

Revenue Performance Management Buyers Guide

Software Provider and Product Assessment



EXECUTIVE
SUMMARY

***iSG** Research



Buyers Guide Overview

ISG Research has conducted market research for over two decades across vertical industries, business applications, AI and IT. We have designed the ISG Buyers Guide™ to provide a balanced perspective of software providers and products that is rooted in an understanding of business and IT requirements. Utilization of our research methodology and decades of

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ISG Research has designed the Buyers Guide to provide a balanced perspective of software providers and products that is rooted in an understanding of business and IT requirements.

experience enables our Buyers Guide to be an effective method to assess and select software providers and products. The findings of this research provide a comprehensive approach to rating software providers and rank their ability to meet specific product and customer experience requirements.

The ISG Buyers Guide for Revenue Performance Management is the distillation of continuous market and product research. It is an assessment of how well software providers' offerings address enterprises' requirements for revenue performance management software. The Value Index methodology is structured to support a request for information (RFI) for a request for proposal (RFP) process by incorporating all criteria needed to evaluate, select, utilize and maintain relationships with software providers. The ISG Buyers Guide evaluates customer experience and the product experience in its capability and platform.

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. It can ensure the best long-term relationship and value achieved from a resource and financial investment. We believe it is important to take a comprehensive, research-based approach, since making the wrong choice of revenue performance management software can raise the total cost of ownership, lower the return on investment and hamper an enterprise's ability to reach its potential. In addition, this approach can reduce the project's development and deployment time and eliminate the risk of relying on opinions or historical biases.

ISG Research believes that an objective review of existing and potential new software providers and products is a critical strategy for the adoption and implementation of revenue performance management software. 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 revenue performance management software and offer this Buyers Guide as both the results of our in-depth analysis of these providers and as an evaluation methodology.



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 assess existing approaches and software providers or 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 in the most efficient manner.

1. Define the business case and goals.
Define the mission and business case for investment and the expected outcomes from your organizational and technological efforts.
2. Specify the business and IT needs.
Defining the business and IT requirements helps identify what specific capabilities are required with respect to people, processes, information and technology.
3. Assess the required roles and responsibilities.
Identify the individuals required for success at every level of the enterprise from executives to frontline workers and determine the needs of each.
4. Outline the project's critical path.
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. Ascertain the technology approach.
Determine the business and technology approach that most closely aligns to your enterprise's requirements.
6. Establish software provider evaluation criteria.
Utilize the product experience: capability and platform with support for adaptability, manageability, reliability and usability, and the customer experience in TCO/ROI and Validation.
7. Evaluate and select the software provider and products properly.
Apply a weighting the evaluation categories in the evaluation criteria to reflect your enterprise's priorities to determine the short list of software providers and products.
8. Establish the business initiative team to start the project.
Identify who will lead the project and the members of the team needed to plan and execute it with timelines, priorities and resources.

Using the ISG Buyers Guide and process provides enterprises a clear, structured approach to making smarter software and business investment decisions. It ensures alignment between strategy, people, processes and technology while reducing risk, saving time and improving outcomes. The ISG approach promotes data-driven decision-making and collaboration, helping choose the right software providers for maximum value and return on investment.



Revenue Performance Management

The goal for every revenue organization is to align its strategy and organization with clear objectives that guide selling across all channels and departments. Leaders and operations must design unified plans that connect quotas, territories and incentives to fully leverage sales talent and drive optimal results. While AI and automation can enhance performance,

success also depends on engaging today's more selective and demanding buyers with thoughtful, customer-focused strategies that engage and retain for optimal customer lifetime value.



The evolution towards RPM is a proven one that can encompass all sales channels in a comprehensive manner and support the business, financial and operational requirements across everyone involved in sales-related activities.

ISG Research defines revenue performance management (RPM) as a coordinated set of management and operational activities, processes and applications that enable organizations to plan, execute and guide selling activities across any channel to achieve customer, product and revenue targets. The evolution towards RPM is a proven one that can encompass all sales channels in a comprehensive manner and support the business, financial and operational requirements across everyone involved in sales-related activities.

RPM has evolved beyond traditional Sales Performance Management (SPM), which primarily served direct sales teams and focused on territories, quotas, and incentives within a single channel. Today, RPM encompasses all revenue streams—including indirect channels, e-commerce, subscriptions and renewals—

bringing them together under one unified approach. Modern RPM systems integrate forecasting, revenue recognition, attribution and predictive analytics to generate actionable insights that drive smarter decisions and more consistent growth across the entire revenue ecosystem.

Enterprises are moving from traditional sales models to integrated revenue teams that bring together sales, marketing, customer success, partnerships, and digital channels. Growth now depends on both acquiring new customers and expanding existing ones. To succeed, organizations need RPM systems that unify strategy, processes and data. By connecting information from CRM, ERP, billing and support systems, enterprises can better understand customer value and design smarter territories, quotas and incentives that align all channels around shared revenue goals.



To manage revenue effectively, organizations need connected, intelligent platforms that support continuous optimization and agile decisions. Modern software should align people, processes and performance by automating planning, linking pay to results and enabling real-time data-driven adjustments. Balanced territories, fair incentives and shared accountability help drive predictable revenue and teamwork. Leading enterprises treat revenue performance as a unified system powered by insight and technology to ensure that every customer interaction fuels growth.

Effective RPM software should serve leaders, managers, sellers and operations teams by connecting strategy with execution. It should provide a unified platform that supports all revenue channels with intelligent insights to guide performance. Key capabilities include territory and quota planning, incentive and commission management, and sales planning and forecasting, enabling organizations to plan, monitor and optimize revenue outcomes across the business.

Traditional CRM and SFA tools track accounts and opportunities but do not provide the visibility into the entirety of revenue performance. Their reports focus on past results and lack real-time insight into quotas, incentives or current progress. In contrast, RPM platforms offer dynamic, forward-looking guidance and the flexibility to engage everyone involved in generating revenue.

Enterprises should use analytics and data to create compensation plans that align incentives with revenue goals and motivate employees to meet targets. Leaders need tools to track how incentives relate to performance, ensuring plans are fair, effective and competitive with industry benchmarks. Clear goals, measurable results and well-structured rewards help drive accountability, improve retention and optimize overall revenue performance.

AI and machine learning are reshaping revenue management by turning data into actionable insights. They can score deals, predict churn, find upsell opportunities, and recommend next-best actions to sellers. When combined with traditional forecasting, these insights make revenue predictions more accurate and reliable. AI also helps improve team performance and retention by identifying top talent and those at risk of leaving. In fact, we assert that through 2027, software providers will be utilizing AI to provide plan templates and optimization to both speed time-to-value and help enterprises deploy performance plans using best practices.

Enterprises should adopt RPM systems that unify planning, forecasting, and execution across all teams and channels to create predictable, data-driven revenue operations. Modern

Revenue Performance Management

Market Assertion

Through 2027, software providers will be utilizing AI to provide plan templates and optimization to both speed time-to-value and help enterprises deploy performance plans using best practices.

Mark Smith
Partner, Head of Software Research



ISG Research



platforms must allow leaders and operations teams to adjust territories, incentives and SPIFFs quickly, while integrating seamlessly with ERP, CRM, HR and finance systems. As omnichannel engagement grows more complex, AI-driven optimization is becoming essential providing smarter guidance for territory, account and quota alignment, and helping design incentive plans that reflect today's multichannel buyer behavior. By aligning all revenue functions around shared goals and continuous optimization, enterprises can achieve greater agility, coordination and growth.

The ISG Buyers Guide™ for Revenue Performance Management RPM evaluates products based on sales and revenue resource capacity, territory and quota planning, incentive compensation planning and execution, sales and revenue forecasting, and the use of data and analytics for insights to identify process improvements. The evaluation identifies capabilities that enable organizations to plan for and execute against objectives by aligning and incentivizing all those involved in supporting revenue and to identify ways to continually improve.

This research evaluates the following software providers that offer products that address key elements of revenue performance management as we define it: Akeron, Anaplan, Board, Oracle, Salesforce, SAP, Varicent and Xactly.



Key Takeaways

Revenue Performance Management (RPM) unifies strategy, processes and technology to drive predictable, data-informed growth across all revenue channels. It extends beyond traditional Sales Performance Management by aligning sales, marketing, partnerships and customer success to shared revenue goals. Modern RPM platforms integrate forecasting, attribution and AI-driven optimization to improve agility and decision-making. Enterprises adopting unified RPM systems can strengthen collaboration, accelerate planning and improve revenue predictability.

Software Provider Summary

The research identifies Anaplan, Xactly and Oracle as overall leaders, with Anaplan achieving the highest composite score across categories. Classification placed Akeron, Anaplan, Varicent and Xactly in the Exemplary quadrant, while Oracle was rated Innovative and Board, Salesforce and SAP were categorized as Merit. No providers were classified as Assurance. The research assessed providers on Product Experience and Customer Experience to highlight strengths and areas for improvement.

Product Experience Insights

Product Experience represented 80% of the evaluation, weighted across Capability and Platform. Oracle, Anaplan and Xactly led in overall Product Experience, demonstrating strong performance in adaptability, manageability, reliability and usability. The top providers delivered connected planning, seamless integration and scalable architectures supporting complex revenue operations. Leaders demonstrated strength in unified planning frameworks and advanced analytics that enhance forecasting accuracy and optimize incentive design.

Customer Experience Value

Customer Experience accounted for 20% of the evaluation, emphasizing Validation and TCO/ROI through provider commitment, success programs and measurable value delivery. Anaplan, Xactly and Varicent led this category by maintaining close customer partnerships and transparent ROI articulation. Non-Leader vendors often lacked clear documentation of outcomes or consistent support structures, limiting confidence in their implementation reliability and long-term engagement quality.

Strategic Recommendations

Enterprises should view RPM as a central platform that unites all revenue contributors around shared goals and continuous optimization. Buyers should prioritize providers that combine scalable platform performance, predictive analytics and seamless integration across CRM, ERP and finance systems. AI-enabled guidance that supports territory alignment and incentive planning will be key to sustaining growth in complex channel ecosystems. Organizations adopting RPM as an enterprise-wide discipline will gain the agility and visibility needed to drive consistent revenue outcomes.



The Findings – Revenue Performance Management

The software providers and products evaluated in the research provide product and customer experiences, but not everything offered is equally valuable to every enterprise or is needed to operate in business processes and use cases. Moreover, the existence of too many capabilities in products may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a more comprehensive set of capabilities in the product is important, and where they match 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 to TCO and ROI expectations. It is equally important that this commitment to customer success is clearly demonstrated throughout the provider's website, buying process and customer journey.

Overall Scoring of Software Providers Across Categories

The research finds Anaplan atop the list, followed by Xactly and Oracle. Providers that place in the top three of a category earn the designation of Leader. Anaplan and Xactly have done so in three categories and Oracle in two categories.

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 above median weighted performance to the axis in aggregate of the two product categories place farther to the right, while the performance and weighting for the Customer Experience category 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.

Revenue Performance Mgmt.

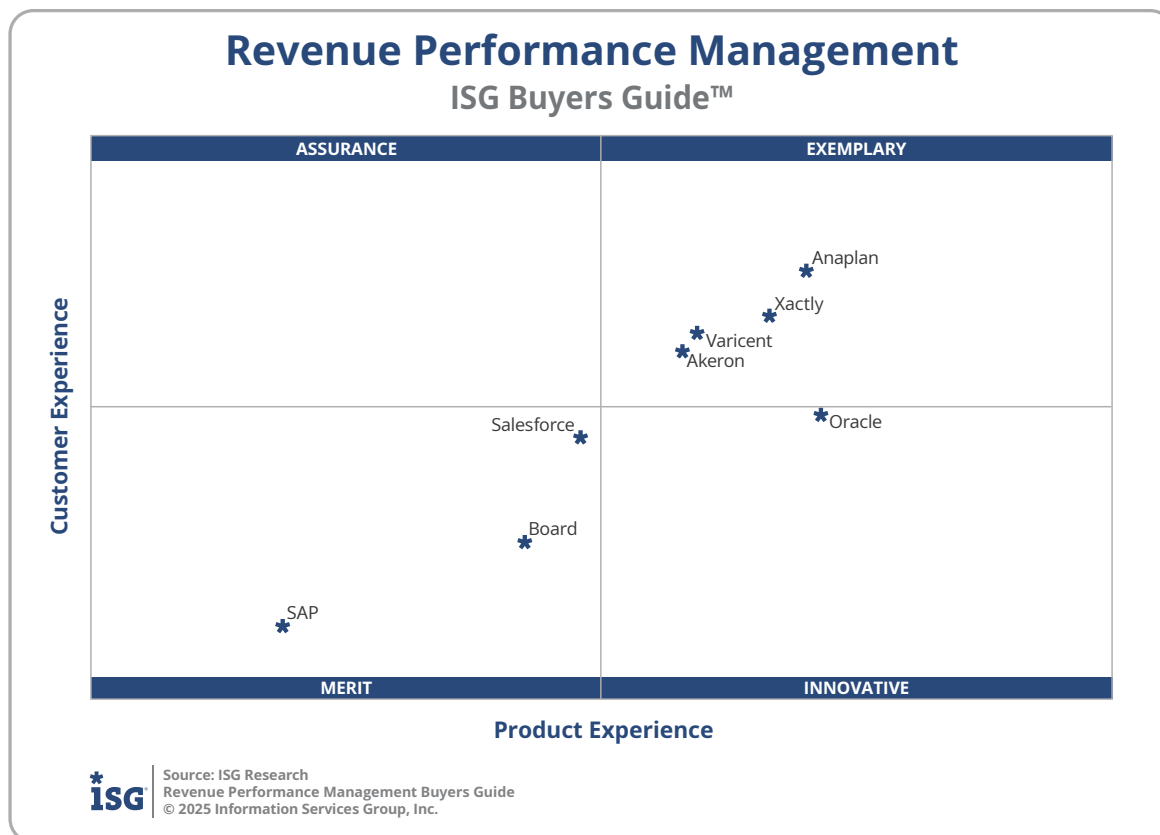
Overall

Providers	Grade	Performance
Anaplan	A-	Leader 82.2%
Xactly	B++	Leader 81.1%
Oracle	B++	Leader 80.9%
Varicent	B++	79.8%
Akeron	B++	79.3%
Salesforce	B++	76.3%
Board	B+	74.2%
SAP	B	68.6%



Source: ISG Research
Revenue Performance Management Buyers Guide
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The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. This representation of software providers' weighted performance in meeting the requirements in product and customer experience.



Exemplary: This rating (upper right) represents those that performed above median in Product and Customer Experience requirements. The providers rated Exemplary are: Akeron, Anaplan, Varicent and Xactly.

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

Assurance: This rating (upper left) represents those that performed above median in Customer Experience but not in Product Experience. No providers are rated Assurance.

Merit: This rating (lower left) represents those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: Board, Salesforce and SAP.

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



Product Experience

The process of researching products to address an enterprise's needs should be comprehensive and evaluate specific capabilities and the underlying platform to the product experience. Our evaluation of the Product Experience examines the 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.

Revenue Performance Mgmt. Product Experience

Providers	Grade	Performance
Oracle	A-	Leader 65.4%
Anaplan	B++	Leader 64.9%
Xactly	B++	Leader 64.4%
Varicent	B++	63.3%
Akeron	B++	63.1%
Salesforce	B++	60.9%
Board	B++	60.3%
SAP	B+	55.2%



Source: ISG Research
Revenue Performance Management Buyers Guide
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The research results in Product Experience are ranked at 80%, or four-fifths, using the underlying weighted performance. Importance was placed on the categories as follows: Capability (30%) and the Platform category (50%). Oracle, Anaplan, and Xactly were designated Product Experience Leaders.



Customer Experience

The importance of a customer relationship with a software provider is essential to the actual success of the products and technology. The evaluation 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. The ISG Buyers Guide examines a software provider's customer commitment, viability, customer success, sales and onboarding, product roadmap and services with partners and support. The customer experience category also investigates the TCO/ROI and how well a software provider demonstrates the product's overall value, cost and benefits, including the tools and resources to evaluate these factors.

The research results in Customer Experience are ranked at 20%, or one-fifth of the 100% index, and represent the underlying provider validation and TCO/ROI requirements as they relate to the framework of commitment and value to the software provider-customer relationship.

The software providers that evaluated the highest in the Customer Experience category are Anaplan, Xactly, and Varicent. These category leaders best communicate commitment and dedication to customer needs.

Software providers that did not perform well in this category were unable to provide or make sufficient information readily available to demonstrate success or articulate their commitment to customer experience. The use of a software provider requires continuous investment, so a holistic evaluation must include examination of how they support their customer experience.

Revenue Performance Mgmt. Customer Experience

Providers	Grade	Performance
Anaplan	A-	Leader 17.1%
Xactly	A-	Leader 16.5%
Varicent	A-	Leader 16.4%
Akeron	B++	16.2%
Oracle	B++	15.6%
Salesforce	B++	15.4%
Board	B+	14.2%
SAP	B	13.6%



Source: ISG Research
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Software Provider Inclusion – Revenue Performance Management

For inclusion in the ISG Buyers Guide™ for Revenue Performance Management in 2025, a software provider must be in good standing financially and ethically, have at least \$25 million in annual or projected revenue verified using independent sources, sell products and provide support on at least two continents, and have at least 50 customers. 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.

The provider must provide products that support RPM and revenue processes in these functional areas:

- Revenue operations
- Revenue performance planning, covering territory, quota, incentive and variable compensation, capacity
- Revenue performance execution, covering adjustments to plans, incentive comp crediting, payments and dispute resolution, opportunity and renewal pipeline management
- Revenue forecasting
- Revenue insight and analytics
- Alignment across marketing, sales and customer success/service

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 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
Akeron	Vulki Sales Performance Management	N/A	October 2025
Anaplan	Anaplan	N/A	September 2025
Board	Board Sales Planning, Sales Analytics, Incentive and Compensation Management	N/A	September 2025
Oracle	Oracle Fusion Cloud Sales Performance Management, Oracle Incentive Compensation	v. 25d	September 2025
Salesforce	Salesforce Agent Sales, Sales Performance Management, Spiff	v. Winter '26	October 2025
SAP	SAP SuccessFactors Compensation, SAP Sales Cloud	v. 2511	October 2025
Varicent	Varicent Incentives, Sales Planning, Revenue Intelligence, Seller Insights	v. 10.1.1, Release 99	October 2025
Xactly	Xactly Intelligent Revenue Platform	N/A	October 2025



Sales Performance Management

The goal for every sales organization is to align its strategy and organization with clear objectives that guide selling activities across all channels and departments. Leaders and operations must design unified plans that connect quotas, territories and incentives to fully leverage sales talent and drive optimal results. While AI and automation can enhance

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performance, success also depends on engaging today's more selective and demanding buyers with thoughtful, customer-focused strategies that engage and retain for optimal customer lifetime value.

ISG Research defines sales performance management (SPM) as a coordinated set of management and operational activities, processes and applications that enable organizations to plan, execute and guide selling activities to achieve customer, product and revenue targets. The path to SPM is a proven one that can encompass all sales channels in a comprehensive manner and support business, financial and operational needs in sales-related activities.

Enterprises are moving from traditional sales models to integrated sales teams that unite sales, marketing, customer success, partnerships and digital channels.

Sustainable growth now relies on revenue performance management systems that connect strategy, processes, and data. By integrating applications systems, organizations can better understand customer value and design smarter territories, quotas and incentives. Modern platforms use automation and real-time insights to drive predictable revenue.

Enterprises should adopt sales performance management systems that unify planning, forecasting and execution across all teams and channels to build predictable, data-driven operations. Modern platforms should let leaders and operations teams quickly adjust territories, incentives and SPIFFs while integrating with ERP, CRM, HR and finance systems. Aligning all sales functions and continuous improvement enables greater agility and growth.

The ISG Buyers Guide™ for Sales Performance Management evaluates products based on sales resource capacity, territory and quota planning, incentive compensation planning and execution, sales forecasting, and the use of data and analytics for insights to identify process improvements. The evaluation identifies capabilities that enable organizations to plan for and execute against objectives by aligning and incentivizing sales to improve.

This research evaluates the following software providers that offer products that address key elements of revenue performance management as we define it: Akeron, Anaplan, Board, Jedox, NiCE, Optymyze, Oracle, Salesforce, SAP, Varicent, Workday and Xactly.



Key Takeaways

Sales Performance Management (SPM) enables enterprises to align sales strategy, processes and incentives to achieve predictable, data-driven growth. By connecting planning, forecasting and execution, these systems provide transparency and accountability across all sales channels. Modern SPM platforms unify performance data from CRM, ERP and HR systems to drive agile decision-making and continuous improvement. As selling grows more complex, SPM serves as the foundation for balanced quotas, equitable rewards and sustainable sales success.

Software Provider Summary

The research identifies Anaplan, Xactly and Oracle as overall leaders, with Anaplan earning the highest overall ranking across multiple categories. Classification placed Akeron, Anaplan, Oracle, Salesforce, Varicent and Xactly in the Exemplary quadrant, while no providers were rated Innovative or Assurance. Board, Jedox, NiCE, SAP, Workday and Optymyze were categorized as Merit. The research assessed providers on Product Experience and Customer Experience to highlight strengths and areas for improvement.

Product Experience Insights

Product Experience represented 80% of the overall evaluation, weighted across Capability and Platform. Oracle, Anaplan and Xactly led in overall Product Experience by demonstrating strong adaptability, manageability, reliability and usability across enterprise environments. Top performers delivered cohesive planning, forecasting and incentive capabilities supported by secure, scalable platforms. Leaders demonstrated strength in connected planning architectures and embedded AI features that improve forecasting precision and performance optimization.

Customer Experience Value

Customer Experience accounted for 20% of the evaluation, focusing on Validation and TCO/ROI through provider commitment, support and measurable value realization. Anaplan, Xactly and Varicent led this category by maintaining strong customer engagement and transparent communication of success outcomes. Non-Leader vendors often lacked documented ROI evidence or consistent customer success structures, limiting confidence in post-deployment value and partnership longevity.

Strategic Recommendations

Enterprises should treat SPM as a strategic enabler that connects sales planning, execution and performance management. Buyers should prioritize providers offering flexible configuration, integrated analytics and AI-driven guidance for territory and incentive optimization. Platforms with proven scalability and transparent ROI reporting will deliver greater predictability and sales alignment. Organizations adopting unified SPM systems can strengthen accountability and responsiveness across all sales channels to achieve consistent revenue performance.



The Findings – Sales Performance Management

The software providers and products evaluated in the research provide product and customer experiences, but not everything offered is equally valuable to every enterprise or is needed to operate in business processes and use cases. Moreover, the existence of too many capabilities in products may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a more comprehensive set of capabilities in the product is important, and where they match 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 to TCO and ROI expectations. It is equally important that this commitment to customer success is clearly demonstrated throughout the provider's website, buying process and customer journey.

Overall Scoring of Software Providers Across Categories

The research finds Anaplan atop the list, followed by Xactly and Oracle. Providers that place in the top three of a category earn the designation of Leader. Anaplan and Xactly have done so in five categories; Oracle in three; and Varicent in two categories.

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 above median weighted performance to the axis in aggregate of the two product categories place farther to the right, while the performance and weighting for the Customer Experience category 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.

Sales Performance Mgmt.

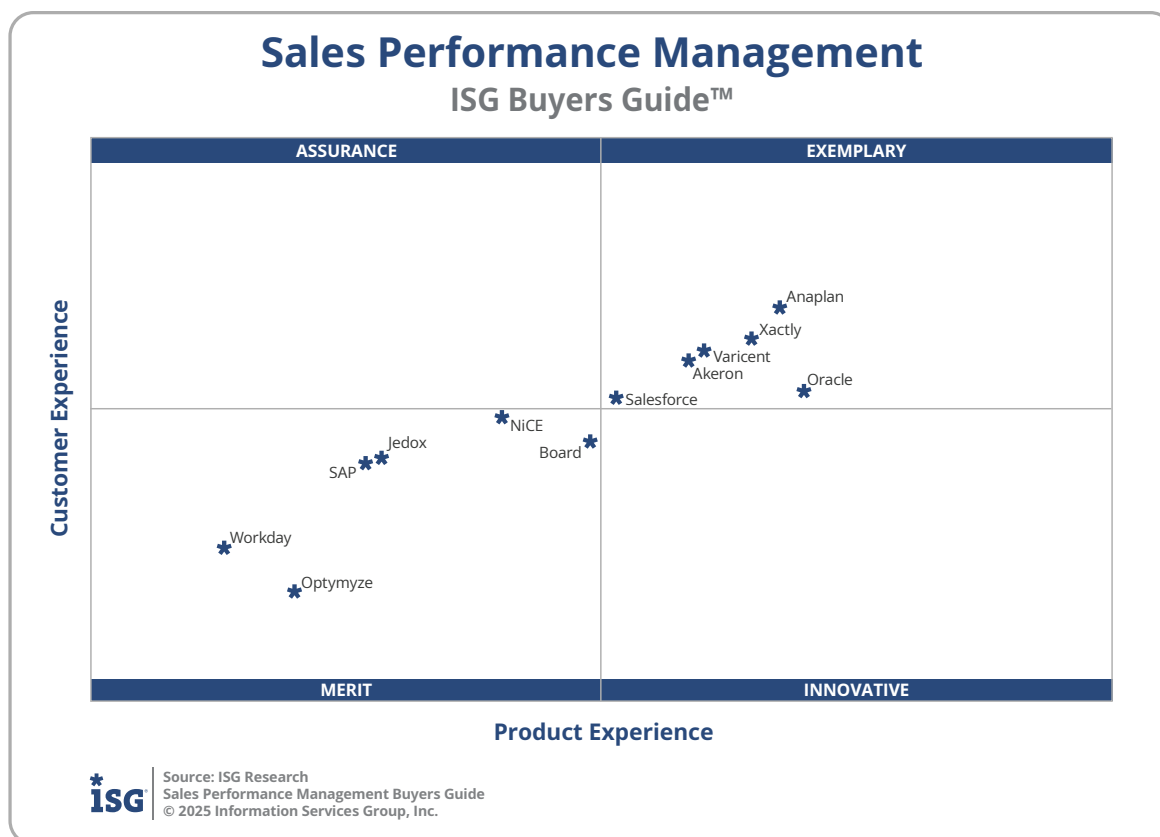
Overall

Providers	Grade	Performance
Anaplan	A-	Leader 82.0%
Xactly	B++	Leader 81.1%
Oracle	B++	Leader 80.7%
Varicent	B++	80.0%
Akeron	B++	79.2%
Salesforce	B++	76.3%
Board	B+	74.1%
NiCE	B+	72.5%
Jedox	B+	68.8%
SAP	B	68.4%
Optmyze	B	63.6%
Workday	B	62.9%



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Exemplary: This rating (upper right) represents those that performed above median in Product and Customer Experience requirements. The providers rated Exemplary are: Akeron, Anaplan, Oracle, Salesforce, Varicent and Xactly.

Innovative: This rating (lower right) represents those that performed above median in Product Experience but not in Customer Experience. No providers are rated Innovative.

Assurance: This rating (upper left) represents those that performed above median in Customer Experience but not in Product Experience. No providers are rated Assurance.

Merit: This rating (lower left) represents those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: Board, Jedox, NiCE, SAP, Workday and Optimize.

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



Product Experience

The process of researching products to address an enterprise's needs should be comprehensive and evaluate specific capabilities and the underlying platform to the product experience. Our evaluation of the Product Experience examines the 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.

The research results in Product Experience are ranked at 80%, or four-fifths, using the underlying weighted performance. Importance was placed on the categories as follows: Capability (25%) and the Platform category (55%). Oracle, Anaplan and Xactly were designated Product Experience Leaders.

Sales Performance Mgmt. Product Experience

Providers	Grade	Performance
Oracle	A-	Leader 65.3%
Anaplan	B++	Leader 64.7%
Xactly	B++	Leader 64.2%
Varicent	B++	63.2%
Akeron	B++	63.0%
Salesforce	B++	60.9%
Board	B++	60.4%
NiCE	B+	58.4%
Jedox	B+	55.8%
SAP	B+	55.4%
Optymyze	B	53.0%
Workday	B	51.3%



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The research results in Customer Experience are ranked at 20%, or one-fifth of the 100% index, and represent the underlying provider validation and TCO/ROI requirements as they relate to the framework of commitment and value to the software provider-customer relationship.

The software providers that evaluated the highest in the Customer Experience category are Anaplan, Xactly and Varicent. These category leaders best communicate commitment and dedication to customer needs.

Software providers that did not perform well in this category were unable to provide or make sufficient information readily available to demonstrate success or articulate their commitment to customer experience. The use of a software provider requires continuous investment, so a holistic evaluation must include examination of how they support their customer experience.

Sales Performance Mgmt.

Customer Experience

Providers	Grade	Performance
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Oracle	B++	15.6%
Salesforce	B++	15.4%
NiCE	B++	15.0%
Board	B+	14.2%
Jedox	B	13.7%
SAP	B	13.6%
Workday	B-	12.0%
Optymize	C++	10.9%



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Software Provider Inclusion – Sales Performance Management

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The provider must offer products that support sales performance management for sales processes and are inclusive of at least four of the following functional areas:

- Support for Sales Operations
- Sales Performance Planning, covering territory, quota, incentive and variable compensation and resource capacity
- Sales Performance Execution, covering adjustments to plans, incentive compensation crediting, payments and dispute resolution, opportunity pipeline management
- Sales Forecasting
- Sales Insight and Analytics

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 products and meet the inclusion requirements were invited to participate in the evaluation process at no cost to them.

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Board	Board Sales Planning, Sales Analytics, Incentive and Compensation Management	N/A	October 2025
Jedox	Jedox Sales Performance Management Solution	2025.1	October 2025
NiCE	Sales Performance Management	N/A	October 2025
Optimize	Sales Performance Management	N/A	October 2025
Oracle	Oracle Fusion Cloud Sales Performance Management, Oracle Incentive Compensation	25d	September 2025
Salesforce	Salesforce Agent Sales, Sales Performance Management, Spiff	Winter '26	October 2025
SAP	SAP SuccessFactors Compensation, SAP Sales Cloud	v. 2511	October 2025
Varient	Varient Incentives, Sales Planning, Revenue Intelligence, Seller Insights	10.1.1, Release 99	August 2025
Workday	Workday Adaptive Planning for Sales	2025R2	September 2025
Xactly	Xactly Intelligent Revenue Platform	N/A	October 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	Revenue	Customers	Geography	Capability
CaptivateIQ	CaptivateIQ Catalyst, Incentives, Planning	Yes	Yes	No	No
ElevateHQ	Sales Incentive Designer, Compensation Management, Commission Plan Performance	No	No	No	Yes
Forma.ai	Forma Architect, Operator, Prophet	Yes	Yes	No	Yes
Fullcast	Fullcast Pay, Perform, Plan, Pulse, AI	Yes	No	Yes	Yes
infinitySPM	infinitySPM	Yes	No	Yes	No
Performio	Analytics Studio, Incentive Compensation, Plan Management, Sales Performance Management	Yes	Yes	Yes	No
Pigment	Pigment and Pigment AI	Yes	Yes	Yes	No



Incentive Compensation Management

The goal for every revenue organization is to align incentive compensation with clear business objectives that motivate and guide performance across all sales channels. Leaders and operations teams must design well-balanced compensation plans that connect quotas and territories with incentives to maximize sales potential. Success depends on creating incentive structures that reward meaningful engagement, retention, and value with customers.

ISG Research defines incentive compensation management (ICM) as a coordinated set of activities, processes and systems that enable enterprises to both design and plan incentive

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Enterprises should ensure their incentive compensation plans are competitive by benchmarking against industry standards and using AI-driven optimization.

compensation, credit and calculate commissions and payments achieve customer, product and sales targets. Incentive compensation systems must integrate with CRM, ERP, and other sources to accurately calculate and credit shared commissions, ensuring verified final payouts and to payroll for approval and disbursement.

Enterprises should ensure their incentive compensation plans are competitive by benchmarking against industry standards and using AI-driven optimization to design data-informed plans that reflect modern buyer behavior. Reliance on custom systems or spreadsheets limits agility and scalability, so organizations must adopt modern incentive management software that automates updates, scales with growth, and delivers real-time insights to continually refine and improve plans.

Enterprises should implement modern ICM systems that drive predictable, data-informed revenue growth by empowering business leaders to quickly adjust incentives, SPIFFs, and commissions as markets change. These platforms must integrate with applications and systems to ensure a single source of truth, while using AI-driven optimization to design fair, performance-based plans that support revenue goals.

The ISG Buyers Guide™ for Incentive Compensation Management evaluates products based on incentive compensation design, planning and execution, ease of integration with third-party systems and the use of data and analytics to identify process improvements. The evaluation identifies capabilities that enable organizations to plan for and execute against objectives by aligning and incentivizing all those involved in supporting revenue.

This research evaluates the following software providers that offer products that address key elements of revenue performance management as we define it: Akeron, Anaplan, Beqom, Board, Everstage, Jedox, NiCE, Optymyze, Oracle, Salesforce, SAP, Varicent, Workday, Xactly and Xoxoday.



Key Takeaways

Incentive Compensation Management (ICM) connects sales performance to strategic objectives through transparent, data-driven planning and execution. It enables enterprises to align territories, quotas and incentives across all revenue channels to encourage fair and effective performance. Modern ICM systems integrate with CRM, ERP and HR applications to automate calculations, ensure accuracy and improve payout visibility. As organizations pursue scalable growth, unified incentive platforms provide the governance and agility needed to sustain motivation and reward long-term value creation.

Software Provider Summary

The research identifies Anaplan, Xactly and Oracle as overall leaders, with Anaplan achieving the highest composite score across categories. Classification placed Akeron, Anaplan, NiCE, Oracle, Salesforce, Varicent and Xactly in the Exemplary quadrant, while Board was rated Innovative and Everstage was rated Assurance. Beqom, Jedox, Optymyze, SAP, Workday and Xoxoday were categorized as Merit. The research assessed providers on Product Experience and Customer Experience to highlight strengths and areas for improvement.

Product Experience Insights

Product Experience represented 80% of the overall evaluation, weighted across Capability and Platform. Oracle, Xactly and Anaplan led in overall Product Experience by demonstrating robust adaptability, manageability, reliability and usability. Top providers delivered strong integration frameworks, flexible configuration and scalable performance to support complex compensation operations. Leaders demonstrated strength in AI-driven incentive optimization and secure, enterprise-grade architectures that improve accuracy and reduce administrative complexity.

Customer Experience Value

Customer Experience accounted for 20% of the overall evaluation, emphasizing Validation and TCO/ROI through provider commitment, transparency and customer success. Anaplan, Xactly and Varicent led this category by providing proven implementation outcomes and responsive engagement throughout the customer lifecycle. Non-Leader vendors often lacked accessible ROI data or documented success programs, reducing confidence in their long-term partnership quality and post-deployment support consistency.

Strategic Recommendations

Enterprises should view ICM as a central platform that unites sales operations, finance and HR around measurable performance outcomes. Buyers should prioritize providers that combine strong calculation accuracy, flexible modeling and seamless integration across business systems. AI-driven design and optimization capabilities are essential for aligning incentives with strategic goals while maintaining fairness and compliance. Adopting modern ICM platforms will enable organizations to automate complexity, motivate teams effectively and sustain revenue growth through consistent performance alignment.



The Findings – Incentive Compensation Management

The software providers and products evaluated in the research provide product and customer experiences, but not everything offered is equally valuable to every enterprise or is needed to operate in business processes and use cases. Moreover, the existence of too many capabilities in products may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a more comprehensive set of capabilities in the product is important, and where they match 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 to TCO and ROI expectations. It is equally important that this commitment to customer success is clearly demonstrated throughout the provider's website, buying process and customer journey.

Overall Scoring of Software Providers Across Categories

The research finds Anaplan atop the list, followed by Xactly and Oracle. Providers that place in the top three of a category earn the designation of Leader. Anaplan and Xactly have done so in three categories; Oracle in two; and Varicent 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 above median weighted performance to the axis in aggregate of the two product categories place farther to the right, while the performance and weighting for the Customer Experience category 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.

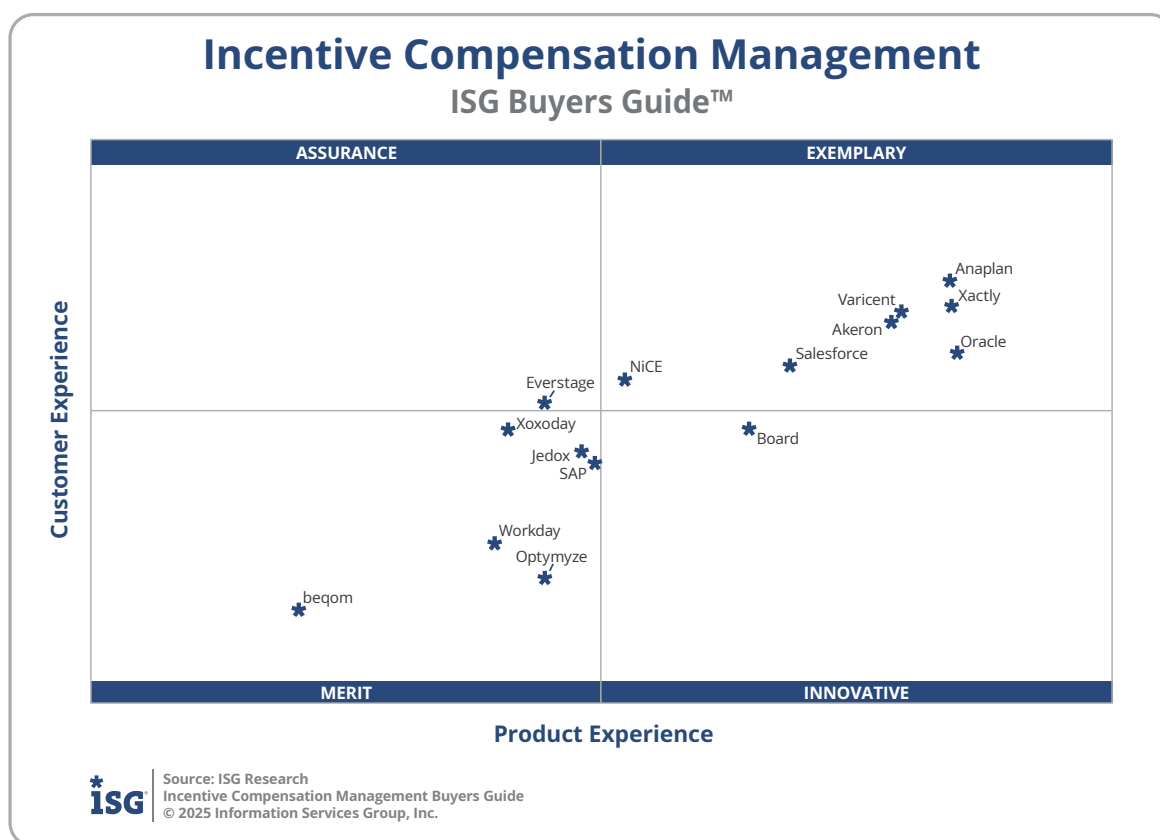
Incentive Compensation Mgmt. Overall

Providers	Grade	Performance
Anaplan	A-	Leader 82.1%
Xactly	A-	Leader 81.3%
Oracle	B++	Leader 80.9%
Varicent	B++	79.9%
Akeron	B++	79.7%
Salesforce	B++	76.2%
Board	B+	74.2%
NiCE	B+	72.3%
Jedox	B+	68.8%
SAP	B	68.7%
Everstage	B	67.6%
Xoxoday	B	66.2%
Optymyze	B	63.6%
Workday	B	62.9%
beqom	C++	51.9%



Source: ISG Research
Incentive Compensation Management Buyers Guide
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The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. This representation of software providers' weighted performance in meeting the requirements in product and customer experience.



Exemplary: This rating (upper right) represents those that performed above median in Product and Customer Experience requirements. The providers rated Exemplary are: Akeron, Anaplan, NiCE, Oracle, Salesforce, Varicent and Xactly.

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

Assurance: This rating (upper left) represents those that performed above median in Customer Experience but not in Product Experience. The provider rated Assurance is Everstage.

Merit: This rating (lower left) represents those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: beqom, Jedox, Optimize, SAP, Workday, and Xoxoday.

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



Product Experience

The process of researching products to address an enterprise's needs should be comprehensive and evaluate specific capabilities and the underlying platform to the product experience. Our evaluation of the Product Experience examines the 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.

The research results in Product Experience are ranked at 80%, or four-fifths, using the underlying weighted performance. Importance was placed on the categories as follows: Capability (45%) and Platform (35%). Oracle, Xactly and Anaplan were designated Product Experience Leaders.

Incentive Compensation Mgmt. Product Experience

Providers	Grade	Performance
Oracle	A-	Leader 65.4%
Xactly	A-	Leader 65.2%
Anaplan	A-	Leader 65.1%
Varicent	B++	63.9%
Akeron	B++	63.6%
Salesforce	B++	60.8%
Board	B+	59.8%
NiCE	B+	55.9%
SAP	B	54.6%
Jedox	B	54.3%
Everstage	B	53.0%
Optymyze	B	52.9%
Xoxoday	B	51.7%
Workday	B	50.6%
beqom	C+	39.9%



Source: ISG Research
Incentive Compensation Management Buyers Guide
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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 evaluation 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. The ISG Buyers Guide examines a software provider's customer commitment, viability, customer success, sales and onboarding, product roadmap and services with partners and support. The customer experience category also investigates the TCO/ROI and how well a software provider demonstrates the product's overall value, cost and benefits, including the tools and resources to evaluate these factors.

The research results in Customer Experience are ranked at 20%, or one-fifth of the 100% index, and represent the underlying provider validation and TCO/ROI requirements as they relate to the framework of commitment and value to the software provider-customer relationship.

The software providers that evaluated the highest in the Customer Experience category are Anaplan, Xactly and Varicent. These category leaders best communicate commitment and dedication to customer needs.

Software providers that did not perform well in this category were unable to provide or make sufficient information readily available to demonstrate success or articulate their commitment to customer experience. The use of a software provider requires continuous investment, so a holistic evaluation must include examination of how they support their customer experience.

Incentive Compensation Mgmt. Customer Experience

Providers	Grade	Performance
Anaplan	A-	Leader 17.1%
Xactly	A-	Leader 16.5%
Varicent	A-	Leader 16.4%
Akeron	B++	16.2%
Oracle	B++	15.6%
Salesforce	B++	15.4%
NiCE	B++	15.0%
Everstage	B+	14.6%
Board	B+	14.2%
Xoxoday	B+	14.0%
Jedox	B	13.7%
SAP	B	13.6%
Workday	B-	12.0%
Optymyze	C++	10.9%
beqom	C+	9.9%



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Software Provider Inclusion – Incentive Compensation Management

For inclusion in the ISG Buyers Guide™ for Incentive Compensation Management in 2025, a software provider must be in good standing financially and ethically, have at least \$10 million in annual or projected revenue verified using independent sources, sell products and provide support on at least two continents and have at least 50 customers. 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.

The provider must offer products that support the incentive compensation management processes in these functional areas evaluated:

- Incentive and variable compensation planning
- ICM crediting
- Payments
- Dispute resolution
- Incentive liability forecasting
- Insights and reporting

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 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
Akeron	Vulki Sales Performance Management	N/A	October 2025
Anaplan	Anaplan	N/A	September 2025
Beqom	Sales Performance Management	N/A	October 2025
Board	Board Sales Planning, Sales Analytics, Incentive and Compensation Management	N/A	October 2025
Everstage	Incentive Compensation Management	N/A	October 2025
Jedox	Jedox Sales Performance Management Solution	2025.1	October 2025
NiCE	Sales Performance Management	N/A	October 2025
Optimize	Sales Performance Management	N/A	October 2025
Oracle	Oracle Fusion Cloud Sales Performance Management, Oracle Incentive Compensation	25d	September 2025
Salesforce	Salesforce Agent Sales, Sales Performance Management, Spiff	Winter '26	October 2025
SAP	SAP SuccessFactors Compensation, SAP Sales Cloud	v. 2511	October 2025
Varient	Varient Incentives, Sales Planning, Revenue Intelligence, Seller Insights	10.1.1, Release 99	August 2025
Workday	Workday Adaptive Planning for Sales	2025R2	September 2025
Xactly	Xactly Intelligent Revenue Platform	N/A	October 2025
Xoxoday	Compass	N/A	September 2025



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Forma.ai	Forma Architect, Operator, Prophet	Yes	Yes	No	Yes
Fullcast	Fullcast Pay, Perform, Plan, Pulse, AI	Yes	No	Yes	Yes
infinitySPM	infinitySPM	Yes	No	Yes	No
Quotapath	Quotapath	No	No	No	Yes
Performio	Analytics Studio, Incentive Compensation, Plan Management, Sales Performance Management	Yes	Yes	Yes	No
Pigment	Pigment and Pigment AI	Yes	Yes	Yes	No



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

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 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.