

Customer Experience Management Buyers Guide

Software Provider and Product Assessment



EXECUTIVE
SUMMARY



iSG Research



Key Takeaways

Customer experience management (CXM) software reflects the transition from fragmented, department-centric customer systems to platforms designed to coordinate interactions, data and workflows across the enterprise. Earlier investments in CRM, contact center and marketing tools created valuable data but lacked the orchestration needed to manage end-to-end customer outcomes. As digital engagement expanded and interactions became non-linear, the need for unified customer lifecycle visibility and control became more pronounced. CXM platforms now emphasize journey orchestration, analytics and AI-driven decisioning to support sustained customer value rather than isolated interactions.

Software Provider Summary

The ISG Buyers Guide™ for Customer Experience Management evaluates 28 software providers offering products supporting customer interaction management, journey orchestration and lifecycle analytics. The research ranked the top three overall leaders as Salesforce, NiCE and Oracle. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. Adobe, Genesys, Microsoft, NiCE, Oracle, Salesforce, SAP, ServiceNow, Sprinklr, Talkdesk, Verint, Zendesk and Zoho were rated as Exemplary, with Freshworks rated as Innovative. CSG was rated as Assurance; and Braze, Emplifi, Gainsight, Glassbox, HubSpot, Intercom, Medallia, MoEngage, Netcore, Nextiva, Qualtrics, SAS and SugarCRM were rated as Merit.

Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (30%) and Platform (50%), which includes adaptability, manageability, reliability and usability. Salesforce, NiCE and Oracle achieved the highest performance as Leaders in this category, supported by broad and deep CXM capability coverage across interaction management and analytics and strong, enterprise-grade platform architecture enabling scalability and integration. Leaders demonstrated enterprise-grade platform capabilities across varied roles and contexts.

Customer Experience Value

Customer Experience, representing 20% of the evaluation, focuses on validation and TCO/ROI. ServiceNow, Salesforce and NiCE were the Leaders in this category, showing strong customer advocacy and clear investment in success outcomes. Providers with lower performance often lacked publicly available customer validation or failed to demonstrate structured ROI measurement and proactive lifecycle engagement.

Strategic Recommendations

Prioritize platforms that unify customer data, interaction handling and orchestration across the lifecycle to reduce fragmentation. Evaluate the strength of platform architecture, particularly adaptability, integration and governance, to ensure long-term scalability. Assess journey management and analytics capabilities in the context of AI enablement and decisioning. Align technology selection with cross-functional ownership and governance to ensure consistent customer outcomes.



The Findings

The software providers and products evaluated in this research offer product and customer experiences, but not every feature is equally valuable to every enterprise or is needed to support the relevant business processes and use cases. Moreover, having too many product capabilities may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a more comprehensive set of capabilities is important and meets your enterprise's requirements.

An effective customer relationship with a software provider is vital to the success of any investment. The overall customer experience and the full lifecycle of engagement play a key role in ensuring satisfaction and long-term success. Providers with dedicated customer leadership, such as chief customer officers, tend to invest more deeply in these relationships and prioritize customer outcomes in line with TCO and ROI expectations. It is equally important that this commitment to customer success is evident throughout the provider's website, the buying process and the customer journey.

Overall Scoring of Software Providers Across Categories

The research finds Salesforce atop the list, followed by NiCE and Oracle. Providers that place in the top three of a category earn the designation of Leader. Salesforce has done so in five categories; NiCE in four; Oracle in three; ServiceNow in two; and Sprinklr in one category.

Customer Experience Mgmt. Overall

Providers	Grade	Performance
Salesforce	B++	Leader 78.3%
NiCE	B++	Leader 77.2%
Oracle	B++	Leader 76.2%
Verint	B+	74.3%
ServiceNow	B+	73.5%
SAP	B+	73.0%
Microsoft	B+	72.8%
Sprinklr	B+	72.4%
Zoho	B+	71.5%
Genesys	B+	71.0%
Adobe	B+	69.5%
Zendesk	B	68.8%
Freshworks	B	67.8%
Talkdesk	B	67.8%
Intercom	B	65.3%
SugarCRM	B	65.1%
HubSpot	B	64.5%
Gainsight	B	63.0%
CSG	B	62.8%
Emplifi	B-	61.6%
Nextiva	B-	59.0%
SAS	B-	57.6%
Qualtrics	B-	57.2%
Netcore	C++	53.9%
Glassbox	C++	53.3%
MoEngage	C++	51.2%
Medallia	C++	51.0%
Braze	C++	50.2%

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