Master Data Management Buyers Guide

Software Provider and Product Assessment

EXECUTIVE SUMMARY

iSG Research

Master Data Management

Despite efforts made by enterprises to be more data-driven, some of the most fundamental questions about an enterprise—such as how many customers it has—remain difficult to answer. Trust in data is foundational for an enterprise to make data-driven business decisions. The problem lies not just in being able to accurately count how many customers the enterprise has by combining data from multiple business entities, regions, departments and applications, but also in ensuring those various entities, regions, departments and applications are using the same definition of what constitutes a customer.

ISG Research defines master data management (MDM) as the practice of establishing and protecting foundational reference data used by an enterprise to provide an agreed list of entities that can be shared throughout the organization. The data includes categories such as parties (customers or workers), places (addresses or regions) and things (products, assets, financial instruments). Master data management encompasses data validation, matching and merging duplicate records and enriching data with related information. Another important component of MDM is data modeling, which documents the relationships between data elements. This results in the generation of data catalog entries or enterprise glossary information that can be shared across the enterprise, as well as with partners and suppliers.

Creating a "single version of the truth" that provides an agreed definition of customers, products, suppliers or workers is a perennial challenge for many enterprises. One-half of participants in ISG's Data Governance Benchmark Research say disagreement on the definitions of data is a primary concern in managing data effectively. Master data management products enable enterprises to ensure data is accurate, complete and consistent to fulfill operational business objectives.

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While MDM is a dedicated business process, it is also an important aspect of a larger data governance strategy that includes policies and rules to govern accessing and editing master data. Enterprises must be able to trust the data to deliver operational efficiency and analytics insight. Ensuring the integrity of data used for business decision-making can be difficult, given that enterprises have an increasing volume and range of data sources to contend with. More than 8 in 10 participants in ISG's Data Governance Benchmark Research use MDM technologies for data governance. Those that do have greater confidence in the use of data: almost three-quarters of organizations that use MDM for data governance are confident in the enterprise's ability to govern and manage data across the business, compared to only 27% of those that do not use MDM for data governance. We assert that through 2027, three-quarters of enterprises will accelerate data integrity initiatives

using data quality and master data management tools to increase trust in data used to support business intelligence (BI) and artificial intelligence (AI) applications.

The benefits of MDM are well understood, and MDM as a discipline has been an important aspect of data management for decades. However, MDM is also traditionally seen as a complex, costly and manual task that requires expert users and can slow innovation by failing to move at the pace of change necessary for contemporary enterprises. While this may have been true of legacy MDM products, the use of artificial intelligence and machine learning in today's MDM software—as well as cloud consumption—increases automation, accuracy, agility and speed.

Data Intelligence
Market Assertion

Through 2027, three-quarters of enterprises will accelerate data integrity initiatives using data quality and master data management tools to increase trust in data used to support BI and AI applications.

Matt Aslett
Director of Research, Analytics and Data

iSG Research

MDM software was initially developed to target two key domains: customer data integration and product information management. These remain natural starting points for MDM initiatives. Enterprises can be negatively impacted by the lack of processes to track customers, customer service and retention. Cross- and upselling opportunities could also be missed. Similarly, if enterprises cannot track the bills for materials, the ability to produce, market and sell products can be negatively impacted, along with product maintenance and customer engagement.

Some enterprises still focus MDM efforts solely on customer or product data, but this could undermine the broader purpose of MDM to ensure smooth and efficient operations. Data-savvy enterprises seek out MDM products with multi-domain capabilities, providing the functionality to address customer and product data alongside data about workers, assets, suppliers, locations and other pertinent business data. Managing data from across multiple domains can be easier said than done, given the increasing range of data sources and formats, as well as growing data volumes.

MDM as a discipline has been an important aspect of data management for decades. While it is an established and mature sector of the market, MDM is also a primary focus for innovation in data management and the tools and platforms used for MDM initiatives have evolved rapidly in recent years. MDM has traditionally involved complex, manual processes and expert users. The current generation of MDM products incorporates artificial intelligence and machine learning to automate approaches to mastering data that have traditionally been manual and time-consuming. This facilitates improvement in operational efficiency and time to value from data-driven initiatives.

AI/ML enables automation to improve efficiency and lowers barriers to collaboration across domains. Utilizing AI/ML in MDM software makes data more accessible and usable in several ways. For example, AI/ML supports personalization by identifying and providing access to information most likely relevant to a specific user and their role. AI/ML-guided authoring and assistance, including usage recommendations, automates data profiling processes. Recommendations may also highlight related information from multiple domains in the data governance process.

The core processes involved in master data management can also be enhanced with AI/ML. Multiple matching algorithms combined with ML scoring capabilities can help improve accuracy, while AI/ML can also accelerate dynamic data classification, data profiling and in-line data enrichment.

ML techniques can also automatically identify missing or inaccurate relationships in data that might have otherwise been overlooked in manual processes. Examples include identifying whether individual customers are members of the same household or whether businesses are related entities. AI/ML can also be used to automatically identify rules for data quality, standardization, enrichment and matching based on previous processing outcomes, as well as facilitating automated enforcement as data is processed.

These are not theoretical examples of how AI/ML could be applied to MDM but practical examples of how AI/ML is employed in the current generation of MDM products, lowering the barriers to successful adoption and accelerating time to value. MDM is not a new concept, but while it does not get the same attention as other aspects of data management and operations, it is also a hotbed of innovation.

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Enterprises looking to make more data-driven decisions should evaluate the new breed of MDM products to increase trust in data and data management processes. Enterprises with greater confidence in data can move more quickly to make data-driven decisions and respond faster to worker and customer demands for more innovative, data-rich applications and personalized experiences, gaining competitive advantage.

Our Master Data Management Buyers Guide provides a holistic view of a software provider's ability to deliver the combination of functionality to provide a complete view of MDM with either a single product or a suite of products. As such, the Master Data Management Buyers Guide includes the full breadth of MDM functionality. Our assessment also considered whether the functionality in question was available from a software provider in a single offering or as a suite of products or cloud services.

The ISG Buyers Guide™ for Master Data Management evaluates products based on data modeling, data stewardship and master data rules. To be included in this Buyers Guide, products must also include capabilities to facilitate the configuration of MDM software as well as functionality to address data modeling, data stewardship and the creation, management and enforcement of master data rules. The evaluation also assessed the use of AI to automate and enhance MDM.

This research evaluates the following software providers offering products to address key elements of master data management as we define it: Ataccama, Boomi, Cloud Software Group, IBM, Informatica, Oracle, Precisely, Reltio, SAP, Stibo, Syndigo and Syniti.

Buyers Guide Overview

For over two decades, ISG Research has conducted market research in a spectrum of areas across business applications, tools and technologies. We have designed the Buyers Guide to provide a balanced perspective of software providers and products that is rooted in an understanding of the business requirements in any enterprise. Utilization of our research methodology and decades of experience enables our Buyers Guide to be an effective method to assess and select software providers and products. The findings of this research undertaking contribute to our comprehensive approach to rating software providers in a manner that is based on the assessments completed by an enterprise.

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The ISG Buyers Guide™ for Master Data Management is the distillation of over a year of market and product research efforts. It is an assessment of how well software providers' offerings address enterprises' requirements for MDM software. The index is structured to support a request for information (RFI) that could be used in the request for proposal (RFP) process by incorporating all criteria needed to evaluate, select, utilize and maintain relationships with software providers. An effective product and customer experience with a provider can ensure the best long-term relationship and value achieved from a resource and financial investment.

In this Buyers Guide, ISG Research evaluates the software in seven key categories that are weighted to reflect buyers' needs based on our expertise and research. Five are product-experience related: Adaptability, Capability, Manageability, Reliability, and Usability. In addition, we consider two customer-experience categories: Validation, and Total Cost of Ownership/Return on Investment (TCO/ROI). To assess functionality, one of the components of Capability, we applied the ISG Research Value Index methodology and blueprint, which links the personas and processes for MDM to an enterprise's requirements.

The structure of the research reflects our understanding that the effective evaluation of software providers and products involves far more than just examining product features, potential revenue or customers generated from a provider's marketing and sales efforts. We believe it is important to take a comprehensive, research-based approach, since making the wrong choice of MDM technology can raise the total cost of ownership, lower the return on investment and hamper an enterprise's ability to reach its full performance potential. In addition, this approach can reduce the project's development and deployment time and

eliminate the risk of relying on a short list of software providers that does not represent a best fit for your enterprise.

ISG Research believes that an objective review of software providers and products is a critical business strategy for the adoption and implementation of MDM software and applications. An enterprise's review should include a thorough analysis of both what is possible and what is relevant. We urge enterprises to do a thorough job of evaluating MDM systems and tools and offer this Buyers Guide as both the results of our in-depth analysis of these providers and as an evaluation methodology.

Key Takeaways

Master data management is evolving from a complex, manual discipline into an AI-enhanced foundation for trusted, enterprise-wide data. Longstanding challenges, such as inconsistent definitions, fragmented domains and duplicate records are addressed through automation, multi-domain capabilities and cloud delivery. Today's MDM platforms unify customer, product, asset and supplier data into a single version of the truth, improving accuracy, consistency and operational efficiency. As AI and machine learning accelerate matching, enrichment and governance, MDM is becoming central to enabling business intelligence, personalization and AI-driven innovation while strengthening trust and compliance.

Software Provider Summary
The research identifies Oracle, Informatica and IBM as the market leaders, with strengths across multiple categories. Providers such as Boomi, Stibo Systems and Syndigo demonstrated targeted capabilities. Classification placed Oracle, Informatica, and IBM in the Exemplary quadrant alongside providers including SAP, Stibo Systems and Syndigo. Providers Precisely and Reltio were rated Assurance, with Ataccama, Cloud Software Group and Syniti in the Merit quadrant. This segmentation helps assess which providers have the best commitment to customer needs.

Product Experience Insights
Product Experience accounted for 80% of the overall rating, with emphasis on capability, usability, reliability, adaptability and manageability. Informatica, Boomi and Oracle led in delivering breadth and depth across master data management functions, while Stibo Systems and Syndigo demonstrated strength in capability but less overall balance. Leaders distinguished themselves with adaptability, usability and strong reliability, ensuring platforms can scale across requirements while supporting AI-driven innovations.

Customer Experience Value
Customer Experience represented 20% of the evaluation, focused on validation and TCO/ROI. Oracle, Informatica and Boomi led in this category by demonstrating strong customer commitment, transparent ROI frameworks and consistent lifecycle support. IBM and SAP also performed well, though short of leadership. Lower-performing providers often lacked sufficient clarity in approach, making it harder to justify long-term investments.

Strategic Recommendations
Enterprises should treat master data management platform selection as a strategic decision that balances foundational functions such as adaptability, capability and usability with expanded requirements for governance and AI-driven functionality. Buyers should prioritize platforms that ensure interoperability, simplify administration and deliver measurable ROI through transparent TCO frameworks. Using the ISG Buyers Guide as a structured framework enables enterprises to evaluate providers against both product and customer experience, ensuring investments that improve data quality, strengthen compliance and align with evolving enterprise data strategies.

How To Use This Buyers Guide

Evaluating Software Providers: The Process

We recommend using the Buyers Guide to assess and evaluate new or existing software providers for your enterprise. The market research can be used as an evaluation framework to establish a formal request for information from providers on products and customer experience and will shorten the cycle time when creating an RFI. The steps listed below provide a process that can facilitate best possible outcomes.

1. <u>Define the business case and goals.</u>

   Define the mission and business case for investment and the expected outcomes from your organizational and technological efforts.

2. <u>Specify the business needs.</u>

   Defining the business requirements helps identify what specific capabilities are required with respect to people, processes, information and technology.

3. <u>Assess the required roles and responsibilities.</u>

   Identify the individuals required for success at every level of the enterprise from executives to frontline workers and determine the needs of each.

4. <u>Outline the project's critical path.</u>

   What needs to be done, in what order and who will do it? This outline should make clear the prior dependencies at each step of the project plan.

5. <u>Ascertain the technology approach.</u>

   Determine the business and technology approach that most closely aligns to your enterprise's requirements.

6. <u>Establish software provider evaluation criteria.</u>

   Utilize the product experience: Adaptability, Capability, Manageability, Reliability and Usability, and the customer experience in TCO/ROI and Validation.

7. <u>Evaluate and select the technology properly.</u>

   Weight the categories in the technology evaluation criteria to reflect your enterprise's priorities to determine the short list of software providers and products.

8. <u>Establish the business initiative team to start the project.</u>

   Identify who will lead the project and the members of the team needed to plan and execute it with timelines, priorities and resources.

The Findings

All of the products we evaluated are feature-rich, but not all the capabilities offered by a software provider are equally valuable to types of workers or support everything needed to manage products on a continuous basis. Moreover, the existence of too many capabilities may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a larger number of features in the product is a plus, especially if some of them match your enterprise's established practices or support an initiative that is driving the purchase of new software.

Factors beyond features and functions or software provider assessments may become a deciding factor. For example, an enterprise may face budget constraints such that the TCO evaluation can tip the balance to one provider or another. This is where the Value Index methodology and the appropriate category weighting can be applied to determine the best fit of software providers and products to your specific needs.

Overall Scoring of Software Providers Across Categories

The research finds Oracle atop the list, followed by Informatica and IBM. Providers that place in the top three of a category earn the designation of Leader. Informatica and Oracle have done so in six categories, IBM in three, Boomi and Syndigo in two and SAP and Stibo Systems in one category.

The overall representation of the research below places the rating of the Product Experience and Customer Experience on the *x* and *y* axes, respectively, to provide a visual representation and classification of the software providers. Those providers whose Product Experience have a higher weighted performance to the axis in aggregate of the five product categories place farther to the right, while the performance and weighting for the two Customer Experience categories determines 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.

Master Data Management
Overall

Providers	Grade	Performance	
Oracle	A	Leader	88.5%
Informatica	A	Leader	87.7%
IBM	A-	Leader	82.6%
Boomi	A-		82.2%
SAP	B++		79.3%
Syndigo	B++		77.1%
Precisely	B+		71.9%
Reltio	B+		71.3%
Stibo Systems	B+		71.1%
Cloud Software Group	B		68.3%
Ataccama	B		66.9%
Syniti	B		66.0%

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The research places software providers into one of four overall categories: Assurance, Exemplary, Merit or Innovative. This representation classifies providers' overall weighted performance.

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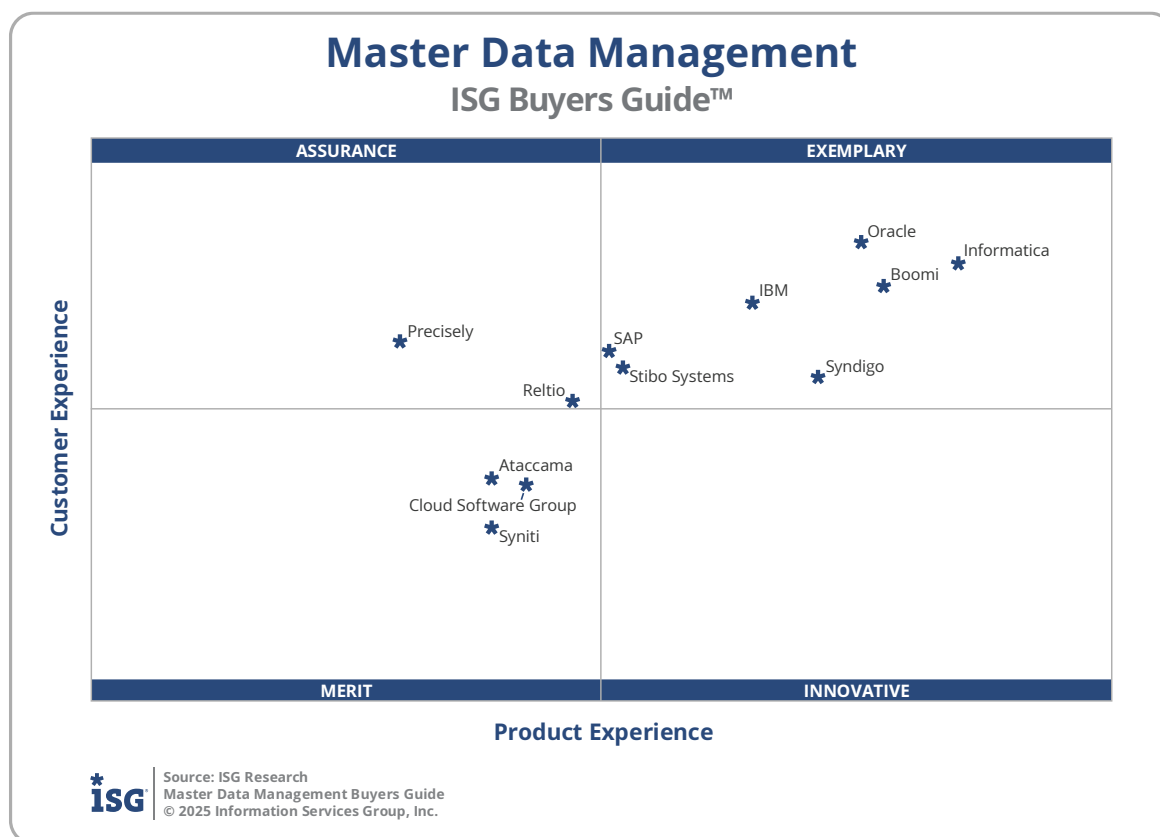
Exemplary: The categorization and placement of software providers in Exemplary (upper right) represent those that performed the best in meeting the overall Product and Customer Experience requirements. The providers rated Exemplary are: Boomi, IBM, Informatica, Oracle, SAP, Stibo Systems and Syndigo.

Innovative: The categorization and placement of software providers in Innovative (lower right) represent those that performed the best in meeting the overall Product Experience requirements but did not achieve the highest levels of requirements in Customer Experience.

Assurance: The categorization and placement of software providers in Assurance (upper left) represent those that achieved the highest levels in the overall Customer Experience requirements but did not achieve the highest levels of Product Experience. The providers rated Assurance are: Precisely and Reltio.

Merit: The categorization of software providers in Merit (lower left) represents those that did not surpass the thresholds for the Assurance, Exemplary or Innovative categories in Customer or Product Experience. The providers rated Merit are: Ataccama, Cloud Software Group and Syniti.

We warn that close provider placement proximity should not be taken to imply that the packages evaluated are functionally identical or equally well suited for use by every enterprise

or for a specific process. Although there is a high degree of commonality in how enterprises handle MDM, there are many idiosyncrasies and differences in how they do these functions that can make one software provider's offering a better fit than another's for a particular enterprise's needs.

We advise enterprises to assess and evaluate software providers based on organizational requirements and use this research as a supplement to internal evaluation of a provider and products.

Product Experience

The process of researching products to address an enterprise's needs should be comprehensive. Our Value Index methodology examines Product Experience and how it aligns with an enterprise's lifecycle of onboarding, configuration, operations, usage and maintenance. Too often, software providers are not evaluated for the entirety of the product; instead, they are evaluated on market execution and vision of the future, which are flawed since they do not represent an enterprise's requirements but how the provider operates. As more software providers orient to a complete product experience, evaluations will be more robust.

The research results in Product Experience are ranked at 80%, or four-fifths, of the overall rating using the specific underlying weighted category performance. Importance was placed on the categories as follows: Usability (7.5%), Capability (35%), Reliability (10%), Adaptability (15%) and Manageability (12.5%). This weighting impacted the resulting overall ratings in this research.

Informatica, Boomi and Oracle were designated Product Experience Leaders.

Master Data Management
Product Experience

Providers	Grade	Performance	
Informatica	A-	Leader	69.2%
Boomi	A-	Leader	67.1%
Oracle	A-	Leader	66.4%
Syndigo	A-		65.2%
IBM	B++		63.3%
Stibo Systems	B+		59.7%
SAP	B+		59.2%
Reltio	B+		58.2%
Cloud Software Group	B+		56.8%
Ataccama	B+		56.0%
Syniti	B+		56.0%
Precisely	B		53.4%

Source: ISG Research
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Customer Experience

The importance of a customer relationship with a software provider is essential to the actual success of the products and technology. The advancement of the Customer Experience and the entire lifecycle an enterprise has with its software provider is critical for ensuring satisfaction in working with that provider. Technology providers that have chief customer officers are more likely to have greater investments in the customer relationship and focus more on their success. These leaders also need to take responsibility for ensuring this commitment is made abundantly clear on the website and in the buying process and customer journey.

The research results in Customer Experience are ranked at 20%, or one-fifth, using the specific underlying weighted category performance as it relates to the framework of commitment and value to the software provider-customer relationship. The two evaluation categories are Validation (10%) and TCO/ROI (10%), which are weighted to represent their importance to the overall research.

The software providers that evaluated the highest overall in the aggregated and weighted Customer Experience categories are Oracle, Informatica and Boomi. These category leaders best communicate commitment and dedication to customer needs.

Master Data Management
Customer Experience

Providers	Grade	Performance
Oracle	A	Leader 17.6%
Informatica	A-	Leader 17.2%
Boomi	A-	Leader 16.7%
IBM	A-	16.4%
Precisely	B++	15.6%
SAP	B++	15.4%
Stibo Systems	B++	15.1%
Syndigo	B+	14.9%
Reltio	B+	14.4%
Ataccama	B	12.9%
Cloud Software Group	B	12.8%
Syniti	B-	12.2%

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Software providers that did not perform well in this category were unable to provide sufficient customer case studies to demonstrate success or articulate their commitment to customer experience and an enterprise's journey. The selection of a software provider means a continuous investment by the enterprise, so a holistic evaluation must include examination of how they support their customer experience.

Appendix: Software Provider Inclusion

For inclusion in the ISG Buyers Guide™ for Master Data Management in 2025, a software provider must be in good standing financially and ethically, have at least $75 million in annual or projected revenue verified using independent sources, sell products and provide support on at least two continents, and have at least 75 employees. The principal source of the relevant business unit's revenue must be software-related, and there must have been at least one major software release in the past 12 months.

"Master data" is the term used for an organization's foundational reference data. It provides an agreed list of entities that can be shared throughout the organization. Master Data Management is the practice of managing the organization's master data. It encompasses processes such as data validation, matching and merging duplicate records and enriching data with related information, as well as data modeling, which documents the relationships between data elements. This results in the generation of a data catalog or enterprise glossary that can be shared across the organization as well as with partners and suppliers.

To be included in the Master Data Management Buyers Guide requires functionality that addresses the following sections of the capabilities document:
- Configuration
- Data modeling
- Data stewardship
- Master data rules
- AI

The research is designed to be independent of the specifics of software provider packaging and pricing. To represent the real-world environment in which businesses operate, we include providers that offer suites or packages of products that may include relevant individual modules or applications. If a software provider is actively marketing, selling and developing a product for the general market and it is reflected on the provider's website that the product is within the scope of the research, that provider is automatically evaluated for inclusion.

All software providers that offer relevant MDM products and meet the inclusion requirements were invited to participate in the evaluation process at no cost to them.

Software providers that meet our inclusion criteria but did not completely participate in our Buyers Guide were assessed solely on publicly available information. As this could have a significant impact on classification and ratings, we recommend additional scrutiny when evaluating those providers.

Products Evaluated

Provider	Product Names	Version	Release Month/Year
Ataccama	Ataccama ONE	16.2.0	July 2025
Boomi	Boomi Enterprise Platform	N/A	June 2025
Cloud software Group	ibi Data Intelligence TIBCO EBX	1.2.0 6.2.1	November 2024 March 2025
IBM	IBM Cloud Pak for Data	5.2	June 2025
Informatica	Informatica Intelligent Data Management Cloud	N/A	May 2025
Oracle	Oracle Enterprise Data Management	N/A	July 2025
Precisely	Precisely EnterWorks	11.2.3	June 2025
Reltio	Reltio Data Cloud	2025.1.20.0	July 2025
SAP	SAP Master Data Governance, Cloud Edition	2505	May 2025
Stibo Systems	Stibo Systems Enterprise Platform	2025.2	July 2025
Syndigo	Syndigo Master Data Management	2025.R5	June 2025
Syniti	Syniti Knowledge Platform	N/A	July 2025

Providers of Promise

We did not include software providers that, as a result of our research and analysis, did not satisfy the criteria for inclusion in this Buyers Guide. These are listed below as "Providers of Promise."

Provider	Product	Annual Revenue >$75 million	Operates in 2 countries	At least 75 employees
Congruity360	Classify360	No	Yes	No
Irion	Irion EDM	No	Yes	Yes
MIOsoft	MIOvantage	No	Yes	No
PiLog	Data Quality and Governance Suite	No	Yes	Yes
Profisee	Profisee	No	Yes	Yes
Tamr	Tamr	No	Yes	Yes

About ISG Software Research and Advisory

ISG Software Research and Advisory provides market research and coverage of the technology industry, informing enterprises, software and service providers, and investment firms. The ISG Buyers Guides provide insight on software categories and providers that can be used in the RFI/RFP process to assess, evaluate and select software providers.

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 sourcing 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, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.