

# Performance Management Suites Buyers Guide

Software Provider and Product Assessment



**EXECUTIVE  
SUMMARY**

**\*ISG** Research



## Key Takeaways

Performance management suites are evolving from administrative review systems into platforms that support continuous goal alignment, coaching, feedback and decision-making. Organizations are seeking technologies that strengthen manager effectiveness, improve employee clarity and connect performance conversations to broader talent outcomes. AI, analytics and governance are increasingly important as enterprises transform performance practices while maintaining transparency and accountability.

### Software Provider Summary

The ISG Buyers Guide™ for Performance Management Suites evaluates 23 software providers offering products that support program administration, goal alignment, coaching, feedback, reviews, calibration, analytics, decision support and AI governance. The research ranked the top three overall leaders as Oracle, UKG and SAP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. Darwinbox, HiBob, Lattice, Leapsome, Oracle, SAP, UKG and Workday were rated Exemplary, with Avature, ClearCo and Cornerstone rated Innovative. ADP, Culture Amp, Dayforce, Engagedly and isolved were rated Assurance, and 15Five, BambooHR, Betterworks, Cegid, Paycom, Paycor and Paylocity were rated Merit.

### Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (60%) and Platform (20%), including adaptability, manageability, reliability and usability. Oracle, SAP and UKG achieved the highest performance as Leaders in this category, supported by end-to-end performance management capabilities spanning goal alignment, coaching and feedback processes and AI-assisted decision support. 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. ADP, Oracle and Culture Amp were the Leaders in this category, demonstrating strong customer advocacy and 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

Organizations should evaluate performance management platforms based on the ability to connect goals, coaching, feedback and reviews into a continuous performance process. Selection should prioritize manager enablement, decision support, analytics, AI governance and integration with related talent activities. Enterprises should also ensure that performance technologies improve execution quality and accountability rather than simply digitizing administrative processes.



# 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 UKG and SAP. Providers that place in the top three of a category earn the designation of Leader. Oracle has done so in five categories, SAP and UKG in three, ADP in two and Culture Amp and Workday in one category.

### Performance Mgmt. Suites Overall

Providers	Grade	Performance
Oracle	A-	<b>Leader</b> 86.4%
UKG	B++	<b>Leader</b> 78.8%
SAP	B++	<b>Leader</b> 78.6%
ADP	B++	76.9%
Cornerstone	B+	74.8%
HiBob	B+	74.7%
Workday	B+	74.5%
Darwinbox	B+	74.3%
Dayforce	B+	73.4%
ClearCo	B+	73.1%
Leapsome	B+	72.6%
Lattice	B+	70.0%
Culture Amp	B+	69.3%
Avature	B	68.7%
15Five	B	67.6%
Engagedly	B	67.0%
BambooHR	B	66.6%
Betterworks	B	65.4%
isolved	B	65.1%
Paylocity	B-	61.5%
Cegid	B-	61.3%
Paycom	B-	60.4%
Paycor	B-	60.0%

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[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



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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.



### **David Menninger**

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David Menninger leads the overall team for software research and advisory, supporting IT and expertise in AI software at ISG. With over three decades of experience in enterprise software, Dave's leadership has advanced digital transformation with information and insights for enterprises around the world.