can benefit from synergies with marketplaces. The two business models share similar technologies, with overlaps between MOA and dropshipping solutions. Solutions such as Logicbroker, Mirakl, Rithum, Unirgy and Virtualstock that support both models can demonstrate better cost-efficiency.
 - Enable subscriptions in addition to one-time sales. A subscription is an effective customer-retention and revenue-protection offering. MOAs supporting subscriptions for physical and/or digital goods can better demonstrate business impacts. Vendors such as Amdocs, AppDirect and CloudBlue focus on digital marketplaces and support subscriptions by default, while vendors offering commerce solutions, such as OroCommerce, SCALYE, Spryker and VTEX also support subscriptions for physical product sales.

- Efficiency-enhancing functionality has strong appeal. Organizations are focusing on improving operational efficiency, especially by increasing employee productivity. There are a few areas where MOAs can improve efficiency by reducing manual effort:
 - Catalog mapping is a time-consuming and labor-intensive task. Using automation technologies, including AI, rules and templates, MOAs can reduce manual efforts for both operators and sellers. For example, sellers can upload product data without manually filling out forms or templates. Operators can automate the mapping of the seller data to the master catalog as well as data normalization with fewer human reviews.
 - Performance monitoring can take lots of human effort when there are many aspects and different thresholds to attend to. Automation and built-in intelligence help operators and sellers focus on the issues that matter the most based on their business objectives, such as revenue, service quality or customer experience, so critical issues are addressed sooner.
 - Payment and finance reconciliation can be tedious when orders, seller payout, invoicing and booktaking are managed in separate systems. Connecting data to streamline these processes can improve productivity and efficiency.
- Value-added services are key growth drivers. Faced with economic pressures, organizations welcome services that can improve revenue prospects. Three value-added services continue to gain momentum:
 - Seller network: Helps operators discover, recruit and onboard new sellers when they are preintegrated with the same vendor's MOA solution.
 - Marketplace network: Some vendors, such as Logicbroker, Octopia and Tradebyte, offer out-of-the-box integration to third-party marketplaces to help sellers expand their reach by selling through more channels.
 - Retail media: Helps operators create new revenue by launching an advertising business, leveraging the operator's brand and the marketplace traffic. This area tends to be a higher-margin business than the core marketplace business, and is popular with organizations of all sizes, especially retailers.

Market Analysis

As organizations become more cost-sensitive and focus more on efficiency, they are pragmatic in how they select MOA solutions. Three factors affect how organizations select an MOA vendor.

Competitive License Cost

An MOA license cost often includes a variable fee based on the marketplace revenue and sometimes also based on the number of orders, SKU listings or functional modules. The cost can be expensive when organizations have a large volume and the revenue-share rate is high. Gartner has observed some customers looking to move off of expensive solutions to more cost-competitive ones, even if they had to sacrifice on functionality. Vendors that show flexibility in rates and pricing structures are better positioned to gain market share. At the same time, vendors offering modular solutions that allow customers to launch an MOA in a step-by-step fashion can also help lower the upfront investment.

Preintegrated/Full-Stack Solution

Implementation is another major cost component in launching marketplaces. Having a full-stack MOA solution encompassing both the underlying digital commerce platform and the marketplace modules will save efforts in integrating two platforms. In addition, if the digital commerce platform has preintegrations with back-end systems, such as ERP and order management systems, it becomes more attractive from an implementation perspective. Likewise, MOA solutions preintegrated with digital commerce platforms can ease the implementation efforts.

Automation and Configuration Capabilities

Reducing or eliminating manual efforts can greatly improve efficiency for both operators and sellers. Automation capabilities strongly appeal to customers, whether using rules or Al that are effective in mapping catalogs, monitoring performance and reconciling order and financial information. In addition, offering out-of-the-box configuration capabilities to allow flexibility in managing functionalities such as product listings, promotions, orders, delivery and workflows can greatly reduce customization efforts. These capabilities also improve business users' experience, as they can manage operations in a more self-service manner

Representative Vendors

The vendors listed in this Market Guide do not imply an exhaustive list. This section is intended to provide more understanding of the market and its offerings.

Vendor Selection

This Market Guide includes vendors that offer MOA solutions that enable organizations to run marketplaces to sell physical products or services, with digital goods as an option. The Market Guide doesn't include vendors that purely enable digital marketplaces that sell software or apps without the inclusion of physical products or services. Also not covered are marketplace providers such as Amazon and Grainger, which don't sell the MOA solution to enterprises.

Vendors in this Market Guide were selected because they offer functionality to enable marketplace operations, have live marketplace customers and were the subject of Gartner client inquiries. Each vendor sells an MOA as a packaged product offering, as opposed to a service offering.

Tables 1, 2, 3 and 4 show the basic information, deployment models and solution types, supported product types, and catalog management capabilities of representative vendors covered in this Market Guide. See Note 1 for a brief explanation of each functional category.



Table 1: Representative Vendors' Basic Information

(Enlarged table in Appendix)

	Number of live marketplace clients	Headquarters location	Top Industry presence	Top geographic presence	Primary go-to- market product
Amdocs	10-50	U.S.	Telecom	EMEA, NA	Telecom
AppDirect	>500	U.S.	Technology, manufacturing, telecom	EMEA, NA	MOA
Beyond Now	10-50	Austria	Telecom, professional services, public services	Europe, NA	Telecom
CloudBlue	>500	U.S.	Telecom, distribution, technology	APAC, EMEA, LA, NA	MOA
IZBERG*	50-100	France	Retail, manufacturing	Europe	MOA
Logicbroker	50-100	U.S.	Retail	U.S.	Dropshipping
Marketpla cer	50-100	Australia	Retail, telecom, travel	Australia, U.K., U.S.	MOA
Mirakl	>450	France	Retail, wholesale, manufacturing	APAC, EMEA, LA, NA	MOA
Octopia	10-50	France	Retail	Europe	MOA
Oro Commerce	10-50	U.S.	Aviation, consumer goods, manufacturing	Europe, NA	Digital commerce
Rithum	10-50	U.S.	Retail	APAC, EMEA, NA	Dropshipping
SCAYLE	10-50	Germany	Retail, wholesale	Europe, NA, ME	Digital commerce
SCND	<10	France	Public service, real estate, retail	Europe	MOA
Spryker	10-50	Germany	Automotive, wholesale, retail	EMEA, NA	Digital commerce
Ultra Commerce	10-50	Australia	Retail, manufacturing, wholesale	Australia, U.K., U.S.	Digital commerce
Unirgy	400-500	U.S.	Financial service, manufacturing, distribution	APAC, EMEA, NA	MOA
Virto Commerce	10-50	U.S.	Retail, who lesale, public services	EMEA, LA, NA	Digital commerce
Virtualstock	50-1 00	U.K.	Retail, construction, healthcare	U.K.	Dropshipping
VTEX	400-500	U.K.	Retail, consumer goods	EMEA, LA, NA	Digital commerce

APAC = Asia/Pacific; DIY = do-it-yourself; EMEA = Europe, Middle East and Africa; ISV = independent software vendor; LA = Latin America; ME = Middle East, NA = North America. Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZBERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Table 2: Representative Vendors' Deployment Models and Solution Types

(Enlarged table in Appendix)

	MT SaaS	ST SaaS	On-premises	PaaS	Headless MOA	Full-stack MOA
Amdocs	/			/		/
App Direct	/			/	/	/
Beyond Now	/	/			/	/
CloudBlue	/	/	/	/	/	/
IZBERG*	/				/	
Logicbroker	/				/	
Marketplacer	/	/			/	
Mirakl	/	/			/	
Octopia	/					/
Oro Commerce		/	✓	/		/
Rithum	/					/
SCAYLE	/					/
SCND		/	/			/
Spryker	/	/		/		/
Ultra Commerce		/		/	/	/
Unirgy		/	/	/	/	/
Virto Commerce			/	/		/
Virtualstock	/				/	/
VTEX	/			/	/	/

Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZB ERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Table 3: Representative Vendors' Support for Product Types

(Enlarged table in Appendix)

\downarrow	Physical products ψ	Service ↓	Digital products ψ	Subscription ψ
Amdocs		/	/	1
App Direct	/	/	/	/
Beyond Now	/	/	/	/
CloudBlue	/	/	/	/
IZBERG*	/	/	/	/
Logicbroker	/			/
Marketplacer	/			
Mirakl	/	/	/	
Octopia	/			
Oro Commerce	/	/	/	✓
Rithum	/	/	/	
SCAYLE	/	/	/	/
SCND		/		/
Spryker	/	/	/	/
Ultra Commerce	/	/	/	/
Unirgy	/	/	/	
Virto Commerce	/	/	/	/
Virtualstock	/	/	/	
VTEX	/	/	/	/

Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZB ERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Table 4: Representative Vendors' Native Catalog Management Capabilities

(Enlarged table in Appendix)

	Data mapping via product identifier	Data mapping via rules	Data mapping via algorithms	Data import via third- party digital commerce platforms
Amdocs				
AppDirect				/
Beyond Now				
CloudBlue		/		/
IZBERG*		/	/	/
Logicbroker	/	~	/	/
Marketpla cer	/		/	/
Mirakl	/	/	/	/
Octopia	/		/	~
Oro Commerce		/		
Rithum		/		~
SCAYLE	/	/		✓
SCND		~		
Spryker				
Ultra Commerce	/			✓
Unirgy	/	/	/	/
Virto Commerce	/			/
Virtualstock	/			/
VTEX		/		

Vendor Profiles

Amdocs

Amdocs' MOA solution, Amdocs MarketONE, is a full-stack multitenant SaaS solution primarily used by telcos in North America and EMEA. The MOA is natively integrated with Amdocs' commerce platform but doesn't have prebuilt integrations to other commerce platforms. The MOA has preintegrations with scores of digital subscription services in the movie, music, gaming, software and wellness areas, and can support the selling of services. Customers can choose to deploy only the Partner Management component that offers connections with subscription providers or in combination with the commerce engine and the storefront UI. The MOA price includes a one-time setup fee, annual platform fee, and usage fee based on the number of active subscriptions and MOA components consumed.

Representative clients/marketplaces: Clients are not publicly referenceable.

AppDirect

AppDirect offers a multitenant SaaS full-stack MOA solution, along with APIs for custom integration with other commerce platforms. AppDirect specializes in digital goods and subscriptions, and primarily targets B2B organizations in the technology, telecom and manufacturing verticals in North America and EMEA. AppDirect also operates its own branded B2B marketplace, AppDirect Marketplace, that connects with 10,000 tech advisors that sell to end customers. AppDirect's MOA is preintegrated to a large number of third-party solutions that customers can discover and onboard to their own marketplaces. The MOA is also connected to multiple marketplaces, including AppDirect's own and its customers' marketplaces. AppDirect's MOA provides an AI studio for building AI agents and out-of-the-box virtual assistants for actions such as quote creation and sales assistance. The MOA pricing includes a setup fee, a platform subscription fee based on the modules consumed and the number and complexity of integrations, and a revenue share based on gross merchandise value (GMV).

Representative clients/marketplaces: ACP, ADP Marketplace, CANCOM, Coupa, Vodafone.

Beyond Now

Beyond Now, which primarily goes to market with digital solutions for telcos and technology providers, has an MOA solution for IoT solutions orchestration. The MOA is a full-stack solution, not preintegrated to other commerce platforms, but has customers integrating the platform with Adobe Commerce, commercetools and Salesforce Commerce Cloud. Its MOA can be deployed as multitenant SaaS or single-tenant SaaS, and it mainly targets B2B organizations in Europe and North America in the telecom, IT services and public service verticals. All of its customers use the platform to sell physical goods, services and digital goods, often as a total solution bundling various product types. The solution also offers a partner catalog, eXchange, that allows operators and providers to discover and connect with each other. Beyond Now includes Wave Al Suite with its MOA solution, supporting capabilities such as product content generation, guided selling and anomaly detection. The platform pricing is either subscription or revenue share based on functionality used, GMV, the number of SKUs and sellers.

Representative clients/marketplaces: AWS Integrated Private Wireless, NTT DOCOMO Business Online Shop, Odido, TELUS Business Marketplace.

CloudBlue

CloudBlue, an independent business unit of Ingram Micro, offers a full-stack MOA that can be deployed on-premises, as multitenant SaaS or as a single-tenant SaaS with PaaS capabilities. The MOA offers capabilities including subscription and billing, catalog management, reseller and contract management. It mostly targets telcos, distributors and technology providers selling digital products, such as software and IT services. The MOA allows customers to streamline the management and distribution of digital products across geographies and multilayered channels. CloudBlue offers a catalog of over 450 cloud solutions and is preintegrated to hyperscale marketplaces, including AWS, Microsoft Azure and Google Cloud Platform. The MOA pricing includes upfront configuration fee, an annual platform fee and monthly revenue share based on revenue consumed through the platform. CloudBlue leverages AI to translate product descriptions for various locales, demand forecasting and personalized product recommendations.

Representative clients/marketplaces: A1 Digital, Nextios, Tapio, Telecom Italia, Vodafone Idea.

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IZBERG

IZBERG* offers a headless, multitenant SaaS MOA that can be integrated with digital commerce platforms such as Adobe Commerce, Salesforce Commerce Cloud and SAP Commerce Cloud. It offers a catalog mapping tool that analyzes sellers' product data in various file formats and suggests categories and attributes based on the marketplace's taxonomy. IZBERG supports B2B and B2C marketplaces primarily in the retail and manufacturing verticals in Europe. All of its customers sell physical goods, with a small number also selling services and digital goods. IZBERG offers a seller network, but not a retail media solution. The MOA typically requires a three-year contract, including a one-time setup fee and annual subscriptions with guaranteed minimums or revenue share.

Representative clients/marketplaces: Alstom (StationOne), Hebe, Telenco store, Veepee.

*IZBERG didn't respond to the survey request, and the information is based on analysts' best knowledge.

Logicbroker

Logicbroker primarily goes to market with a dropshipping platform that also includes an MOA in the same platform. The platform is a headless, multitenant SaaS with prebuilt integrations to digital commerce platforms such as Adobe Commerce, BigCommerce, Salesforce Commerce Cloud, Shopify and WooCommerce. It includes a Product Onboarding Center designed to enhance product discovery and streamline onboarding processes, alongside a supply chain management solution that handles inventory, availability, shipping and delivery timelines. Logicbroker primarily serves B2C retail sectors in the U.S. with a particular focus on apparel, health, hardware and furniture. The platform is tailored for the sale of physical goods, exclusively. Logicbroker offers a network of over 10,000 sellers and maintains integrations with more than 50 international marketplaces. The pricing model includes an annual fee, which varies based on functionality and estimated order volume, in addition to an implementation fee.

Representative clients/marketplaces: BBQGuys, FullBeauty Brands (OneStop Plus), Orangetheory Fitness, Peloton, Samsung Electronics (France).

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Marketplacer

Marketplacer provides a headless, multitenant SaaS platform with prebuilt integrations to digital commerce platforms such as Adobe Commerce Cloud, BigCommerce, commercetools, Salesforce Commerce Cloud and Shopify. Marketplacer primarily targets B2C organizations in the retail (grocery, fashion), telecom and travel (loyalty) industries across APAC, Europe and the U.S. The platform supports the selling of physical goods. Marketplacer began offering a retail media network in 2023 and has a partnership with CitrusAd and Zitcha. Marketplacer offers a network of 5,000 direct sellers across a variety of categories. Currently, Marketplacer has live Al capabilities for brand and category matching using machine learning. The pricing model consists of a monthly SaaS fee and a percentage of total transaction value (GMV of all orders placed through Marketplacer), along with an implementation fee.

Representative clients/marketplaces: Albertsons, GAP, Qantas Loyalty, Tesco, Woolworths Everyday Market.

Mirakl

Mirakl offers a headless MOA that can be deployed as multitenant and single-tenant SaaS. The MOA has prebuilt integrations to Adobe Commerce, SAP Commerce Cloud, Salesforce Commerce Cloud, Shopify, VTEX and WooCommerce. The MOA supports marketplace and dropshipping capabilities in the same platform, with integrated add-ons including Mirakl Payout for payment, Mirakl Ads for retail media and Mirakl Catalog Platform for catalog management. Mirakl Connect allows 100,000+ sellers to connect with multiple marketplaces and dropshipping platforms and centralizes the management of catalog, orders and customer messaging in one place. Mirakl primarily targets organizations in the retail, wholesale and manufacturing verticals, and it has a global presence in all major regions. Its MOA supports the selling of physical products, and to a lesser extent, services and digital goods. Mirakl leverages Al for catalog mapping and enrichment, service case prioritization, self-service support for operators and sellers, and personalized ads. The MOA pricing includes a one-time setup fee and a monthly subscription fee based on business volume.

Representative clients/marketplaces: Bloomingdale's, Cencora, Kroger, Macy's, MediaMarkt.

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Octopia

Octopia provides a multitenant SaaS platform that can be deployed as either a full-stack solution or a headless solution, with prebuilt integrations to Adobe Commerce, Magento Open Source, Salesforce Commerce Cloud and VTEX. Octopia supports B2C marketplaces selling physical goods in the retail industry, with a primary customer base in Europe. It offers a standard catalog taxonomy for operators and sellers to simplify product data mapping efforts. In addition to the MOA, Octopia offers a network of 14,000 sellers that operators can discover and onboard onto their marketplaces. Octopia also provides a fulfillment service that offers next-day delivery in approximately 20 countries throughout Europe, as well as retail media and integration with more than 10 third-party marketplaces for sellers to expand their reach. Octopia leverages AI for product categorization and enrichment, customer service and fraud detection. The pricing structure includes a setup fee, maintenance license and revenue share based on GMV.

Representative clients/marketplaces: Cdiscount, Cdon, Fyndiq, Pigu, Rakuten.

OroCommerce

OroCommerce primarily goes to market with a digital commerce platform, which also includes the MOA functionality. Its MOA doesn't have prebuilt integrations with other commerce platforms. Organizations can deploy OroCommerce on-premises or as singletenant SaaS with PaaS capabilities. OroCommerce mainly serves B2B organizations in the aviation, consumer goods and industrial supply verticals in Europe and North America. It also supports the selling of physical goods and to a lesser extent service and digital goods. The MOA cost is covered in OroCommerceCommerce licensing, which is based on revenue tiers, number of back-office users and hosting service usage tiers. The core license covers up to 100 marketplace sellers with extra costs for more sellers. OroCommerce uses AI for product content generation and product recommendations.

Representative clients/marketplaces: CAMP (Inventory Locator Supply), Maison&Objet, PartsStore, SupplyCore.

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Rithum

Rithum offers a full-stack, multitenant SaaS solution which primarily facilitates dropshipping but also supports marketplaces in the same platform. The platform doesn't have prebuilt integrations to other digital commerce platforms. Rithum also offers a delivery solution that complements the MOA with better visibility and control of shipping and delivery options. The commerce solution primarily focuses on B2C organizations in the U.S. retail industry, and supports the selling of physical goods with a few customers also selling services and digital goods (gift cards). Rithum offers a discovery network that connects to 40,000 brands and retailers, and over 400 marketplaces. Its product feed management solution (via the ChannelAdvisor acquisition) leverages Al technologies to help sellers streamline product data upload per marketplace requirements. Rithum's commerce platform charges operators a platform fee plus a per-order fee and charges sellers a monthly subscription plus a per-order fee.

Representative clients/marketplaces: M&S, Michaels.

SCAYLE

SCAYLE, the technology subsidiary of About You, a leading retail marketplace in Europe, primarily goes to market with its digital commerce platform, SCALYE Commerce engine, which also includes a marketplace module. The MOA is a full-stack, multitenant SaaS solution with no prebuilt integrations to other commerce platforms. SCAYLE primarily targets B2C marketplaces selling physical goods, and to a lesser extent, B2B marketplaces and the selling of service (installation) and digital products (gift cards). SCAYLE targets retail and wholesale verticals in Europe, Middle East and North America. The vendor offers a retail media network and uses AI for translation services. The MOA charges a revenue-share fee based on the marketplace GMV.

Representative clients/marketplaces: About You, DefShop, Deichmann, OCHSNER SPORT, Snipes.

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SCND

SCND offers a full-stack MOA solution called Service Marketplace Platform, focusing exclusively on service marketplaces and supporting on-premises and single-tenant SaaS deployment. SCND offers several complementary solutions at extra costs, including a vendor management system for streamlining vendor onboarding, a partner discovery platform for connecting with more partners, service information management for centralized service data management and a lead generation platform. SCND enables B2B and B2C service marketplaces primarily in the public service, real estate and retail verticals in Europe. For customers that also require the selling of physical goods or digital products, SCND partners with other MOA vendors to enable those needs. SCND leverages Al for searches, vendor matching, service request publication and field-data-entry suggestions. SCND has an all-inclusive subscription fee for the core MOA.

Representative clients/marketplaces: AquaGir, GS1 Partner Marketplace, Numérique 360, RealData for Real Estate, Siemens Energy.

Spryker

Spryker primarily goes to market with a digital commerce platform that includes a natively integrated MOA module, Spryker Enterprise Marketplace, and doesn't have prebuilt integrations to other digital commerce platforms. The solution can be deployed as multitenant SaaS or single-tenant SaaS with PaaS capabilities. Spryker powers both B2B and B2C marketplaces in the automotive, distribution, wholesale, and retail industries in North America and EMEA. It supports the selling of physical goods, and to a lesser extent, services and digital goods. Although Spryker doesn't offer a seller network, it has partnered with Channel Pilot Solutions and Tradebyte for discovery of potential sellers. The MOA pricing is based on a percentage of the base price for Spryker Cloud Commerce OS, with pricing components including the number of orders and GMV.

Representative clients/marketplaces: Daimler Truck, KoçZer, Scania, SDVerse, Shopflix.

Ultra Commerce

Ultra Commerce primarily goes to market with its digital commerce solution, and its MOA comes from its acquisition of Omnify in 2024, which was rebranded to UC Marketplace. The MOA is a single-tenant SaaS solution with PaaS capabilities, supporting both full-stack and headless deployment with prebuilt integrations for Adobe Commerce and Shopify. The MOA supports both B2B and B2C marketplaces, and the selling of physical goods, service (bookings) and digital products (downloads). The solution offers rich B2B functionality, including multibuyer account, account-specific pricing, RFP/request for quotation, approval workflows, milestone billing and buyer credit. UC Marketplace Fuse connects to digital commerce platforms such as Adobe Commerce, Bigcommerce, Shopify and WooCommerce for sellers to upload product data. The MOA primarily targets the retail, healthcare and wholesale verticals in the U.S., U.K. and Australia. The MOA charges a monthly license fee based on the number of product listings and revenue tiers.

Representative clients/marketplaces: Brisbane International Airport, Buy Kiwi, Melbourne Airport Laneway, LG North America, Wesco Marketplace.

Unirgy

Unirgy's MOA supports single-tenant hosting and on-premises deployment with PaaS capabilities. It is often deployed as a full-stack solution but also has prebuilt integrations with Adobe Commerce, commercetools, Salesforce Commerce Cloud, SAP Commerce Cloud and Shopify Plus. The MOA supports marketplace and dropshipping in the same platform and has a centralized product database that validates, maps and enriches seller's product feeds to the master catalog. Almost all of the MOA source code is available to customers and is fully customizable. The MOA supports both B2B and B2C marketplaces selling physical goods, and to a lesser extent, services and digital products. Unirgy's customers are primarily in the financial services, manufacturing and consumer goods verticals in Europe, North America and APAC. Unirgy uses Al for product recommendations, search, sentiment analysis and seller performance monitoring. The MOA charges a one-time setup fee and a flat-rate subscription based on the functionality consumed, number of environments and transaction volume.

Representative clients/marketplaces: Apria, Broto, DocShop Pro, Signify Lumxpert, Unilever (Argentina)

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Virto Commerce

Virto Commerce primarily goes to market with a digital commerce PaaS offering that includes a marketplace module called Virto Marketplace. The MOA is primarily delivered as a full-stack solution and has prebuilt integrations for Microsoft Dynamics 365 Commerce. Virto's customers are primarily in EMEA, North America and Latin America within the retail, wholesale and public service verticals. Virto supports B2B and B2C marketplaces, as well as the selling of physical products, services and digital goods. Virto Commerce charges a GMV- or order-based subscription.

Representative clients/marketplaces: Clients are not publicly referenceable.

Virtualstock

Virtualstock primarily targets dropshipping organizations but can also support marketplaces in the same platform. Its dropship package is used by customers in the retail and construction verticals, and the MOA package is used by the U.K. government-run healthcare service NHS for procurement. The platform is primarily deployed as a full-stack, multitenant SaaS solution, but it can also support headless deployment with prebuilt integrations to Adobe Commerce, commercetools, Salesforce Commerce Cloud and Shopify. The MOA supports both B2B and B2C marketplaces and the selling of physical products, services and digital goods. Virtualstock offers product modules that can be individually purchased, such as stock management, track and trace, product induction, order management, invoicing, and customer service. Virtualstock offers a seller network of 6,000 suppliers and integration to marketplaces through partners such as Linnworks. Virtualstock uses AI for product data mapping and translation. The MOA charges a one-time setup fee, a recurring subscription, and a variable fee based on the platform configuration, modules consumed and transaction volumes.

Representative clients/marketplaces: NHS (Edge4Health), Harvey Norman (Australia and Ireland), John Lewis, Nisbets, Robert Dyas.

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VTEX

VTEX primarily goes to market with VTEX Commerce Platform, its digital commerce solution, which includes the marketplace module. Its MOA is a full-stack, multitenant SaaS solution with PaaS capabilities with no prebuilt integrations to other commerce platforms, although some customers have implemented custom integrations. Most of VTEX's clients operate B2C marketplaces selling physical products, and the solution also supports B2B marketplaces and the selling of services and digital products. VTEX primarily targets the retail and consumer goods verticals and has customers in Latin America and North America, and to a lesser extent EMEA. VTEX offers a retail media network, VTEX Ad Network, a seller network of over 2,600 sellers, and integration to over 400 online marketplaces. VTEX uses Al for ad networking targeting, intelligent search and postpurchase customer service. The MOA is covered in the core commerce platform license, which charges either a fixed annual fee or a GMV-based revenue share.

Representative clients/marketplaces: C&A (Brazil), Elektra (Mexico), Inpost Fresh (Poland), OBI Germany, Whirlpool (Argentina and Brazil).

Market Recommendations

Marketplaces can be an effective way to grow revenues in the face of an uncertain economy, yet they demand meticulous planning to ensure a satisfactory experience for all participants. Therefore, digital commerce leaders need to work with stakeholders to define their business requirements and translate those needs into MOA functionalities. Specifically, digital commerce leaders should:

- Scrutinize an MOA's efficiency-enhancing capabilities, especially for automation and intelligence, including catalog mapping, performance monitoring and finance reconciliation to ensure it can reduce manual efforts in managing time-consuming tasks.
- Decide their architectural preference for an MOA, headless or full-stack, being aware
 of the higher licensing and implementation costs for the headless approach due to
 the use of two platforms.
- Evaluate vendors' capabilities in supporting multiple business models, such as dropshipping, subscription, upselling of services and digital products, and the availability of value-added services aligned with your growth objectives.

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Evidence

This research is based on vendor briefings and a brief survey of the vendors to gather more details about their product functionality and go-to-market approaches.

Note 1: Explanation of Vendor Table Categories

Number of live marketplace customers: The number of customers with live marketplace and dropship deployments. This number does not include multiple marketplaces offered by a single customer.

Headquarters location: The country where the vendor's headquarters is based.

Top industry presence: Top industry verticals based on the vendor's number of live marketplace customers.

Top geographic presence: Top regions where the vendor has live marketplace customers.

Primary go-to-market product: The vendor's primary target market segment across all its solutions, not limited to an MOA.

Multitenant SaaS: The application code is owned, managed and delivered by the vendor, and the vendor selects the hosting location and is accountable for operations, implementation of releases, application monitoring and autoscaling. Only one version of the software is available at any given time, and releases are simultaneously applied to all software instances and to all tenants.

Single-tenant SaaS: Similar to multitenant SaaS in that there is one defining application code, but the application is deployed separately for each tenant.

On-premises: The application is installed on the infrastructure chosen by the client without the involvement of the MOA vendor.

Platform as a service: A functionality of SaaS offerings in which customers can customize the application or develop their own extensions by using the development tooling, cloud infrastructure, integrated development environments or software development kits provided by the vendor.

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¹ Forecast: Enterprise Application Software, Worldwide, 2022-2028, 4Q24 Update

Headless MOA: Offers prebuilt connectors or has live production in which the MOA is integrated with third-party digital commerce platforms to power the add-to-cart and check-out functionalities.

Full-stack MOA: Includes both the core commerce platform and the MOA module to support commerce transactions and marketplace operations.

Support for physical products: Supports the selling of physical products.

Support for services: Supports the selling of services with capabilities including calendar management, scheduling, capacity management, geolocation and provider matching.

Support for digital products: Supports the selling of digital products with capabilities including downloads, gift cards, loyalty points, software distribution, rating, channel management, contract management, entitlement management and provisioning.

Support for subscriptions: Subscriptions can be used with any product types supporting scheduled or on-demand product/service delivery with recurring payment. Capabilities include plan change, upgrade, downgrade, cancellation, pause and resume.

Data mapping via product identifier: Seller's product data is mapped to the master catalog using universal product identifiers such as Global Trade Item Numbers (GTINs), EAN (European Article Number), UPC (Universal Product Code), Amazon Standard Identification Number (ASIN) and Manufacturer Part Numbers (MPNs).

Data mapping via rules: Seller's product data is mapped to the master catalog using rules defined by the operator. Rules can be applied to any aspects of the imported data such as categories, attributes, value, product descriptions and keywords to ensure consistency of catalog data across the marketplace.

Data mapping via algorithms: Seller's product data is mapped to the master catalog using algorithms to automatically map the data to the right category and attributes, using natural language understanding, computer vision and other techniques. The algorithm may also standardize and enrich the data when the information can be inferred.

Data import via third-party digital commerce platform: The MOA enables sellers to import their product data to the marketplace from digital commerce platforms they already use to ease the manual efforts. The import is achieved using preintegrations or APIs provided by the MOA where API integration requires extra efforts by the seller.

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Recommended by the Authors

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10 Imperatives When Building an Enterprise Marketplace

3 Ways Generative Al Augments Digital Commerce

Al Agents Assist Humans to Enhance Digital Commerce Performance

Use GenAl to Enhance Digital Commerce Search and Discovery Experiences

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How to Establish Digital Commerce Ownership and Collaboration

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Table 1: Representative Vendors' Basic Information

	Number of live marketplace clients	Headquarters location	Top Industry presence	Top geographic presence	Primary go-to-market product
Amdocs	10-50	U.S.	Telecom	EMEA, NA	Telecom
AppDirect	>500	U.S.	Technology, manufacturing, telecom	EMEA, NA	MOA
Beyond Now	10-50	Austria	Telecom, professional services, public services	Europe, NA	Telecom
CloudBlue	>500	U.S.	Telecom, distribution, technology	APAC, EMEA, LA, NA	MOA
IZBERG*	50-100	France	Retail, manufacturing	Europe	MOA
Logicbroker	50-100	U.S.	Retail	U.S.	Dropshipping
Marketplacer	50-100	Australia	Retail, telecom, travel	Australia, U.K., U.S.	MOA
Mirakl	>450	France	Retail, wholesale, manufacturing	APAC, EMEA, LA, NA	MOA
Octopia	10-50	France	Retail	Europe	MOA
OroCommerce	10-50	U.S.	Aviation, consumer goods, manufacturing	Europe, NA	Digital commerce
Rithum	10-50	U.S.	Retail	APAC, EMEA, NA	Dropshipping

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SCAYLE	10-50	Germany	Retail, wholesale	Europe, NA, ME	Digital commerce
SCND	<10	France	Public service, real estate, retail	Europe	MOA
Spryker	10-50	Germany	Automotive, wholesale, retail	EMEA, NA	Digital commerce
Ultra Commerce	10-50	Australia	Retail, manufacturing, wholesale	Australia, U.K., U.S.	Digital commerce
Unirgy	400-500	U.S.	Financial service, manufacturing, distribution	APAC, EMEA, NA	MOA
Virto Commerce	10-50	U.S.	Retail, wholesale, public services	EMEA, LA, NA	Digital commerce
Virtualstock	50-100	U.K.	Retail, construction, healthcare	U.K.	Dropshipping
VTEX	400-500	U.K.	Retail, consumer goods	EMEA, LA, NA	Digital commerce

APAC = Asia/Pacific; DIY = do-it-yourself; EMEA = Europe, Middle East and Africa; ISV = independent software vendor; LA = Latin America; ME = Middle East; NA = North America. Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZBERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Source: Gartner (March 2025)

Table 2: Representative Vendors' Deployment Models and Solution Types

	MT SaaS	ST SaaS	On-premises	PaaS	Headless MOA	Full-stack MOA
Amdocs	✓			✓		✓
AppDirect	✓			✓	✓	✓
Beyond Now	✓	1			✓	✓
CloudBlue	✓	1	✓	✓	✓	✓
IZBERG*	✓				✓	
Logicbroker	✓				✓	
Marketplacer	✓	1			✓	
Mirakl	✓	1			✓	
Octopia	✓					✓
OroCommerce		✓	✓	✓		✓
Rithum	✓					✓
SCAYLE	✓					✓
SCND		1	✓			✓
Spryker	✓	1		✓		✓
Ultra Commerce		/		✓	✓	✓

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Unirgy		✓	✓	✓	✓	✓
Virto Commerce			✓	/		/
Virtualstock	1				✓	/
VTEX	✓			/	✓	✓

Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZBERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Source: Gartner (March 2025)

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Table 3: Representative Vendors' Support for Product Types

\downarrow	Physical products ↓	Service √	Digital products ψ	Subscription ψ
Amdocs		✓	✓	✓
AppDirect	✓	✓	✓	✓
Beyond Now	✓	✓	✓	✓
CloudBlue	✓	✓	/	✓
IZBERG*	✓	✓	/	✓
Logicbroker	✓			✓
Marketplacer	✓			
Mirakl	✓	✓	/	
Octopia	✓			
OroCommerce	✓	✓	/	✓
Rithum	✓	✓	/	
SCAYLE	✓	✓	✓	✓
SCND		✓		✓
Spryker	/	✓	✓	✓
Ultra Commerce	✓	✓	✓	✓

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↓	Physical products ↓	Service √	Digital products ψ	Subscription ψ
Unirgy	/	1	✓	
Virto Commerce	✓	✓	✓	✓
Virtualstock	✓	✓	✓	
VTEX	✓	✓	✓	✓

Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZBERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Source: Gartner (March 2025)

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Table 4: Representative Vendors' Native Catalog Management Capabilities

	Data mapping via product identifier	Data mapping via rules	Data mapping via algorithms	Data import via third-party digital commerce platforms
Amdocs				
AppDirect				/
Beyond Now				
CloudBlue		✓		/
IZBERG*		✓	✓	/
Logicbroker	✓	✓	✓	/
Marketplacer	✓		✓	/
Mirakl	✓	✓	✓	/
Octopia	✓		✓	/
OroCommerce		✓		
Rithum		✓		/
SCAYLE	✓	✓		✓
SCND		/		
Spryker				
Ultra Commerce	✓			✓

Unirgy	/	✓	/	/
Virto Commerce	/			✓
Virtualstock	/			✓
VTEX		✓		

Note: Data is from the survey sent to each vendor, as well as from vendor websites, vendor briefings and inquiries. *IZBERG didn't respond to the survey request and the information is based on analysts' best knowledge.

Source: Gartner (March 2025)

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