2023
ANNUAL REPORT

"The MACH movement burst onto the world stage in 2020. Since then, it has gone from strength to strength! It is great to see that conversations have moved on from 'What?' and 'Why?' to 'When?' and 'How?'. Each organization is different and has its own unique set of challenges. Positioning MACH solutions successfully in an organization involves skilfully discerning various aspects and finding the right balance. Proposing creative and contextualized solutions is as much an art as it is a science."

Anjali Subhuraj
**Enterprise Architect, Zooplus
and former Chief Architect, Mars**

MACH
A L L I A N C E

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By 2026, the speed of digital innovation will improve by 60%, relative to 2022, for organizations that have established mechanisms to reuse composable digital commerce modules.

"

Gartner, Market Guide for Product Information Management Solutions
3 Oct 2023

Helen Grimster
Director Analyst

A Pinnacle Year for Composable Technology in 2023

100
members

38
ambassadors

2000+
event attendees

17k
followers on Li

As we delve into the pages of our first annual report, we can celebrate the fact we're seeing the market evolve rapidly. The widespread adoption of MACH (Microservices, API-first, Cloud-native SaaS, and Headless) technologies, is emerging as the cornerstone of agility, scalability, and innovation for enterprises across diverse industries. As the MACH Alliance surpasses 100 members, 2023 has proven to be a significant year, marking not only a period of maturity but also a dynamic surge in the adoption of MACH technologies.

As businesses continue to grapple with the imperative to adapt and thrive in an ever-evolving digital environment, the adoption of MACH technologies has become a linchpin for success. At the same time, the need for market education has never been so critical. A theme you will see throughout the report is a particular emphasis on the pivotal role of MACH Education in shaping the path forward.

As the market matures, understanding of MACH is increasing, but also what defines MACH is evolving. The concept is broadening and so we're increasingly adding more rigor to the certification process to protect the validity of MACH Certification. Most importantly, the MACH movement, led by the Alliance, continues to be hinged on an active, passionate, inclusive membership and an open industry-first community with a shared purpose. That continues to be our north star as market circumstances tell us what the market needs going forward. Thank you to our truly global and passionate community of members, ambassadors and volunteers for your commitment and contributions which have helped us achieve so much. We're on this journey together.

> " In today's digital landscape, businesses seek technology that can seamlessly integrate, adapt to changing market demands, and deliver exceptional user experiences. The market is rapidly evolving towards more modular, agile, and flexible technological solutions, a trend that aligns closely with the principles of the MACH Alliance. The work of the MACH Alliance is crucial in this context. "

Jason Goldberg
Chief Commerce Strategy Officer, Publicis

Casper Rasmussen
President MACH Alliance

In our 2023 global survey, 92% of tech leaders felt the work of the Alliance was quite or extremely valuable.

Year End Highlights

The year was marked by significant achievements. Today, the MACH Alliance has surpassed 100 member companies across seven categories. It has also worked closely with its Ambassador community of individual experts with experience implementing MACH architectures in their own companies, and recognized more companies achieving measurable benefits from their MACH implementations through our annual MACH Impact Awards. Year on year, the number of entries doubled, and we saw more applications from diverse industries including health/pharma, hospitality and B2B.

> The MACH Alliance presents and advocates for composable, truly open and future-proof best-of-need architecture. It exists to protect core principles, as the gatekeeper to ensuring MACH as a standard is understood.

Every year, the Alliance commissions the 'Enterprise MACHified' study, which polls senior level technology decision makers around the world. The study is designed to show the state of MACH adoption in major geographies. It's clear from the findings this year that intentions to move to MACH architectures remain and progress is being made year on year.

Hundreds of senior technology leaders have taken our new MACH Maturity Assessment launched in July, to help them assess their company's current ability to execute and leverage the benefits of MACH technology.

And MACH Certification continues to be coveted with over 70 per cent of our members citing that it is often listed as a prerequisite in RFPs.

The MACH Alliance is well-positioned to build on the momentum and successful work with its members and the wider community to ensure the benefits of MACH are understood and realized.

Jon Panella
Chairperson, MACH Alliance

> " It's the first question we ask as part of our RFP. Are you a member of the MACH Alliance? Explain. "

Gireesh Sahukar
Vice President - Digital
Dawn Foods

Governance

The MACH Alliance understands its responsibility as a global industry body and guardian of MACH Certification. The MACH Executive Board is made up of seasoned professionals from member companies who have taken a collective vow to work for the benefit of the market and the buyer.

In 2023, Executive Board seat ownership moved to individuals representing member companies, and not the company itself.

ADVISORY BOARD

Throughout 2023, our Executive Advisory Board, made up of senior representatives from member companies, ambassadors and experienced and knowledgeable independent advisors, have provided guidance, advice, and strategic insights to the Executive Board, MD and Heads of Councils to help the Alliance make informed decisions, navigate challenges, and capitalize on opportunities.

EXECUTIVE BOARD 23/24

Casper Rasmussen
President
Valtech

Chris Bach
Vice President
Netlify

Dom Selvon
Treasurer
Apply Digital

Jon Panella
Chairperson
Publicis Sapient

Krithika Ganesamoorthi
Amazon Web Services

Jasmin Guthmann
Contentstack

Kirstin Naragon
Akeneo

Amanda Elam
Bloomreach

Jen Jones
commercetools
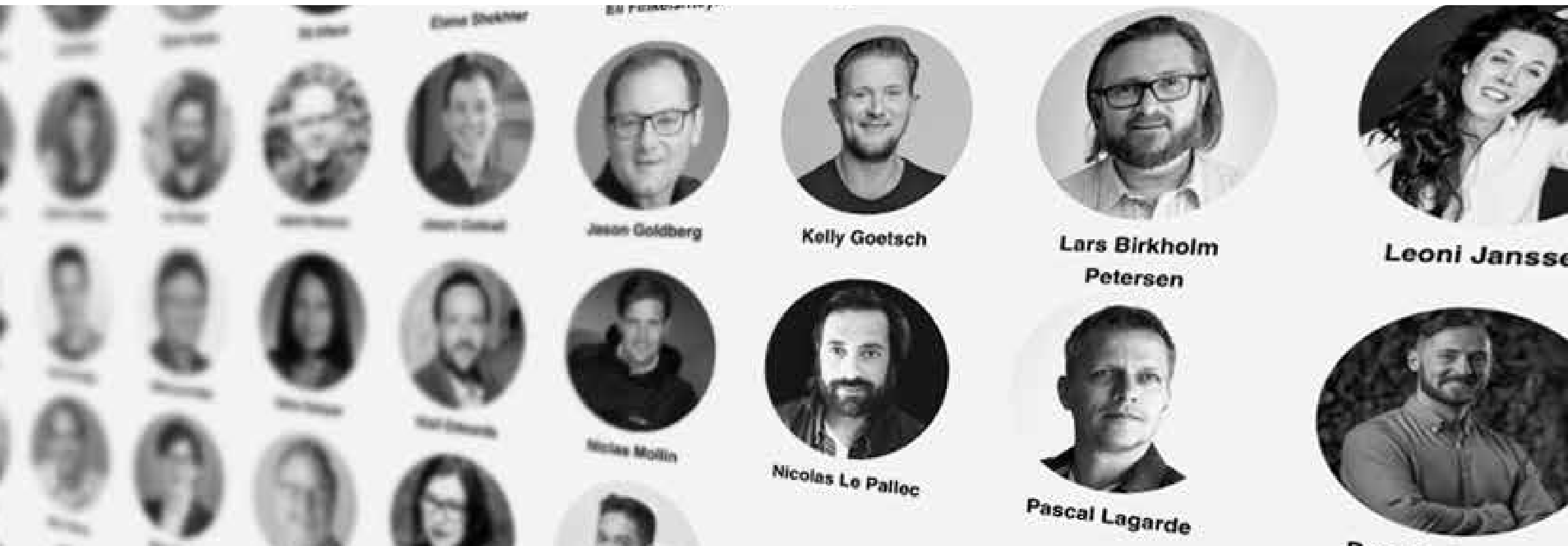
" **87% of organizations who have increased MACH are more responsive and ahead of the competition**

key finding from MACH Alliance 2023 Annual Survey of Global IT Decision Makers "

Governance

TASKFORCES

Built around a **specific initiative or project** that ladders up to an overarching Alliance goal

An idea for a Taskforce can be submitted by any member and must have **Board approval** and a nominated lead to go ahead

Who?

Taskforces are led by members of the **Executive Board or an individual nominated** by them

+

Subject matter experts are brought together from membership, the Advisory Board, Ambassadors and other institutions

Time-boxed and focus on the **creation of a key output** the Alliance wishes to fast-track, such as a piece of content, a tool, an MVP or a launch

First up: | AI | certification review | interoperability |

Balakrishnan Subramanian
CDIO, Mars

> " This is a community with more breadth, reach, shared purpose, and connect than any other. "

COUNCILS

Alliance Councils build on the strategy set out by the board in their specific area of specialism. They are responsible for the 'how' and work to shape the plans put in place to achieve the goals set out by the Board.

Council members are specialists in growth/tech/marketing/education and are employed by member companies. Each council has a core team sponsor, an Executive Board sponsor and an associated peer network. This is a broader group of individuals that meet monthly to collaborate on thought leadership, network and provide feedback and input on council projects and Alliance activity.

COUNCIL LEADS 23/24

MARKETING COUNCIL

Andrew Wadsworth
Apply Digital

Irina Botea
Ninetailed

TECH COUNCIL

Stuart Guest-Smith
BigCommerce

Roberto Carrera
Apply Digital

GROWTH COUNCIL

Tal Ofer
Cloudinary

EDUCATION COUNCIL

Tarek Nseir
EPAM

Certification

The shifting dynamics of today's technology landscape is expansive, and the MACH Alliance continues to play a pivotal role by creating clear guidance for enterprises, delineating the technologies that foster future-proofing and vendor independence from those that don't.
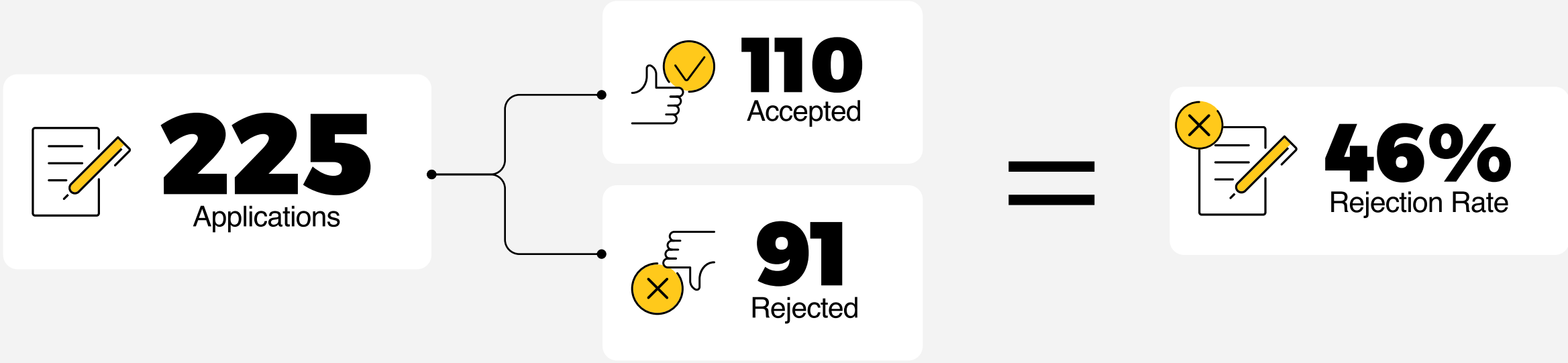
Companies that have attained MACH Certification come with the assurance that they build and deliver software that adheres to the MACH Principles. This allows buyers the clarity to take advantage of the most innovative and flexible enterprise technologies available. In 2023, PayPal joined MACH Alliance as its first Supporter Member. These are companies that actively wish to engage and input into the MACH community, but sit outside certification requirements.

The Admissions Panel works to shape the framework that forms the admissions process for companies seeking MACH Certification. They are also responsible for scoring applications against certification criteria and carrying out technical evaluations, with support and guidance from the MACH Alliance Technical Analyst and Admissions Lead.

MEMBER DATA TO YEAR-END 2023

225 Applications

110 Accepted

91 Rejected

= **46%** Rejection Rate

Actindo, adyen, agility, akeneo, AKQA, algolia, amplience, APPLY DIGITAL, aprimo, aws, BIGCOMMERCE, bloomreach, Bluestone PIM, BOLD, BRANDING BRAND, brink commerce, builder.io, cabiri, Capgemini, Cloudinary, commerce layer, commercetools, conscia.ai, Constructor, Contentful, CONTENTSTACK, Deloitte Digital, DEPT, divante, DMI, dotSource, dynamic yield, Edgio, EMPORIX, enactor, epam, fastly, fluentcommerce, Formidable, fulfillmenttools, Google Cloud, Grid Dynamics, hygraph, inriver, intive, IONA, kbrw, kern punkt, KIN+CARTA, KLEVU, Kontent.ai, KPS, MCFADYEN DIGITAL, lab digital, mapp, MERCAUX, mindcurv group, MIRAKL, MongoDB, nacelle, netlify, NEWSTORE, ninetailed, Novicell, objectedge, octoo, OneStock, Orium, patchworks, PayPal, personify xp, pimberly, PIPE17, pivotree, publicis sapient, reachfive, SALSIFY, scaleflex, SheerID, Sitoo, storyblok, STORYTRIBE, stripe, TA DIGITAL, Talon.One, tenovos, trbo, uniform, Valtech, Vercel, VML, voucherify, VTEX, Vue Storefront, VULTR, Xebia, xiatech, XTM, ZAELAB

Membership Categories

Independent Software Vendors - ISVs

- All products must be MACH compliant
- > $10m ARR
- > 100 employees

Start-up ISVs

- All products must be MACH compliant
- > $2m ARR or > 50 employees
- Expected to 'graduate' to standard ISV

Systems Integrators - SIs

- Experience and expertise to implement
- Sizable composable practice
- Boutique SI or > 250 employees

Global Systems Integrators - GSIs (new for 2023)

- Global Systems Integrator
- Implementation across three continents
- > 5K employees

Enablers

- Software vendor that enables ISVs and SIs - cloud vendors, CDNs, etc

Supporters

- Companies who wish to actively support and engage with the community
- NOT an ISV, SI or Enabler
- Clear association with existing ecosystem

"We've seen a marked surge in member applications from established vendors, who are actively building their MACH credentials through strategic acquisitions and innovative re-architecting of solutions. 15% of members accepted in 2023 have undertaken a strategic transformation to achieve MACH certification."
- Casper Rasmussen

"

MACH certification is the cornerstone of the organization's promise to the market. It provides buyers with greater confidence that the products and services they select from MACH-certified members will enable a future-proof technology outcome.

"

Matthew Garrepy
CMS Critic

Focus Areas

1. FUTURE PROOFING ENTERPRISE TECHNOLOGY INVESTMENT

Industry Collaboration: A neutral position allows us to engage with a diverse range of stakeholders, including vendors, practitioners, and organizations, fostering an environment where different perspectives can be considered and shared.

Avoiding Vendor Lock-In: The MACH Alliance plays a leading role in creating clear guidance for enterprises, delineating MACH technologies that foster future-proofing and vendor independence from those that don't. A neutral and informed approach to certification ensures that we are not favoring specific vendors, enabling businesses to make technology choices based on their needs rather than biased recommendations.

Open Standards: By operating with clarity and openness, we encourage the adoption of standards that benefit the entire industry, promoting collaboration and compatibility among different systems.

We've documented every step of our admissions process and criteria this year in our Admissions Playbook. Our well defined criteria and rigorous admissions process mean that only some companies make the grade. This is why buyers value certification so much - it's a level of due diligence they don't have to do.

2. EVOLUTION OF CRITERIA

Our promise to the market is to safeguard and future-proof enterprise tech standards for the clarity of buyers. Since our founding in June 2020, and having grown to 100 members, the MACH Alliance assessment criteria and scoring system have evolved as we gain experience and encounter new application considerations.

In December, we announced our intentions to actively assess our role and explore strategies to provide more holistic buyer guidance amidst big tech acquisitions and developments. We are also working on a program to ensure all existing members are re-evaluated against the latest criteria to ensure they continue to meet MACH standards across what they are actively selling today.

Interoperability
One of our focus areas this year and next is interoperability of MACH solutions, but also looking at how companies can approach implementation in complex environments that may include legacy or on-premise applications. The ability to rapidly add or change technologies is key to organizations moving to meet the ever-increasing demands on customer experience and MACH principles are foundational to driving interoperability between composable technologies.

> " The collective power of the MACH Alliance also drives forth technology innovation, as much as it does market education, ultimately building confidence with buyers when embarking on the MACH journey. "

Jen Shumann Chang
VP of Partnerships, Vercel

Focus Areas

3. END-USER EDUCATION & EASE OF ADOPTION

This year we invested over $2.6 million in raising awareness of MACH and MACH Certification to broaden adoption and educate the market to ensure a greater understanding of best practice.

Thought leadership
Our lively global community of technical experts and digital leaders continue to contribute to the growing conversations around MACH. Through great content, events and public discussions, our community is leading conversations, shaping the narrative, and guiding businesses towards modern, composable solutions. Areas of focus in 2023 included how MACH's composable nature provides a more secure enterprise infrastructure; the impact of AI in shaping MACH's future; and how buyers can discern between MACH and Composable. New MACH approaches to measuring Total Cost of Ownership (TCO) was also a key area.

MACH TWO - Flagship conference in Amsterdam
Orchestrated in collaboration with experts and industry leaders who embody MACH's transformative business approach, MACH TWO was bigger and better than our first annual conference in 2022. Dubbed the "MACH event of the year," it provided a knowledge hub for those ready to embrace the MACH way of doing business.

▶ CHECK OUT MACH TWO HIGHLIGHTS

Press articles so far generating over
50,450 Coverage Views

4942 app messages
(sent & recieved)

603 attendees
(58% end-users from 37 countries)

98% Delegates rate the event **Excellent** or **Very Good**

MACH Maturity Assessment
The MACH Maturity Assessment launched in 2023 has seen hundreds of responses from digital leaders who are assessing their company's current ability to execute and leverage the benefits of MACH technology.

The assessment and accompanying whitepaper, compiled in partnership with Deloitte Digital and a working group of members, includes best practices highly mature companies are using across the 6 pillars of Strategy and Transformation, Organization and Governance, Process and Metrics, People and Culture, Technology and Architecture and Business Intelligence.

MACH Member Directory
Our member directory with details of our certified vendors and SIs provides a useful resource for organizations looking for partners to get started on their MACH journeys.

Case Studies Hub
We've spent much of the year building out our library of use cases, shining a light on the companies achieving extraordinary things with MACH.

Education Program
At the heart of the Alliance is our commitment to open and accessible professional development for business and technical users. In February 2024, we will launch two Foundation Level (business and technical) courses and will continue to scale our offering. This will be the ultimate tool for leveling up the market and creating more 'MACH-ready' companies. Our Education Council is led by Tarek Nseir, a former Executive Board member.

> "So far, MACH at Rapha has been mostly about efficiencies across the board, not just for customers, but a lot of teams inside the business. And we're very happy about that."

John Kilpatrick
Principal Engineer, Rapha

Focus Areas

4. RISING DEMAND FOR MACH IN NORTH AMERICA

Through our work and our 2023 research into MACH adoption, we see increasing demand among organizations in North America driven by the need for technology solutions that empower rather than constrain business operations. With the increasing emphasis on customer-centric strategies, these organizations are turning to composable technology more and more to enhance their digital interactions. As established vendors are acquiring and rearchitecting solutions to align with MACH principles, and we see more use cases like Mars, Dawn Foods, and LEGO showcasing successful MACH implementations across various industries, the standard is increasingly gaining credibility among digital leaders.

Our US Roadshow including MACH Haus New York in January and MACH Haus Las Vegas during Shoptalk in March, was a huge success in 2023. Reaching well over 600 in-person attendees, these events provided an opportunity to present more than 50 sessions from more than 120 expert speakers sharing their MACH experiences and best practices.

We also ran intimate events, MACH Symposium Chicago and MACH Symposium New York, where Ambassadors shared their experiences with attendees exploring MACH as a future strategy.

1147 page views
(and **667** reactions on LinkedIn)

400+ in person attendees

60+ speakers
from the membership

23 Sessions
filmed & edited

30K Impressions
on Linkedin

524 page views
(and **669** reactions on LinkedIn)

200+ in person attendees

50+ speakers
from the membership

24 Sessions
filmed & edited

11K Impressions
on Linkedin

US ROADSHOW 2023 NEW YORK

US ROADSHOW 2023 LAS VEGAS

> "At AWS we've seen evidence of increased MACH awareness, with a notable improvement in North America. The MACH Alliance is doing a terrific job educating the industry and exposing retailers to the benefits of a MACH approach through various forms of content, including the MACH conference. We're looking forward to providing further support to the MACH community as they continue to espouse open and best-of-breed enterprise technology solutions."

David Dorf
**Global Head of Retail Industry
Solutions, Amazon Web Services (AWS)**

Focus Areas

5. INDUSTRY-FIRST OPEN COMMUNITY

Diversity and Inclusion

MACH is a modern category and a community of companies, ambassadors and contributors driving forward a new era in enterprise technology. We feel obligated to urge companies in our ecosystem to do more than average when it comes to nurturing the success of women and advancing gender equality. This has been our focus to date, with plans to broaden our work across D&I in the future.

More than 40 companies have signed our Manifesto for Gender Equality. In June, we launched our Women in MACH mentorship program which has seen 150+ matches and focuses on cultivating career-specific skills, boosting confidence, fostering effective communication and seizing promising opportunities.

We also hosted the Women in MACH Beyond Boundaries Flagship Event in Madrid in September supporting the community with coaching on career development, leadership, and change management.

Ambassador Program

MACH ambassadors are a global group of MACH expert digital leaders from brands such as Kraft Heinz, HSBC, Mars, Dawn Foods, NBA and Conn's HomePlus. MACH ambassadors actively support and contribute to advancing the adoption of MACH and regularly work with members on events and thought leadership.

This year saw a refreshed program where our ambassador panel considered the ideal profiles of ambassadors and the criteria for inclusion. Ambassadors speak at events, attend local meet ups and share their expertise based on first hand experience and knowledge of the MACH approach to business.

New ambassadors in 2023 included Julia Paulsen, Head of Ecommerce at Elkjop, Paul Curtis, Technical Director at easyjet Holidays, Kyle Barz, Director, Global Retail and eCommerce technology at Mars, Nicolas Pastorino, Group Chief Product and Digital Officer at Interflora Group, Hannah Bennett, Head of Digital at Paul Smith and Justin Thomas, Head of Digital Experience at Kraft Heinz.

Diversity remains an area of commitment for us. In addition to leveling the playing field for women through Women in MACH, we've focused on ensuring diverse representation across member categories, geographies, genders, and areas of expertise. Our Executive Board is an example of this focus, with equal representation of male and female members.

Jasmin Guthmann
Head of Corporate Communication, Contentstack

"The WiM mentorship program aims to shatter the silicon ceiling and increase equity for women in tech through mentorship, skill-building, networking, and professional development opportunities."
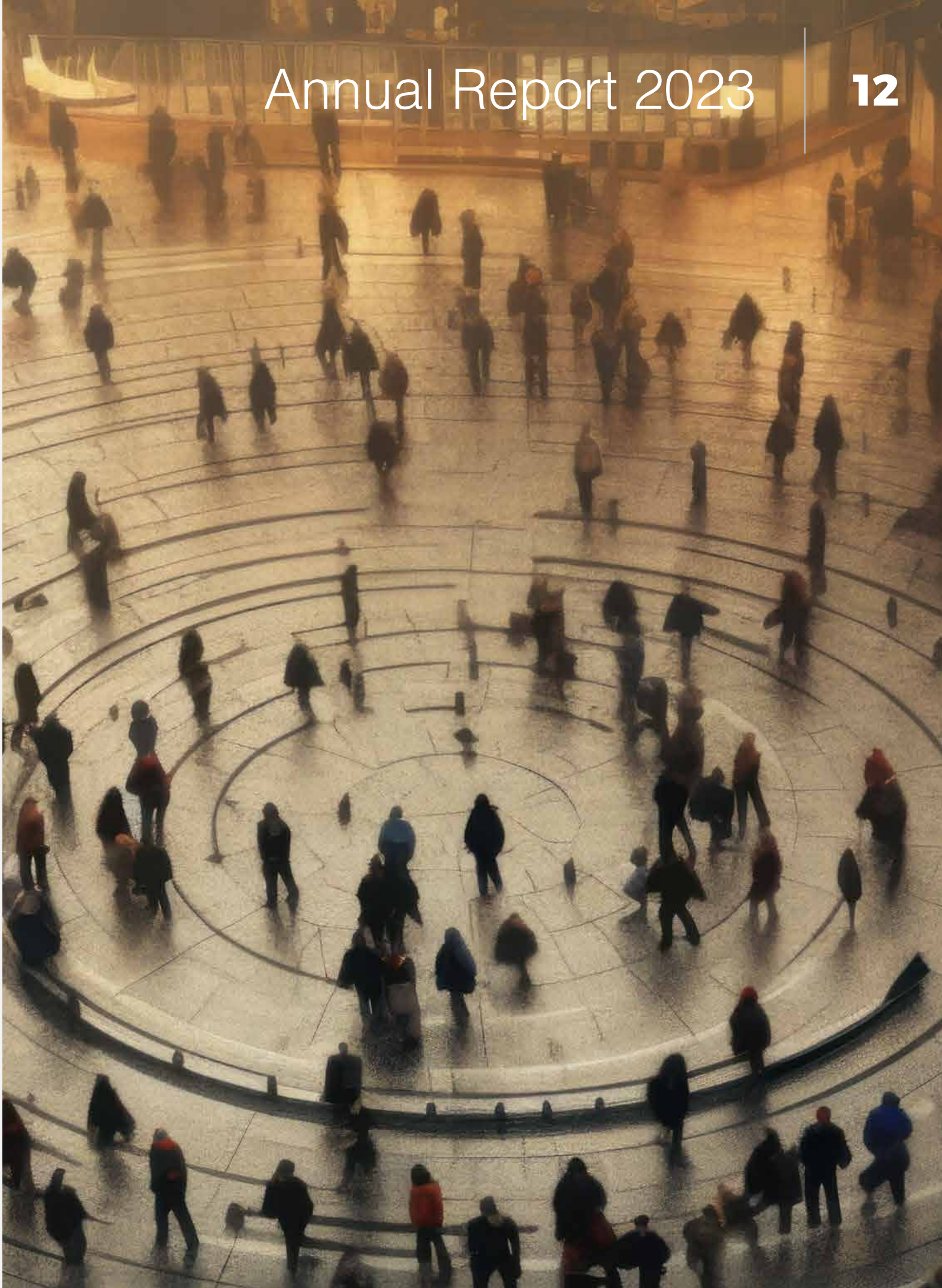
Financials

As a 501(c)(6) nonprofit organization, we operate as a tax-exempt association which allows us to advocate for the common interests and enhance the business environment for our members. This unique classification enables us to foster collaboration, drive industry advancements, and contribute positively to our community, all while adhering to the regulations and standards set forth by the Internal Revenue Service (IRS).

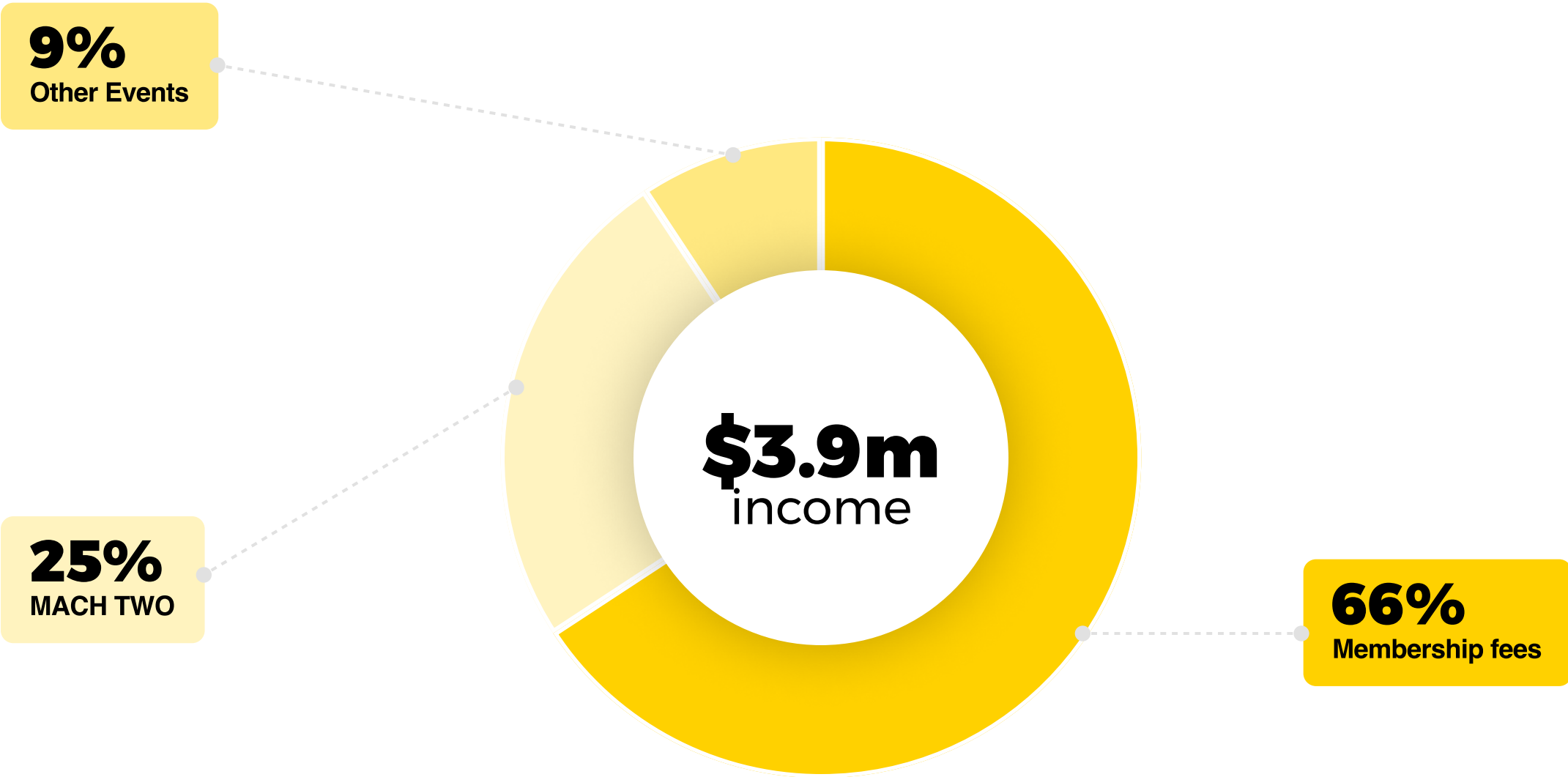In 2023 our focus has been to develop our finance processes, procedures and systems in order to maintain good governance and provide up to date, accurate financial data, allowing us to make considered cash flow and budgeting decisions.

Contributions made to our organization are vital for sustaining our initiatives. Our total income for the year was $3.9m, predominantly from our Membership fees. While our flagship events, such as MACH TWO, contribute substantially to our revenue stream, it's noteworthy that 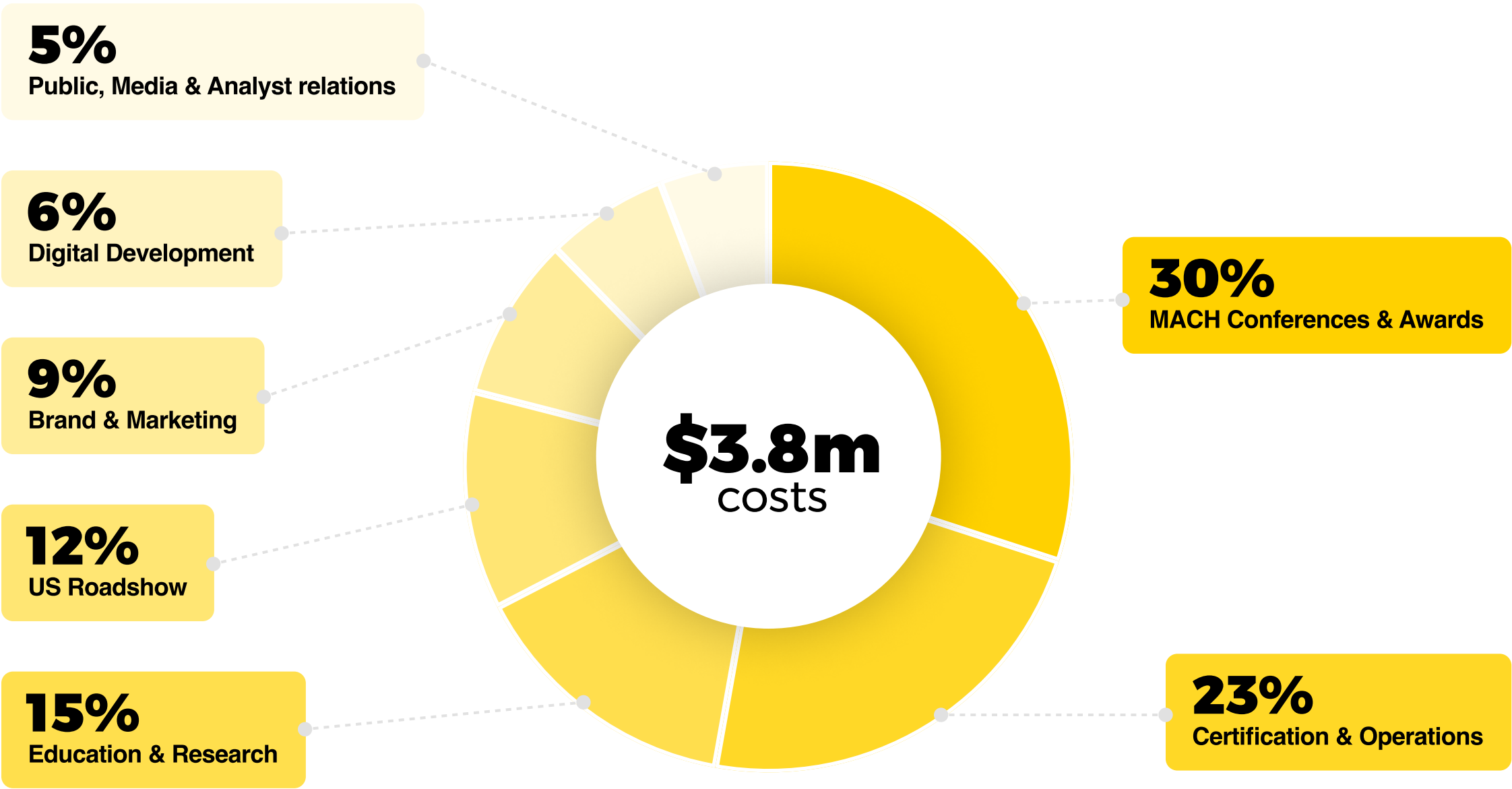these events are strategically planned to operate on a near break-even basis. It's important to highlight that a portion of our operational costs, including staff costs, is associated with these events but isn't directly apportioned as such.

Expenditure totaled $3.8m over the course of the year. Much of 2023 was spent building a dedicated in-house team and robust operations function, thus reducing our reliance on external vendors and allowing us to drive our strategic goals forward.

BREAKDOWN OF INCOME - 2023

9% Other Events

25% MACH TWO

$3.9m income

66% Membership fees

OPERATIONAL COSTS - 2023

5% Public, Media & Analyst relations

6% Digital Development

9% Brand & Marketing

12% US Roadshow

15% Education & Research

$3.8m costs

30% MACH Conferences & Awards

23% Certification & Operations

The MACH Alliance is a 501(c)(6) organization, a type of nonprofit group. Through our work as the MACH industry body, we advocate for open and connected enterprise technology that empowers businesses with flexibility, control, and future-proof technology that enables growth and differentiation. Financials prepared using a Cash Basis of Accounting and are subject to audit.

2024 Outlook

The MACH and composable technology trend is rapidly gaining momentum, offering businesses increased flexibility, scalability, and agility. This growth is expected to diversify MACH ecosystems across various industries, including the development of industry-specific solutions such as in healthcare and finance.

The integration of artificial intelligence and machine learning into MACH architectures will further enhance automation, personalization, and predictive analytics. As MACH usage matures, so too is the ecosystem of tools and support, evidenced by the increasing number of Alliance SI members. More comprehensive and user-friendly tools are emerging to facilitate the development, integration, and management of MACH components, making the transition smoother for businesses.

In 2024, the trend continues towards reevaluating traditional IT procurement, favoring modular approaches over monolithic vendor lock-ins. However, challenges in acquiring the right MACH mindset and skills remain a priority for the community to ensure meaningful adoption.

> "
> **By 2026, at least 70% of organizations will be mandated to acquire composable DXP technology, as opposed to monolithic suites, compared to 50% in 2023.**
> "
>
> **Gartner, Predicts 2024: Machine Customers, GenAI for CX, Composable DXP**
> Irina Guseva, Don Scheibenreif, Michael Chiu, John Field
> 23 Nov 2023
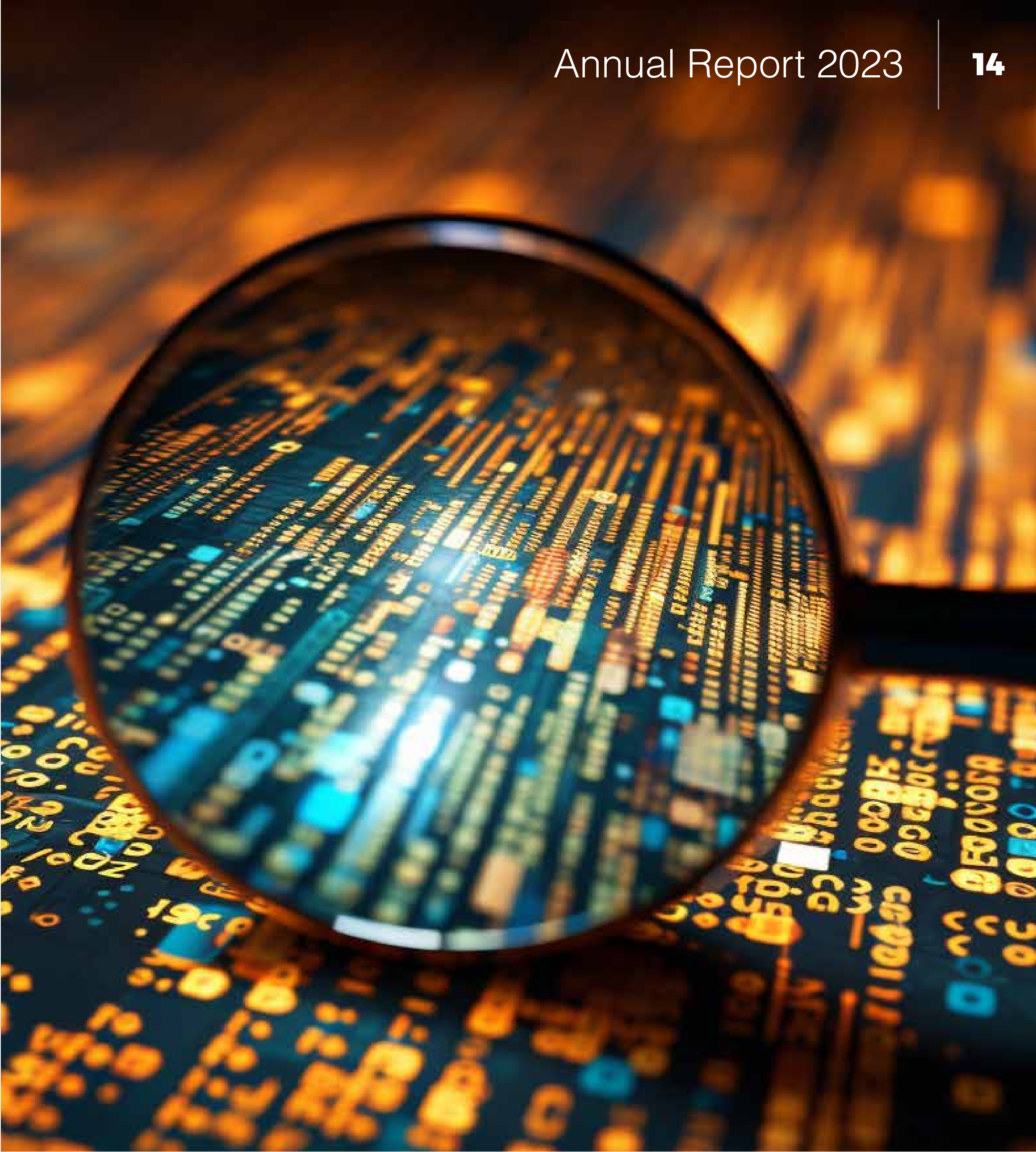
A Global Community of Innovators

"If composable is the future, then MACH is the blueprint for building it – with confidence. As a veteran of the CMS and DXP categories and an industry analyst, I've closely monitored the evolution of composable and the critical role the MACH Alliance has played in its growth. The unshakeable standards for interoperability, ease of use, and swapability of MACH-certified solutions give enterprises unmatched clarity as they embrace the potential of an API-driven world, and this is proving invaluable. Along with its community of intrepid thought leaders, a fervent commitment to market education, and an uncompromising vision for global impact, the MACH Alliance has established itself as a leading voice for change."

Matt Garrepy
Chief Critic, CMS Critic

"Just about everything we touch now has that MACH Alliance stamp of approval."

Ian Rosen, President & COO, Harry Rosen

"Think of composable as a way to accommodate every customer and meet your customers where they are."

Andrei Rebrov, CTO, Scentbird

"MACH Alliance is a hugely collaborative ecosystem driving real product and service innovation."

Leon Shepherd, CTO, former CIO, Ted Baker

"The change has been liberating. It feels like we finally can be free to do what we need to do!"

Jason Burdette, EVP Marketing & Customer Experience, American Bath Group

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At the **American Bath Company deployment time went from 30 hours to 3 minutes** - that's a **600% increase in efficiency**.

▦ OPEN CASE STUDY

Dawn Foods implemented an entirely new MACH Architecture and **launched** its eCommerce site in just **6 months**, with **over 10,000 items** readily visible to **new and existing customers** that wouldn't have been before.

▦ OPEN CASE STUDY   ◉ OPEN PODCAST

Crate and Barrel increased seasonal gift guide visitors by 77% year-on-year, as well as a **40% decrease in bounce rates and a conversion lift of 10%**.

▦ OPEN CASE STUDY

Mars has seen their **conversion rate increase by over 15%** year on year and the **average order value (AOV) increase by 4.5%** over the same time. **NPS scores rose** and anecdotal customer feedback about CX continues to impress.

▦ OPEN CASE STUDY   ◉ OPEN PODCAST

Puma witnessed a **52% increase in search-led conversion** and **60% direct-to-consumer e-commerce growth**.

▦ OPEN CASE STUDY   ◉ OPEN PODCAST

The largest UK builders merchants, **MKM**, saw **site traffic increase by 16%** in the first four weeks, **page load speed improve by 75%**, and total **web orders rise by 4%. The subsequent quarter saw a remarkable 71% increase in orders, a 78% boost in revenue, and a surge in site traffic by over 50%.**

▦ OPEN CASE STUDY

Get in Touch

MACH ALLIANCE

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