

# Human Capital Management Suites Buyers Guide

Software Provider and Product Assessment

EXECUTIVE  
SUMMARY

**\*ISG** Research



# Key Takeaways – Human Capital Management Suites

Human capital management (HCM) suites are evolving from consolidation tools into operational systems that connect workforce data, processes and decisions across the enterprise. Their value now centers on enabling consistent governance, workforce insight and coordinated execution rather than simply reducing system sprawl. As organizations manage complex labor models, global operations and increasing expectations for agility, suites serve as the control layer for identity, workflow and policy. This shift positions HCM suites as foundational infrastructure for scalable workforce decision-making.

## Software Provider Summary

The ISG Buyers Guide™ for Human Capital Management Suites evaluates 15 software providers offering products that support integrated HR operations, talent management and workforce decision-making. The research ranked the top three overall leaders as Oracle, UKG and ADP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, Dayforce, HiBob, Oracle, SAP, UKG and Workday were rated Exemplary, with Darwinbox rated Innovative. Sage Criterion was rated as Assurance, while Infor, isolved, Paycom, Paycor, Paylocity and Rippling were rated as Merit.

## Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (35%) and Platform (45%), which includes adaptability, manageability, reliability and usability. Oracle, UKG and SAP achieved the highest performance as Leaders in this category, supported by broad functional coverage across integrated HR and talent processes, as well as strong platform adaptability, governance and scalability. Leaders demonstrated enterprise-grade platform capabilities applicable across varied roles and operational contexts.

## Customer Experience Value

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

## Strategic Recommendations

Enterprises should position the HCM suite as a control layer for workforce data, identity and policy rather than a standalone system of record. Prioritize platforms that balance breadth with orchestration, enabling integration while maintaining governance and consistency. Evaluate how effectively the suite embeds AI, automation and analytics into workflows with clear oversight and explainability. Establish strong operating discipline across data stewardship, configuration and process ownership to sustain long-term value.



# The Findings – Human Capital Management Suites

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

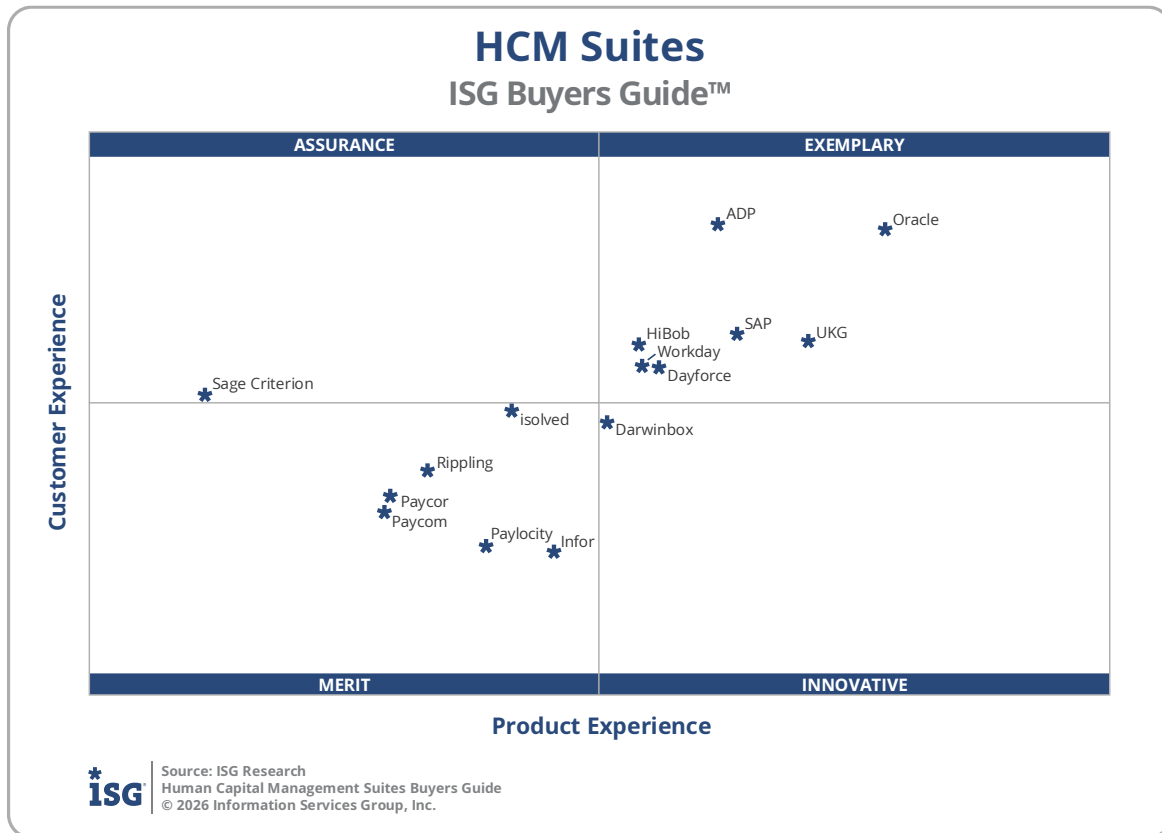
The research finds Oracle atop the list, followed by UKG and ADP. Providers that place in the top three of a category earn the designation of Leader. Oracle has done so in five categories, UKG in four and ADP and SAP in three categories.

The quadrant chart below presents ratings for Product Experience and Customer Experience on the x- and y-axes, respectively, to visually classify software providers. Those providers whose Product Experience has above-median weighted performance on the axis, in aggregate across the two product categories, place farther to the right. The performance and weighting for the Customer Experience category determine placement on the vertical axis. In short, software providers that place closer to the upper-right on this chart performed better than those closer to the lower-left.

The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. Placement represents the software providers’ weighted performance in meeting the requirements of product and customer experience.

HCM Suites Overall			
Providers	Grade	Performance	
Oracle	A	<b>Leader</b>	87.9%
UKG	A-	<b>Leader</b>	83.0%
ADP	A-	<b>Leader</b>	81.6%
SAP	B++		80.3%
Dayforce	B++		76.7%
HiBob	B++		76.5%
Workday	B++		76.2%
Darwinbox	B+		73.9%
isolved	B+		70.5%
Infor	B+		69.6%
Paylocity	B		67.2%
Rippling	B		66.2%
Paycor	B		64.2%
Paycom	B		63.9%
Sage Criterion	B-		57.4%

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**Innovative:** This rating (lower right) applies to those that performed above median in Product Experience but not in Customer Experience. The provider rated Innovative is: Darwinbox.

**Assurance:** This rating (upper left) applies to those that performed above median in Customer Experience but not in Product Experience. The provider rated Assurance is: Sage Criterion.

**Merit:** This rating (lower left) applies to those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: Infor, isolved, Paycom, Paycor, Paylocity and Rippling.

We advise enterprises to use this research as a supplement to their own evaluations, recognizing that ratings or rankings do not solely represent a provider's value nor indicate universal suitability of a set of products.



# Key Takeaways – Human Resource Management Systems

Human resource management systems are regaining strategic importance as organizations face increased pressure to manage pay, benefits and policy decisions with consistency and transparency. Their role has expanded beyond transaction processing to enforcing governance, documenting decisions and aligning HR actions with financial and compliance outcomes. As enterprises operate across regions and employee types, HRMS platforms provide the structure needed to apply policy predictably at scale. This positions HRMS as a critical control point for trust, accountability and workforce decision integrity.

## Software Provider Summary

The ISG Buyers Guide™ for Human Resource Management Systems evaluates 16 software providers offering products that support workforce administration, compensation, benefits and employee support. The research ranked the top three overall leaders as Oracle, UKG and ADP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, Dayforce, HiBob, Oracle, SAP, UKG and Workday were rated Exemplary, with Darwinbox rated Innovative. BambooHR and Sage Criterion were rated as Assurance, while Infor, isolved, Paycom, Paycor, Paylocity and Rippling 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. Oracle, UKG and ADP achieved the highest performance as Leaders in this category, supported by broad functional coverage across HRMS capabilities, as well as strong platform adaptability, governance and scalability. Leaders demonstrated enterprise-grade platform capabilities applicable across varied roles and operational contexts.

## Customer Experience Value

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

## Strategic Recommendations

Enterprises should prioritize HRMS platforms that enforce consistent policy execution while enabling flexibility across regions and employee groups. Evaluate how well systems support compensation governance and auditability, and provide a clear explanation of decisions at the point of action. Ensure integrations with payroll, benefits and finance surface downstream impacts early to reduce reconciliation risk. Establish disciplined governance across rules, approvals and data to maintain trust and operational consistency at scale.



# The Findings – Human Resource Management Systems

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.

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## Overall Scoring of Software Providers Across Categories

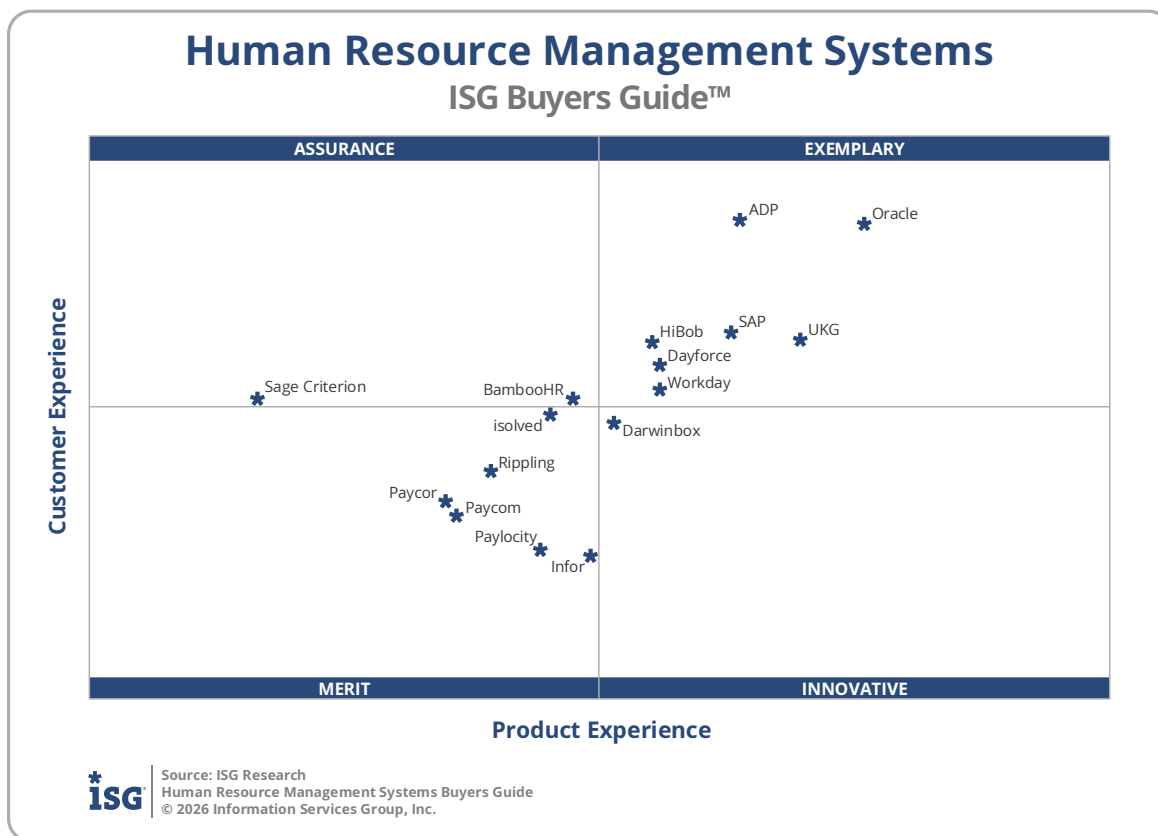
The research finds Oracle atop the list, followed by UKG and ADP. Providers that place in the top three of a category earn the designation of Leader. Oracle has done so in five categories, ADP and UKG in four and SAP in two categories.

The quadrant chart below presents ratings for Product Experience and Customer Experience on the x- and y-axes, respectively, to visually classify software providers. Those providers whose Product Experience has above-median weighted performance on the axis, in aggregate across the two product categories, place farther to the right. The performance and weighting for the Customer Experience category determine placement on the vertical axis. In short, software providers that place closer to the upper-right on this chart performed better than those closer to the lower-left.

The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. Placement represents the software providers’ weighted performance in meeting the requirements of product and customer experience.

HRMS Overall			
Providers	Grade	Performance	
Oracle	A	<b>Leader</b>	<b>87.9%</b>
UKG	A-	<b>Leader</b>	<b>83.2%</b>
ADP	A-	<b>Leader</b>	<b>81.9%</b>
SAP	B++		80.4%
Workday	B++		76.6%
HiBob	B++		76.6%
Dayforce	B++		76.5%
Darwinbox	B+		73.2%
BambooHR	B+		71.7%
isolved	B+		70.8%
Infor	B+		70.2%
Paylocity	B		67.8%
Rippling	B		67.0%
Paycor	B		64.7%
Paycom	B		64.5%
Sage Criterion	B-		58.1%

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**Innovative:** This rating (lower right) applies to those that performed above median in Product Experience but not in Customer Experience. The provider rated Innovative is: Darwinbox.

**Assurance:** This rating (upper left) applies to those that performed above median in Customer Experience but not in Product Experience. The providers rated Assurance are: BambooHR and Sage Criterion.

**Merit:** This rating (lower left) applies to those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: Infor, isolved, Paycom, Paycor, Paylocity and Rippling.

We advise enterprises to use this research as a supplement to their own evaluations, recognizing that ratings or rankings do not solely represent a provider's value nor indicate universal suitability of a set of products.



# Key Takeaways – Human Capital Management Platforms

Human capital management platforms are becoming the control layer that keeps workforce data, structure and decisions aligned as organizations change. Their role now centers on maintaining consistency in identity, permissions and process logic rather than simply managing records. As enterprises scale and integrate more systems, platforms must provide stability while supporting continuous change. This makes them essential infrastructure for reliable workforce operations.

## Software Provider Summary

The ISG Buyers Guide™ for Human Capital Management Platforms evaluates 25 software providers offering products that support core HR administration, workflow automation and workforce analytics. The research ranked the top three overall leaders as Oracle, UKG and ADP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, BambooHR, Dayforce, Deel, HiBob, isolved, Oracle, SAP, UKG and Workday were rated Exemplary, with Darwinbox, Infor and Paylocity rated Innovative. Leapsome, Sage Criterion and Zoho were rated as Assurance, while Cegid, Humanforce, Namely, OneAdvanced, Paycom, Paycor, Personio, Rippling and Unit4 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. Oracle, UKG, ADP and SAP achieved the highest performance as Leaders in this category, supported by broad coverage of foundational HR administration and automation, as well as strong platform adaptability, governance and scalability. Leaders demonstrated enterprise-grade platform capabilities applicable across varied roles and operational contexts.

## Customer Experience Value

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

## Strategic Recommendations

Enterprises should prioritize HCM platforms that maintain a clean organizational structure, consistent identity management and resilient process logic under change. Evaluate how well platforms support embedded analytics, decision guidance and auditability within manager workflows. Ensure integration capabilities allow the platform to anchor a broader ecosystem without compromising governance or stability. Establish disciplined data and permission models to sustain reliability as workforce complexity increases.



# The Findings – Human Capital Management Platforms

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 Oracle atop the list, followed by UKG and ADP. Providers that place in the top three of a category earn the designation of Leader. Oracle has done so in five categories, ADP and UKG in four and SAP in three categories.

The quadrant chart below presents ratings for Product Experience and Customer Experience on the x- and y-axes, respectively, to visually classify software providers. Those providers whose Product Experience has above-median weighted performance on the axis, in aggregate across the two product categories, place farther to the right. The performance and weighting for the Customer Experience category determine placement on the vertical axis. In short, software providers that place closer to the upper-right on this chart performed better than those closer to the lower-left.

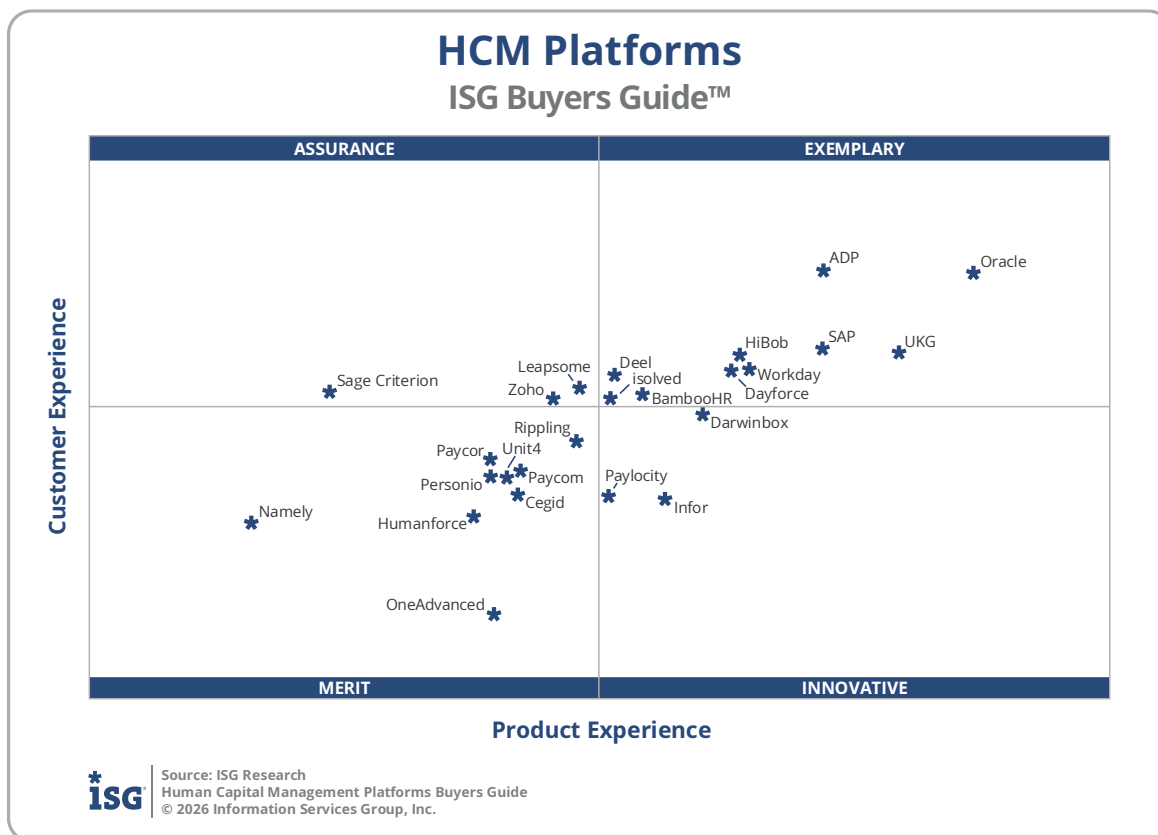
### HCM Platforms Overall

Providers	Grade	Performance
Oracle	A	<b>Leader</b> 88.3%
UKG	A-	<b>Leader</b> 83.3%
ADP	A-	<b>Leader</b> 81.5%
SAP	B++	80.4%
Workday	B++	76.9%
HiBob	B++	76.7%
Dayforce	B++	75.9%
Darwinbox	B+	73.6%
BambooHR	B+	71.3%
Deel	B+	70.5%
isolved	B+	70.0%
Infor	B+	69.7%
Leapsome	B+	68.8%
Rippling	B	67.7%
Paylocity	B	67.4%
Zoho	B	67.1%
Paycom	B	64.3%
Paycor	B	64.0%
Personio	B	63.9%
Unit4	B	63.7%
Cegid	B	63.5%
Humanforce	B-	61.6%
OneAdvanced	B-	59.7%
Sage Criterion	B-	59.0%
Namely	C++	51.8%

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**Innovative:** This rating (lower right) applies to those that performed above median in Product Experience but not in Customer Experience. The providers rated Innovative are: Darwinbox, Infor and Paylocity.

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# Key Takeaways – AI Human Capital Management

AI in human capital management is shifting from isolated features to embedded capabilities that shape everyday HR interactions and decisions. Its value is increasingly measured by the ability to reduce administrative burden, improve service delivery and support decisions without introducing risk. As adoption expands into more sensitive domains, governance, transparency and control become central requirements. This positions AI in HCM as both an efficiency driver and a trust-dependent capability.

## Software Provider Summary

The ISG Buyers Guide™ for AI Human Capital Management evaluates 13 software providers offering products that support AI-driven automation, decision support and employee experience across HCM processes. The research ranked the top three overall leaders as Oracle, UKG and ADP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, Dayforce, Oracle, SAP, UKG and Workday were rated Exemplary, with Darwinbox rated Innovative. HiBob was rated as Assurance, and isolved, Paycom, Paycor, Paylocity and Rippling were rated as Merit.

## Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (45%) and Platform (35%), which includes adaptability, manageability, reliability and usability. Oracle, UKG and SAP achieved the highest performance as Leaders in this category, supported by embedded AI across HCM workflows and strong governance, configurability and scalability of AI capabilities. Leaders demonstrated enterprise-grade platform capabilities applicable across varied roles and operational contexts.

## Customer Experience Value

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

## Strategic Recommendations

Enterprises should prioritize AI capabilities that are embedded in workflows and deliver measurable operational value rather than standalone features. Start adoption in high-volume, lower-risk use cases before expanding into sensitive decision domains. Evaluate governance, auditability and data controls to ensure AI decisions are transparent and explainable. Establish cross-functional oversight to align AI use with policy, compliance and workforce trust requirements.



# The Findings – AI Human Capital Management

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.

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## Overall Scoring of Software Providers Across Categories

The research finds Oracle atop the list, followed by UKG and ADP. Providers that place in the top three of a category earn the designation of Leader. Oracle has done so in five categories, UKG in four and ADP and SAP in three categories.

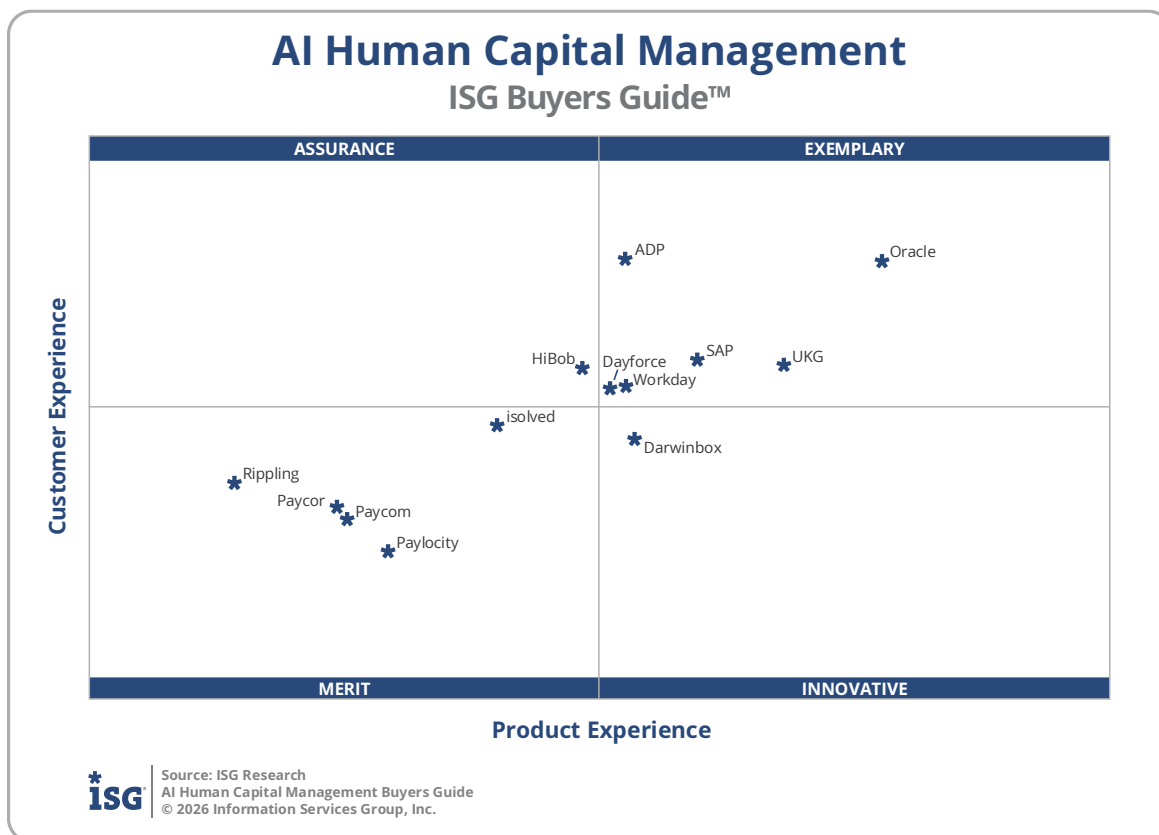
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### AI Human Capital Management Overall

Providers	Grade	Performance
Oracle	A	<b>Leader</b> 88.3%
UKG	A-	<b>Leader</b> 82.4%
ADP	B++	<b>Leader</b> 80.2%
SAP	B++	79.0%
Dayforce	B++	75.3%
Workday	B++	75.2%
Darwinbox	B+	74.9%
HiBob	B+	74.8%
isolved	B+	70.2%
Paylocity	B	64.7%
Paycom	B	63.4%
Paycor	B	62.8%
Rippling	B-	61.0%

**ISG** Source: ISG Research  
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**Assurance:** This rating (upper left) applies to those that performed above median in Customer Experience but not in Product Experience. The provider rated Assurance is: HiBob.

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## Key Takeaways – Talent Suites

Talent suites are evolving from process management tools into systems that enable workforce mobility, readiness and internal development. Their value lies in connecting talent data across lifecycle stages to support faster, more consistent and transparent decisions. As organizations prioritize retention and internal movement, suites must translate skills, performance and learning into actionable pathways. This positions talent suites as key enablers of workforce agility and capability deployment.

### Software Provider Summary

The ISG Buyers Guide™ for Talent Suites evaluates 19 software providers offering products that support recruiting, onboarding, learning, performance and talent planning. The research ranked the top three overall leaders as Oracle, UKG and ADP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, Darwinbox, Dayforce, HiBob, Oracle, SAP, UKG and Workday were rated Exemplary, with ClearCompany and Cornerstone rated Innovative. iSolved and Sage Criterion were rated as Assurance, while Cegid, Infor, PageUp, Paycom, Paycor, Paylocity and Rippling were rated as Merit.

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### Strategic Recommendations

Enterprises should prioritize talent suites that connect recruiting, development and performance into a unified flow that supports internal mobility and readiness. Evaluate how effectively skills, learning and performance data translate into actionable opportunities and decisions. Ensure governance and transparency are embedded in hiring, evaluation and mobility processes to maintain consistency and trust. Focus on platforms that reduce friction while aligning talent decisions with business needs and workforce strategy.



# The Findings – Talent Suites

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.

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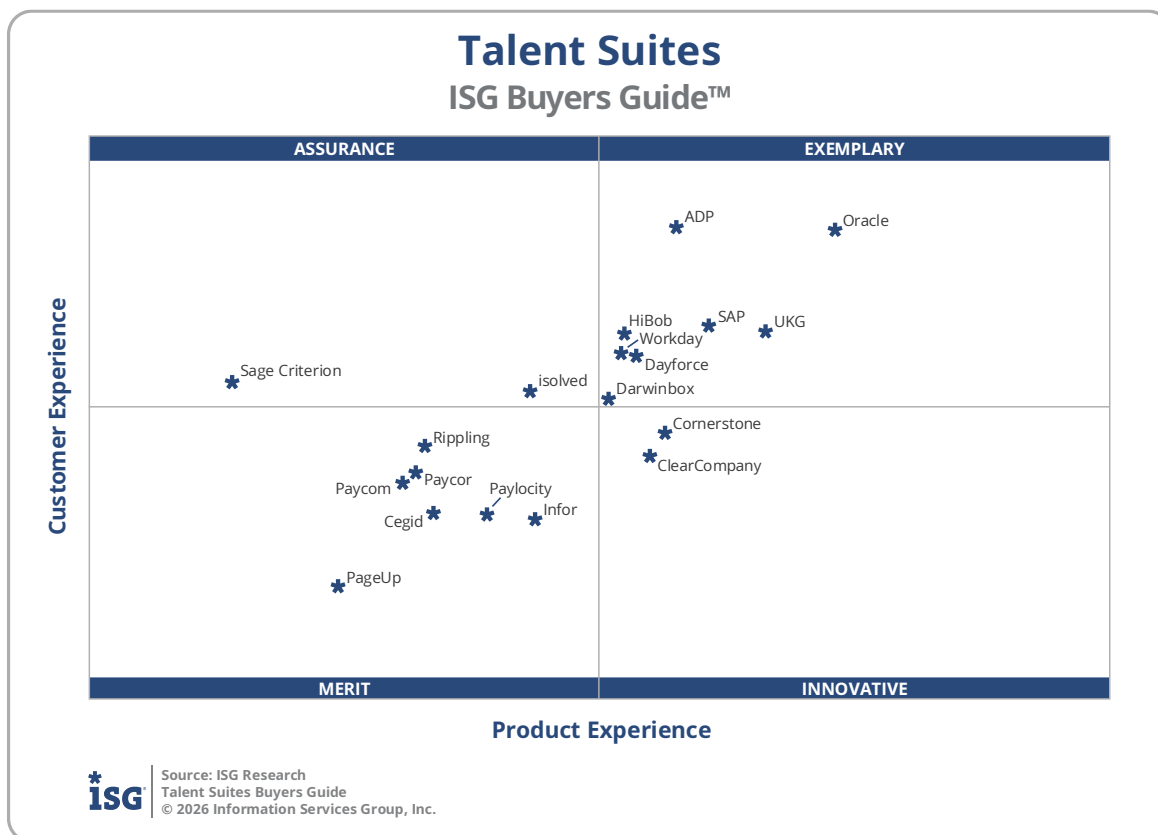
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**Talent Suites**  
Overall

Providers	Grade	Performance
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ADP	B++	<b>Leader</b> 80.7%
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Dayforce	B++	76.2%
HiBob	B++	76.1%
Cornerstone	B++	76.1%
Workday	B++	75.6%
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isolved	B+	70.6%
Infor	B	68.4%
Paylocity	B	66.2%
Rippling	B	64.6%
Cegid	B	63.7%
Paycor	B	63.7%
Paycom	B	62.9%
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## About ISG Research

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## About ISG

[ISG](#) (Nasdaq: [III](#)) is a global AI-centered technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, ISG is a long-time leader in technology and business services that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth. The firm, founded in 2006, is known for its proprietary market data and research, in-depth knowledge and governance of provider ecosystems, and the expertise of its 1,500 professionals worldwide working together to help clients maximize the value of their technology investments.

## About the Authors



### **Matthew Brown**

*Director of Research, HCM*

Matthew Brown leads the HCM software expertise at ISG and guides HR and business leaders with over two decades of experience. His research covers the full range of HCM processes and software including employee experience, learning management, payroll management, talent management, total compensation management and workforce management.



### **Robert D. Kugel, CFA**

*Executive Director, Business Research*

Robert Kugel leads business software research for ISG. His team covers technology and applications spanning front- and back-office enterprise functions, and he personally runs the Office of Finance area of expertise. Rob is a CFA charter holder, a published author and thought leader on integrated business planning (IBP).