

Dialogue History: Fate of 1990s Tech Startups (i2 and Commerce One)

AI Assistant

October 5, 2026

Turn 1: i2 Technologies

User: in the 1990s, there was a tech startup named i2. This firm eventually bankrupted after the dotcom bubble. I wonder where the technologies developed by i2 went to?

Assistant: The software and technologies developed by **i2 Technologies** are currently owned by the Japanese electronics giant **Panasonic**, where they function as part of its independent subsidiary, **Blue Yonder**.

While i2 Technologies lost over 99% of its stock value after the dot-com bubble burst, the company didn't immediately dissolve; its underlying supply chain management and optimization software underwent a series of corporate acquisitions.

The Journey of i2's Technology

- **2010 – Acquisition by JDA Software:** After surviving the initial 2000 crash, i2 Technologies was officially acquired by rival supply chain management firm **JDA Software** in January 2010 for approximately **\$604 million**. JDA integrated i2's patented manufacturing and discrete supply chain software into its own retail-focused platform.
- **2020 – Rebranding to Blue Yonder:** In February 2020, JDA Software retired its 35-year-old name and completely rebranded itself as **Blue Yonder** to highlight its pivot toward AI-driven, cloud-based digital fulfillment. Consequently, legacy i2 technologies became part of the **Blue Yonder Luminate** platform.
- **2021 to Present – Full Acquisition by Panasonic:** Panasonic, which initially took a minority stake in Blue Yonder, completed a full **\$7.1 billion acquisition** of the company in September 2021.

Today, the core algorithmic and supply chain infrastructure originally pioneered by i2 in the 1990s continues to power automated logistics, demand planning, and warehouse management systems globally under Panasonic's **Blue Yonder** banner.

Turn 2: Commerce One

User: How about the tech startup Commerce One?

Assistant: The software intellectual property and core assets of the B2B tech startup **Commerce One** are currently owned by the UK-based procurement software company **Proactis**.

Similar to i2 Technologies, Commerce One was an absolute titan of the dot-com era, peaking at a massive **\$21.5 billion market capitalization** in 2000 before its business-to-business (B2B) trading marketplaces failed to sustain traction. When the bubble burst, its technology passed through a chain of acquisitions.

The Journey of Commerce One's Technology

- **2004 – Bankruptcy and Asset Split:** Unable to adapt its software model, Commerce One filed for Chapter 11 bankruptcy in late 2004. Its assets were carved up; the core Supplier Relationship

Management (SRM) division and its “Conductor” process-management platform were sold to an investor group consisting of **ComVest Partners** and DCC Ventures.

- **2006 – Acquisition by Perfect Commerce:** In February 2006, the remaining components of Commerce One were officially acquired by **Perfect Commerce** (formerly known as PerfectYard), an enterprise sourcing and procurement provider. Perfect Commerce integrated Commerce One’s marketplace infrastructure into its own automated global network.
- **2017 to Present – Absorption into Proactis:** In July 2017, the UK-based global spend management company **Proactis** acquired **Perfect Commerce** for roughly \$132 million. As a result, whatever operational DNA remains of Commerce One’s early procurement software is now nested inside Proactis’s broad portfolio of commercial digital solutions.

Its Lasting Technological Legacy

While Commerce One as a company dissolved, it left a massive mark on the architecture of the modern internet. In 1999, Commerce One acquired a startup called Veo Systems. Through that acquisition, Commerce One engineers developed **Schema for Object-Oriented XML (SOX)**.

SOX was a foundational technology that heavily influenced the development of the **W3C XML Schema** and **JAXB** (Java Architecture for XML Binding). These standards became the literal bedrock for how different corporate computing systems automatically format, read, and exchange data across the web today.