

Manufacturing Workforce Management Buyers Guide

Software Provider and Product Assessment



EXECUTIVE
SUMMARY

iSG Research



Key Takeaways

Manufacturing workforce management is increasingly defined by the need to align labor with production, equipment and safety constraints in real time. Enterprises are prioritizing systems that connect staffing decisions directly to operational signals such as production orders and maintenance events. The focus is on protecting throughput while controlling labor cost and maintaining compliance with certification and fatigue requirements. Usability and integration are critical to ensuring supervisors can act quickly without bypassing governed processes.

Software Provider Summary

The ISG Buyers Guide™ for Manufacturing Workforce Management evaluates 13 software providers offering products that support production-aligned scheduling, time capture and labor compliance. The research ranked the top three overall Leaders as Oracle, ADP and UKG. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, ADP WorkForce Software, Oracle, SAP and UKG were rated Exemplary, with iSolved and Workday rated Innovative. ATOSS was rated as Assurance, while Dayforce, Infor, Paycor, Rippling and TCP Software 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, ADP and UKG achieved the highest performance as Leaders in this category, supported by production-aligned scheduling capabilities that integrate operational signals, such as machine availability and skill requirements and robust platform architectures that enable secure, scalable and governed workforce execution. Leaders demonstrated enterprise-grade platform capabilities supporting varied roles and manufacturing contexts.

Customer Experience Value

Customer Experience, representing 20% of the evaluation, focuses on validation and TCO/ROI. ADP, Oracle and ADP WorkForce Software 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 platforms that integrate production, maintenance and workforce data to align staffing with operational demand. Validate that skills, certification and fatigue constraints are enforced directly within scheduling workflows. Assess the system's ability to support rapid redeployment while maintaining auditability and compliance. Ensure supervisor experience enables fast, informed decisions without increasing operational friction.



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

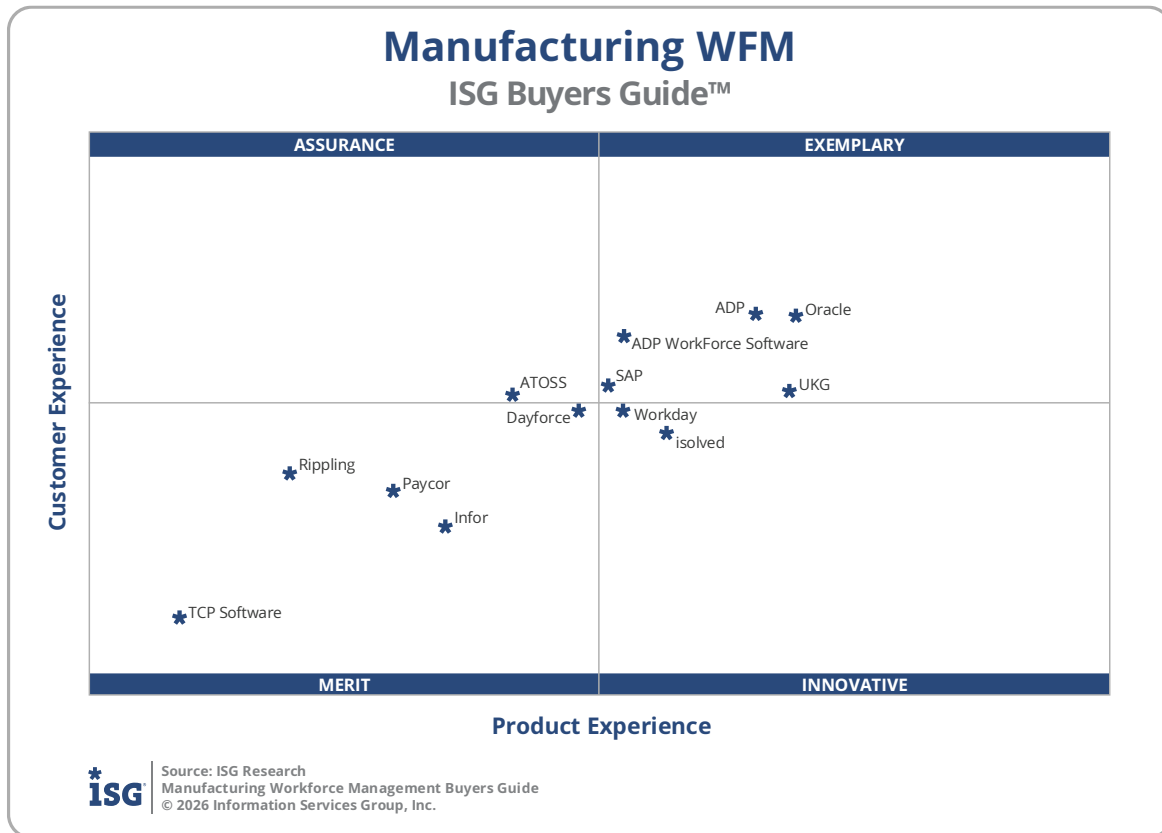
The research finds Oracle atop the list, followed by ADP and UKG. Providers that place in the top three of a category earn the designation of Leader. ADP and Oracle have done so in five categories, UKG in four and ADP WorkForce Software in one category.

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.

Manufacturing WFM Overall		
Providers	Grade	Performance
Oracle	A-	Leader 84.1%
ADP	A-	Leader 82.6%
UKG	A-	Leader 81.9%
ADP WorkForce SW	B++	76.9%
isolved	B++	76.0%
Workday	B+	75.0%
SAP	B+	74.9%
Dayforce	B+	73.2%
ATOSS	B+	71.0%
Infor	B	64.8%
Paycor	B	63.8%
Rippling	B-	60.0%
TCP Software	C++	51.7%

ISG Source: ISG Research
Manufacturing Workforce Management Buyers Guide
© 2026 Information Services Group, Inc.



Exemplary: This rating (upper right) applies to those providers that performed above the median on Product and Customer Experience requirements. The providers rated Exemplary are: ADP, ADP WorkForce Software, Oracle, SAP and UKG.

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: isolved and Workday.

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: ATOSS.

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

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.



About ISG Research

ISG Research provides subscription research, advisory, consulting and executive event services focused on market trends and disruptive technologies. ISG Research delivers guidance that helps businesses accelerate growth and create more value. For further information about ISG Research subscriptions, please visit research.isg-one.com.

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



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).



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.