Talent Suites Buyers Guide

Software Provider and Product Assessment

iSG Research

Talent Suites

Human Capital Management (HCM) software has undergone a profound transformation over the past decade, shifting from a back-office system of record to a strategic enterprise solution. Traditionally, HCM platforms focused on administrative functions—housing employee data, managing payroll and ensuring compliance. While these capabilities remain essential, they are no longer sufficient on their own. Today, employees expect systems that actively support their growth, engagement and well-being, while businesses demand tools that drive workforce intelligence, productivity and retention.

ISG Research defines a talent suite as a comprehensive solution supporting the entire talent lifecycle, including Recruiting, Onboarding, Learning, Performance and Talent Planning. To address fragmented systems, shifting workforce expectations and rising demand for internal mobility, a unified, artificial intelligence (AI)-powered talent experience is now essential.

> **Employees are no longer passive participants in HR processes; they are digital consumers who expect workplace technology to offer the same seamless, intuitive experiences they encounter in their personal lives.**

Software providers are enhancing talent suites with AI-driven skills matching, career pathing and personalized learning, helping HR teams connect employees with growth opportunities and improve workforce agility. As organizations future-proof talent strategies, seamless integration with the broader HCM ecosystem is crucial for delivering scalable, data-driven insights.

The workplace has evolved dramatically, shaped by shifting workforce demographics, remote and hybrid work models, and an increasing emphasis on skills-based talent strategies. Employees are no longer passive participants in HR processes; they are digital consumers who expect workplace technology to offer the same seamless, intuitive experiences they encounter in their personal lives. The rise of consumer-grade digital experiences has set a new benchmark for enterprise technology, making AI-driven personalization, self-service capabilities and intelligent automation critical to the success of modern HCM platforms.

Organizations that fail to meet these expectations risk operational inefficiencies, disengagement and increased employee turnover. As a result, business leaders are looking to HR technology to enhance agility, improve decision-making and align workforce strategies with broader corporate objectives. Companies that continue to rely on static, outdated talent management and talent development systems often struggle to respond to dynamic market conditions, supply chain disruptions and evolving customer demands. The ability to adjust

workforce strategies in real-time is no longer a competitive advantage—it is a business necessity.

One of the most significant drivers of change in HCM software is the growing integration of AI and machine learning (ML). By 2026, one-half of enterprises are expected to require AI-driven capabilities in their HCM systems to enable personalized experiences, real-time insights and proactive workforce management. AI is no longer a mere enhancement—it has become a core requirement for enterprises seeking to improve HR efficiency, reduce administrative burden and deliver employee-centric solutions at scale.

Human Capital Management
Market Assertion

By 2026, one-half of enterprises are expected to require AI-driven capabilities in their HCM systems to enable personalized experiences, real-time insights and proactive workforce management.

Matthew Brown
Director of Research, Human Capital Management

iSG Research

AI-driven workforce planning tools are transforming how organizations approach talent management. Predictive analytics allow HR leaders to anticipate talent shortages and proactively address gaps before they impact operations. Instead of relying solely on historical workforce data, companies now use AI-powered forecasting to identify critical roles, assess internal talent readiness and determine whether upskilling or external hiring is the best approach.

Beyond workforce planning, AI is reshaping how employees interact with HR technology. Employees increasingly expect intelligent, conversational experiences that anticipate their needs and provide actionable recommendations. AI-powered virtual assistants and chatbots are reducing administrative workload by handling routine HR inquiries related to payroll, benefits and policies, while also improving response times and employee satisfaction. These advancements free up HR teams to focus on strategic initiatives, such as workforce development and employee engagement.

As organizations continue modernizing their HR functions, competition among HCM, talent management, and talent development software providers is intensifying. Established enterprise software providers are expanding their offerings with AI, automation and advanced analytics to differentiate their platforms. At the same time, emerging disruptors are gaining traction by introducing highly specialized, next-generation solutions tailored to specific industry needs and focused on the consumer-grade, culture-forward experience. In addition, talent suite providers are leveraging AI to respond to the ever-changing regulatory landscape, delivering value through real-time updates and automated risk assessments.

One of the most significant shifts in the talent suites market is the growing demand for modular, highly configurable platforms. Enterprises no longer want rigid, one-size-fits-all software; instead, they are seeking flexible solutions that allow for customization, seamless integration with third-party applications and scalability to meet evolving business needs.

Providers capable of offering both comprehensive talent suites and best-of-breed modular solutions will be best positioned to capture market share in the coming years.

AI-driven automation is further reshaping traditional HR functions, particularly compensation management, benefits administration and compliance tracking. Historically, these processes required extensive manual intervention, leading to inefficiencies and increased risk of errors. AI-powered solutions are now enabling real-time compliance updates, automatic compensation benchmarking and equity analysis, and predictive analytics for benefits utilization. These advancements not only enhance operational efficiency but also minimize costly mistakes, reinforcing AI as a critical driver of the next evolution in HCM software.

In addition to automation, the shift toward skills-based workforce planning is transforming HCM strategies. By 2027, one-third of enterprises are expected to prioritize career and skill development opportunities for employees over traditional job-based structures. As a result, providers are incorporating AI-powered learning pathways, career-matching algorithms and automated mentorship programs into their platforms. Instead of relying on tenure-based promotions, forward-thinking organizations are using HCM technology to assess employees based on demonstrated skills and potential, ensuring career progression aligns with both workforce aspirations and business objectives.

Human Capital Management
Market Assertion

By 2027, one-third of enterprises are expected to prioritize career and skill development opportunities for employees over traditional job-based structures.

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Beyond technological advancements, successful talent suite adoption depends on effective change management. Many HR technology implementations fail, not because of poor software design, but due to inadequate training, communication and integration into existing workflows. Employees and managers often struggle with new systems when they are introduced without sufficient guidance, leading to resistance and underutilization.

The most successful enterprises take a structured approach to talent suite adoption by implementing phased rollouts, targeted enablement programs and ongoing support mechanisms. Organizations that invest in HR technology champions—internal advocates who help drive engagement and guide employees through new processes—see higher success rates. Additionally, software providers that offer intuitive user experiences, AI-powered self-service tools and embedded coaching within their platforms make it easier for organizations to drive adoption and maximize ROI.

Another critical trend shaping HR software adoption is the growing importance of AI-driven workforce intelligence. AI is no longer just a tool for automation—it is transforming how organizations make strategic HR decisions. Companies are increasingly leveraging AI-powered

people analytics to assess employee sentiment, predict attrition risks and identify workforce performance trends. These insights allow HR leaders to proactively address challenges, ensuring that retention strategies, career development programs and compensation structures are aligned with evolving workforce needs.

AI is also enhancing employee experiences by making HR technology more interactive and responsive. Virtual assistants and AI-driven chatbots handle routine HR inquiries, improving accessibility and response times while reducing administrative workloads for HR teams. This enables HR professionals to shift their focus toward more strategic initiatives, such as workforce planning, employee engagement and skills development, rather than being bogged down by transactional tasks.

> **As organizations continue to embrace AI-driven workforce intelligence, the ability to derive actionable insights from data will be a key differentiator.**

As organizations continue to embrace AI-driven workforce intelligence, the ability to derive actionable insights from data will be a key differentiator. Companies that invest in analytics-driven decision-making will have a competitive advantage in optimizing talent management, improving employee retention and aligning workforce strategies with business goals.

The debate between all-in-one HCM suites and best-of-breed solutions will continue to shape the provider landscape. While full-suite providers offer seamless integration across HR functions, some enterprises prefer specialized solutions that provide best-in-class capabilities for specific HR needs. The deciding factors often come down to integration capabilities, scalability and the level of AI-driven automation within the platform. Organizations must carefully evaluate their unique workforce requirements and long-term business objectives when selecting an HCM or talent suite solution.

Looking ahead, the next decade of HCM software will be shaped by organizations' ability to adapt, integrate AI strategically and prioritize employee-centric experiences. Companies that invest in agile, intelligent and user-friendly HR technologies will gain a competitive advantage in attracting and retaining top talent. The demand for AI-driven automation, predictive analytics and integrated workforce intelligence tools will continue to grow, pushing HCM providers to innovate rapidly and expand their capabilities.

Enterprises must recognize that HCM modernization is not just about choosing the right software—it is about building an adaptable, future-ready workforce. Business leaders must align their HCM investments with long-term strategic goals, ensuring that technology not only meets today's workforce needs but is also equipped to support the future of work. Companies that continuously evolve their HCM strategies—leveraging AI, automation and data-driven

insights—will gain a competitive edge in talent acquisition, employee engagement and workforce productivity.

This research provides a comprehensive assessment of talent suite software, evaluating how well providers align with enterprise needs and HR leadership expectations. By analyzing provider capabilities, innovation strategies and market positioning, this report equips organizations with the insights necessary to make informed technology decisions. As businesses navigate an increasingly complex HR landscape, investing in the right HCM technology will be critical for driving workforce transformation, improving operational efficiency and achieving long-term success.

The ISG Buyers Guide™ for Talent Suites evaluates software providers and products in key areas that support the management and administration of talent development and talent management experiences often found in the areas of recruiting, onboarding, learning, performance, and talent planning.

This research evaluates the following software providers that offer products that address key elements of talent suites as we define it: ADP, Cegid, Dayforce, HiBob, Infor, isolved, Oracle, PageUp, Paycom, Paycor, Paylocity, Rippling, SAP, UKG, Workday and Zoho.

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.

> **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 requirements in any enterprise.**

The ISG Buyers Guide™ for Talent Suites 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 talent suite 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 talent suites 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 talent suite 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 talent suite 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 talent suites 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 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 SAP and UKG. Providers that place in the top three of a category earn the designation of Leader. Oracle has done so in seven categories; ADP in six; SAP, UKG and Workday in two; and HiBob and Cornerstone in one category.
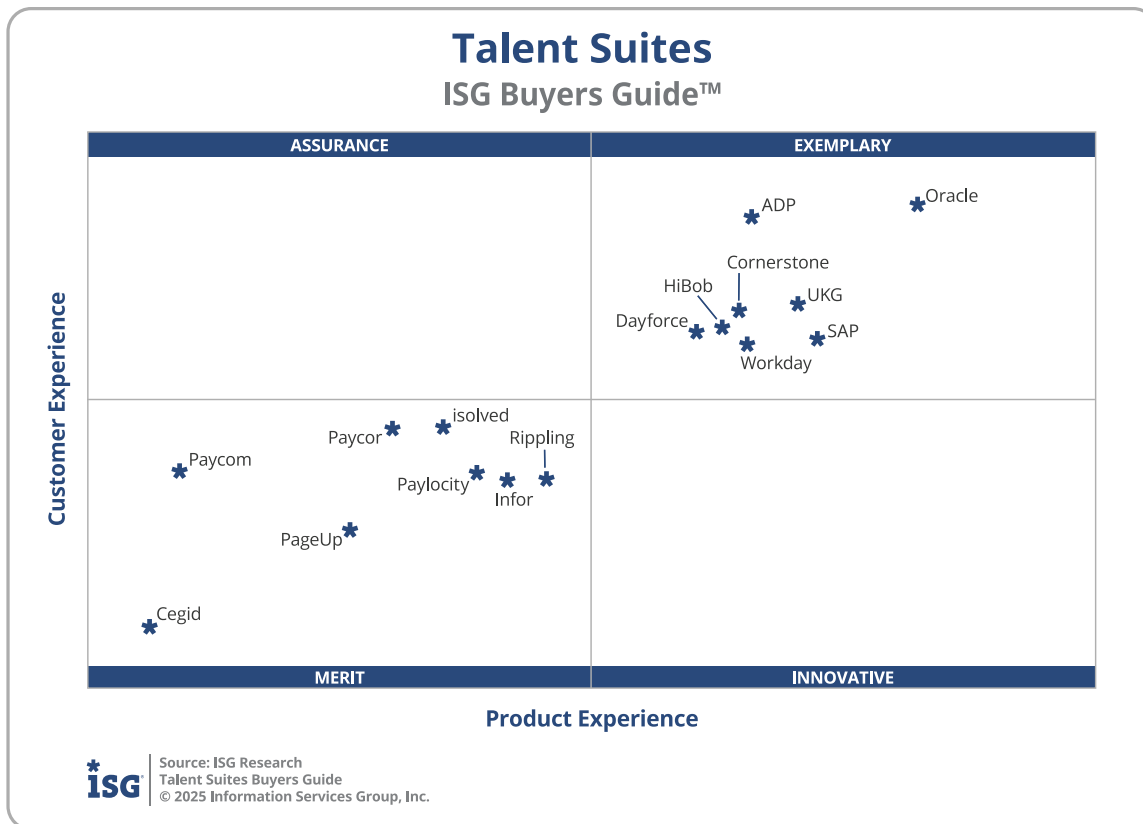
The overall representation of the research below places the rating of the Product Experience and Customer Experience on the *x* and *y* axes, respectively, to provide a visual representation and classification of the software providers. Those providers whose Product Experience have a higher weighted 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.

Talent Suites
Overall

Providers	Grade	Performance
Oracle	A	*Leader* 91.6%
SAP	A-	*Leader* 85.3%
UKG	A-	*Leader* 84.8%
ADP	A-	84.1%
Workday	A-	82.8%
Cornerstone	A-	82.5%
HiBob	A-	81.3%
Dayforce	B++	80.7%
Rippling	B+	72.0%
Infor	B+	70.2%
Paylocity	B+	70.1%
isolved	B+	69.5%
Paycor	B	66.5%
PageUp	B	63.3%
Paycom	B-	56.7%
Cegid	C++	54.7%

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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: ADP, Cornerstone, Dayforce, HiBob, Oracle, SAP, UKG and Workday.

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.

Merit: The categorization of software providers in Merit (lower left) represents those that did not exceed the median of performance in Customer or Product Experience or surpass the threshold for the other three categories. The providers rated Merit are: Cegid, Infor, isolved, PageUp, Paycom, Paycor, Paylocity and Rippling.

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 talent suites, 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 life cycle 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 (20%), Capability (30%), Reliability (10%), Adaptability (10%) and Manageability (10%). This weighting impacted the resulting overall ratings in this research. Oracle, SAP and UKG were designated Product Experience Leaders.

Talent Suites
Product Experience

Providers	Grade	Performance
Oracle	A	Leader 74.3%
SAP	A	Leader 70.4%
UKG	A-	Leader 69.5%
ADP	A-	67.7%
Workday	A-	67.6%
Cornerstone	A-	67.2%
HiBob	A-	66.6%
Dayforce	A-	65.6%
Rippling	B+	59.8%
Infor	B+	58.3%
Paylocity	B+	57.2%
isolved	B+	55.9%
Paycor	B	53.8%
PageUp	B	52.1%
Paycom	B-	45.8%
Cegid	C++	44.4%

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Adaptability of the Product

This category assesses the degree to which products and technology can be adapted to an enterprise's specifications via configurability and customization while still maintaining integrity of integration across the worker, device, business, processes, application and data. Adaptability is also related to the ability to readily integrate with other internal and external systems—for example, integrate data and information securely across processes and systems—and support bidirectional data flows to support synchronization and migration. It also examines the investment by the software provider in resources and improvements.

The research weights Adaptability at 10% of the overall rating. Oracle, ADP and SAP are the Leaders in this category. While not Leaders, UKG and Cornerstone were also found to meet a broad range of enterprise adaptability requirements.

Adaptability is an essential evaluation metric as it determines the flexibility and interconnectivity of the software provider's product related to enterprise requirements. It also enables enterprise software to operate across the variety of platforms and cloud computing environments that exist today and in the future.

Software providers that evaluated well in the Adaptability category understand the criticality of preparing and using information to optimize business execution. These providers meet the specific customization and integration support requirements in these areas, enabling enterprises to process data across business processes, workflows and applications as they operate.

Talent Suites
Adaptability

Providers	Grade	Performance
Oracle	A	Leader 89.9%
ADP	A	Leader 88.1%
SAP	A-	Leader 84.0%
UKG	A-	83.8%
Cornerstone	A-	83.5%
HiBob	A-	82.3%
Workday	B++	78.1%
Dayforce	B++	77.9%
PageUp	B+	73.4%
Rippling	B+	72.4%
Infor	B+	70.1%
Paycor	B	67.5%
Paylocity	B	64.5%
isolved	B	62.6%
Cegid	B-	58.7%
Paycom	C+	48.2%

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Capability of the Product

The Capability criteria is designed to assess the products and features across a broad range of talent suite capabilities that support the management and administration of talent development and talent management experiences often found in the areas of recruiting, onboarding, learning, performance, and talent planning.

ISG Research evaluated more than 65 different function points in six sections to assess the full scope of talent suite capabilities. It also examined the investment by the software provider in resources and improvements.

The research weights Capability at 30% of the overall rating. Oracle, Workday and SAP are the Leaders in this category.

The significant, in-depth Capability evaluation framework for talent suites provides a substantive challenge for many software providers. The research largely focuses on how providers apply talent suites and the specific processes where some specialize, such as talent development, and talent management. Software providers that have more breadth and depth and support the entire set of needs fared better. The varying levels of specialization and capabilities for business found across software providers give enterprises a significant choice in talent suites.

Talent Suites
Capability

Providers	Grade	Performance	
Oracle	A+	*Leader*	97.7%
Workday	A+	*Leader*	94.1%
SAP	A	*Leader*	93.6%
Cornerstone	A		89.7%
UKG	A		89.2%
HiBob	A-		86.6%
Dayforce	A-		85.4%
Paylocity	A-		82.4%
Rippling	B++		81.0%
ADP	B++		78.9%
PageUp	B+		73.2%
Infor	B+		72.1%
Paycor	B+		69.5%
isolved	B+		69.5%
Paycom	B-		60.0%
Cegid	B-		57.9%

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Manageability of the Product

Manageability is evaluated by how well the products can be managed technologically and by business, and governed, secured, licensed and supported in a service level agreement (SLA). Also important is the flexibility of the privacy and security provisions built into the technology with respect to user identity, role and access, how effective that security is, to what extent it supports auditing and compliance, and what licensing or subscription is available from the software provider. It also examines the investment by the provider in resources and improvements.

The research weights Manageability at 10% of the overall rating. Oracle, ADP and Workday are the Leaders in this category. While not a Leader, SAP was also found to meet a broad range of enterprise manageability requirements.

Manageability is an essential evaluation metric to indicate whether the software provider's product can be administrated and supported throughout its life cycle in the enterprise. It also ensures the overall efficiency, compliance and security of the enterprise software.

A software provider's performance in the evaluation criteria is especially critical when examining business and technology administration. Providers that did not perform well had challenges with technology administration, security and license, use and audit. The significance of information security cannot be overstated as the insights and knowledge of an enterprise are present in the data. The growing importance of simplifying manageability is critical and should be a priority for all software provider evaluations.

Talent Suites
Manageability

Providers	Grade	Performance
Oracle	A	Leader 89.0%
ADP	A-	Leader 86.6%
Workday	A-	Leader 85.6%
SAP	A-	85.3%
UKG	A-	83.9%
HiBob	A-	83.6%
isolved	A-	83.5%
Dayforce	A-	81.9%
Cornerstone	B++	80.9%
Infor	B+	70.9%
Rippling	B	67.8%
Paylocity	B	65.2%
PageUp	B	63.8%
Cegid	B-	58.7%
Paycor	C++	53.1%
Paycom	C+	45.1%

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Reliability of the Product

For talent suite processes to operate efficiently and for workers to engage the applications, the software on which they run must reliably deliver the necessary performance and scalability using the existing architecture operating across the enterprise and cloud computing environments. The criteria include depth in the performance and scalability of a software provider's products and architecture, including the metrics to ensure operations and configurability across data, users, instances, activities and tasks. It also examines the investment by the provider in resources and improvements.

The research weights Reliability at 10% of the overall rating. Oracle, UKG and ADP are the Leaders in this category. While not a Leader, SAP was also found to meet a broad range of enterprise reliability requirements.

Reliability is an essential evaluation metric as it indicates the product's ability to perform and scale to the defined enterprise requirements and how well it supports the continuous processing required for business continuity and operational resilience today and into the future.

Evaluating the performance and scalability readiness of software is not always easy as it depends on the type of product information and the volume at which the data is being updated and used by processes and systems. Software providers that did not perform well in this category were not able to provide this level of information at any depth, even though it is necessary to establish the confidence required for provider selection.

Talent Suites
Reliability

Providers	Grade	Performance
Oracle	A	Leader 88.8%
UKG	A-	Leader 86.0%
ADP	A-	Leader 85.0%
SAP	A-	84.5%
Dayforce	B++	80.0%
Infor	B++	76.1%
Cornerstone	B+	74.0%
isolved	B+	73.1%
Workday	B+	71.8%
HiBob	B+	71.0%
Rippling	B	66.9%
Paycor	B	64.7%
Paylocity	B	63.2%
Cegid	C++	55.3%
Paycom	C	39.1%
PageUp	C-	33.5%

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Usability of the Product

Usability is necessary for meeting the varying business needs of executives, management, workers and analysts, along with IT and others involved in the talent suite processes. Products are evaluated on the intelligence in the Usability across user experience, the use of AI and ML and adapting to the diverse competencies of an enterprise's workers. Usability criteria also include the sophistication of the product's support of mobile and web technologies, and the extent to which the product design enables its use by workers of varied skill levels, including conversational experiences using chat and voice. It also examines the investment by the software provider in resources and improvements.

The research weights Usability at 20% of the overall rating. Oracle, ADP and UKG are the Leaders in this category.

Usability is an essential evaluation metric as it provides indicators as to whether the product can be utilized by designated workers within the enterprise. A demonstrated commitment by the software provider to the digital experience of its products is also key.

The importance of usability and the digital experience in software utilization has been increasing over the past decade as is evident in our market research. The requirements to meet the needs of a broad set of roles and responsibilities across an enterprise's cohorts and personas should be a priority for all software providers. Many technological advancements in applying ML and natural language processing are available to provide a universal, intuitive experience of being able to hear, read and talk to systems.

Software providers that performed well in this category have fully embraced the value of usability as a critical element in product experience across all roles and have invested in areas that address user skills and challenges.

Talent Suites
Usability

Providers	Grade	Performance
Oracle	A	Leader 91.0%
ADP	A	Leader 90.6%
UKG	A-	Leader 87.1%
HiBob	A-	84.8%
SAP	A-	84.7%
Cornerstone	A-	82.4%
Dayforce	B++	80.1%
Workday	B++	79.2%
Infor	B+	74.8%
Rippling	B+	74.1%
Paycom	B+	72.5%
Paycor	B+	72.3%
Paylocity	B	66.0%
isolved	B	65.6%
PageUp	B	65.5%
Cegid	C+	49.0%

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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 life cycle 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, ADP and UKG. These category leaders best communicate commitment and dedication to customer needs.

Talent Suites
Customer Experience

Providers	Grade	Performance
Oracle	A-	Leader 17.2%
ADP	A-	Leader 17.0%
UKG	B++	Leader 15.5%
Cornerstone	B++	15.3%
HiBob	B++	15.1%
Dayforce	B+	15.0%
SAP	B+	14.8%
Workday	B+	14.8%
Paycor	B	13.2%
isolved	B	13.2%
Paylocity	B-	12.5%
Paycom	B-	12.5%
Rippling	B-	12.4%
Infor	B-	12.4%
PageUp	B-	11.4%
Cegid	C+	9.7%

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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.

TCO/ROI of the Software Provider

The TCO/ROI category applies evaluation criteria designed to assess how effective the software provider is in demonstrating the business case, including the product's strategic value, total cost of ownership and total benefit of ownership. The criteria also include an evaluation of the tools and documentation it provides to enable customer evaluation of TCO and ROI, and what the software provider cites as its investment and services to support it. It also examines the investment by the provider in resources and improvements.

The research weights TCO/ROI at 10% of the overall rating. Oracle, ADP and Cornerstone are Leaders in this category.

TCO/ROI is an essential evaluation metric when determining a software provider's commitment to the customer experience and whether the costs associated with deployment and adoption of the provider's product align with its value. A provider should also demonstrate its ability to support an enterprise's current and future goals.

Software providers that evaluated well in this category provided buyers and customers with the TCO/ROI-related support needed to effectively build the business case and get funding for investment. Those that did not struggled to make available the tools and documentation needed for enterprises to make a sound buying decision.

Talent Suites
TCO/ROI

Providers	Grade	Performance
Oracle	A-	Leader 84.2%
ADP	A-	Leader 82.3%
Cornerstone	A-	Leader 82.2%
UKG	B++	77.2%
Dayforce	B++	76.7%
SAP	B++	75.0%
Workday	B+	72.4%
Paycor	B+	71.3%
Paycom	B+	70.3%
HiBob	B	67.9%
isolved	B	65.8%
PageUp	B-	61.8%
Rippling	B-	57.9%
Infor	C++	55.7%
Paylocity	C++	54.2%
Cegid	C	41.4%

Source: ISG Research
Talent Suites Buyers Guide
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Validation of the Software Provider

The Validation category assesses the software provider's ability to support a customer through the life cycle of working with its products. It examines the provider's commitment to the customer experience from leadership, processes and systems, and evaluates a software provider's ability to assess its customer experience across front and back office and the marketing and communication of that experience. The viability of a software provider from financial growth, management and customer growth are evaluated, as are customer references and studies on the provider's website and the use of feedback to improve the provider's operations.

The Validation category also evaluates the customer journey across sales, onboarding, support, services and partners as well as examining the product releases and roadmap, and how the software provider utilizes formalized interactions with customers to improve products. Validation looks at the services, the support provided and the provider's digital effectiveness to facilitate the customer relationship. It also examines the investment by the software provider in resources and improvements.

Talent Suites
Validation

Providers	Grade	Performance
Oracle	A	Leader 88.2%
ADP	A	Leader 88.1%
HiBob	A-	Leader 82.6%
UKG	B++	77.7%
Workday	B++	75.6%
SAP	B+	73.4%
Dayforce	B+	73.1%
Cornerstone	B+	70.7%
Paylocity	B+	70.7%
Infor	B	67.9%
isolved	B	66.4%
Rippling	B	65.8%
Paycor	B-	61.1%
Cegid	C++	55.4%
Paycom	C++	54.5%
PageUp	C++	52.4%

Source: ISG Research
Talent Suites Buyers Guide
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The research weights Validation at 10% of the overall rating. The Leaders here are Oracle, ADP and HiBob.

Appendix: Software Provider Inclusion

For inclusion in the ISG Buyers Guide™ for Talent Suites in 2025, a software provider must be in good standing financially and ethically, have at least $70 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 last 12 months.

Talent suites include capabilities which support and enable enterprise talent management and development functions. Talent suite software drives the full talent journey, from attracting top candidates to cultivating high-performing employees, ensuring a continuous focus on growth, development and long-term career alignment.

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 talent suite 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
ADP	Lyric HCM	SaaS	February 2025
Cegid	Cegid TalentSoft	SaaS	February 2025
Cornerstone	Cornerstone Galaxy	SaaS	February 2025
Dayforce	Dayforce HCM	R2025.1	February 2025
HiBob	Bob HCM	SaaS	February 2025
Infor	Infor HR Talent	2025.1	February 2025
isolved	isolved People Cloud	11.2	February 2025
Oracle	Oracle Cloud HCM	25A	February 2025
PageUp	PageUp	SaaS	February 2025
Paycom	Paycom	SaaS	February 2025
Paycor	Paycor	SaaS	February 2025
Paylocity	Paylocity	SaaS	February 2025
Rippling	Rippling HCM	SaaS	February 2025
SAP	SAP SuccessFactors HCM	2H2024	October 2024
UKG	UKG Pro	2024.R2	November 2024
Workday	Workday HCM	2024R2	September 2024

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	Capabilities
BambooHR	BambooHR	Yes	Yes	No
Asure	Asure/ Peoplestrategy	Yes	Yes	No
Darwinbox	Darwinbox	Yes	Yes	No
Namely	Namely	Yes	Yes	No
Unit4	Unit4 HCM	Yes	Yes	No
Zoho	Zoho PeoplePlus	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.

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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 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.