

Customer Journey Management Buyers Guide

Software Provider and Product Assessment



EXECUTIVE
SUMMARY



iSG Research



Key Takeaways

Customer journey management (CJM) has evolved from a conceptual exercise into an operational discipline as enterprises seek to coordinate interactions across increasingly complex, non-linear customer behaviors. Fragmented systems and interaction-centric models have limited the ability to maintain continuity of context across the customer lifecycle. Advances in data integration, analytics and artificial intelligence (AI) now enable organizations to observe, influence and orchestrate journeys at scale. CJM is becoming a unifying framework for aligning customer-facing functions around shared outcomes rather than isolated interactions.

Software Provider Summary

The ISG Buyers Guide™ for Customer Journey Management evaluates 28 software providers offering products supporting cross-channel journey orchestration and lifecycle visibility. 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 and Zoho were rated as Exemplary, with Freshworks and HubSpot rated as Innovative. CSG and Zendesk were rated as Assurance; and Braze, Emplifi, Gainsight, Glassbox, 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 (40%) and Platform (40%), which includes adaptability, manageability, reliability and usability. Salesforce, Oracle and NiCE achieved the highest performance as Leaders in this category, supported by broad CJM capability coverage across interaction, analytics and orchestration functions and strong platform architecture enabling integration, governance and scalability. 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, orchestration and analytics to maintain continuity across the lifecycle. Evaluate whether journey capabilities extend beyond visualization into real-time execution and cross-functional coordination. Assess platform architecture for scalability, governance and integration across existing customer experience (CX) and operational systems. Ensure AI capabilities translate behavioral data into actionable guidance that supports consistent and adaptive journey management.



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 Journey Mgmt. Overall

Providers	Grade	Performance
Salesforce	B++	Leader 77.9%
NiCE	B++	Leader 76.2%
Oracle	B++	Leader 75.9%
SAP	B+	73.3%
Verint	B+	72.8%
Microsoft	B+	72.4%
Sprinklr	B+	72.2%
Zoho	B+	71.4%
ServiceNow	B+	71.3%
Adobe	B+	70.9%
Genesys	B+	69.9%
Freshworks	B	67.0%
Zendesk	B	66.9%
Talkdesk	B	65.5%
CSG	B	65.3%
HubSpot	B	65.3%
SugarCRM	B	64.8%
Gainsight	B	64.5%
Intercom	B	63.1%
Emplifi	B-	61.5%
SAS	B-	59.9%
Qualtrics	B-	58.7%
Nextiva	B-	56.9%
Netcore	C++	56.2%
MoEngage	C++	54.0%
Braze	C++	52.6%
Medallia	C++	52.6%
Glassbox	C++	52.1%



Source: ISG Research
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