

# Sales and Operations Planning Buyers Guide

Software Provider and Product Assessment



EXECUTIVE  
SUMMARY

**\*ISG** Research



## Key Takeaways

Sales and operations planning has evolved into a strategic management discipline that aligns commercial, operational and financial objectives through a unified planning framework. Organizations increasingly rely on S&OP platforms to improve cross-functional coordination, evaluate trade-offs and respond more effectively to changing business conditions. AI, scenario analysis and continuous planning capabilities are accelerating the shift toward more agile, data-driven and collaborative decision-making processes.

### Software Provider Summary

The ISG Buyers Guide™ for Sales and Operations Planning evaluates 26 software providers offering products supporting demand planning, supply planning and cross-functional business alignment. The research ranked the top three overall leaders as Anaplan, Kinaxis and SAP. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. Anaplan, Board, Dassault Systèmes, Infor, Kinaxis, Manhattan Associates, o9 Solutions, Oracle, SAP and WiseTech were rated Exemplary, with John Galt Solutions, OMP and RELEX rated Innovative. Arkieva, Coupa, Netstock, Pigment and QAD were rated Assurance; and Blue Ridge, Blue Yonder, GAINS, ICRON, Logility, Slimstock, Sunstice and ToolsGroup were rated Merit.

### Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (50%) and Platform (30%), including adaptability, manageability, reliability and usability. Kinaxis, Anaplan and SAP achieved the highest performance as Leaders in this category, supported by demand and supply planning capabilities and scenario analysis that supports cross-functional decision-making and business alignment. Leaders demonstrated enterprise-grade platform capabilities across varied planning, operational and financial management contexts.

### Customer Experience Value

Customer Experience, representing 20% of the evaluation, focuses on validation and TCO/ROI. Anaplan, Oracle and Kinaxis were the Leaders in this category, demonstrating strong customer commitment and clear dedication to customer needs. Providers with lower performance often lacked sufficient information to demonstrate customer success, articulate commitment to customer experience or communicate measurable value through TCO/ROI.

### Strategic Recommendations

Organizations should evaluate S&OP platforms based on the ability to align commercial, operational and financial objectives through integrated planning processes. Assessment should prioritize cross-functional collaboration, scenario modeling, workflow management, analytics capabilities and support for continuous planning. Enterprises should also evaluate AI-enabled recommendation, automation and decision-support capabilities that improve planning responsiveness while maintaining governance, accountability and financial discipline.



## 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 Anaplan atop the list, followed by Kinaxis and SAP. Providers that place in the top three of a category earn the designation of Leader. Anaplan has done so in five categories, Oracle in three, Kinaxis in four, SAP in two and Arkieva and Board in one category.

### Sales and Operations Planning Overall

Providers	Grade	Performance
Anaplan	A-	<b>Leader</b> 82.2%
Kinaxis	B++	<b>Leader</b> 81.2%
SAP	B++	<b>Leader</b> 79.0%
Oracle	B++	<b>Leader</b> 79.0%
Board	B++	78.2%
o9 Solutions	B+	74.2%
Infor	B+	70.0%
Dassault Systèmes	B+	69.5%
WiseTech	B	67.0%
Pigment	B	66.0%
Manhattan Associates	B	65.6%
John Galt Solutions	B	65.1%
OMP	B	64.6%
Blue Yonder	B	62.8%
ICRON	B-	61.0%
Coupa	B-	60.6%
Arkieva	B-	60.2%
RELEX	B-	60.1%
Logility	B-	56.9%
QAD	B-	56.9%
ToolsGroup	C++	55.9%
Netstock	C++	54.4%
GAINS	C++	53.1%
Blue Ridge	C++	52.9%
Sunstice	C++	52.9%
Slimstock	C+	48.6%

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## 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 on software providers and products, rooted in an understanding of business and IT requirements. Utilizing our research methodology and decades of experience, our Buyers Guide is an effective tool for assessing and selecting software providers and



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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.

This ISG Buyers Guide™ is the distillation of continuous market and product research. It is an assessment of how well software providers' offerings address enterprises' requirements. 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 across 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 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 enterprise software. An enterprise's review should include an analysis of both what is possible and what is relevant. We urge enterprises to conduct a thorough evaluation, and we offer this ISG Buyers Guide™ as both the results of our in-depth analysis of these providers and as an evaluation methodology.



## About ISG Research

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## About ISG

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

## About the Authors



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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.