

Workforce Management Suites Buyers Guide

Software Provider and Product Assessment



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Key Takeaways – Workforce Management Suites

Workforce management suites have evolved into operational control layers that directly connect labor decisions to cost, compliance and service outcomes. Enterprises are prioritizing earlier visibility into wage exposure, overtime risk and staffing gaps to enable proactive trade-offs before finalizing schedules. Suites are increasingly expected to unify forecasting, scheduling and execution with embedded intelligence that is usable in frontline workflows. Adoption and experience design remain foundational, as the value of optimization depends on consistent usage across supervisors and workers.

Software Provider Summary

The ISG Buyers Guide™ for Workforce Management Suites evaluates 11 software providers offering products that support end-to-end workforce planning, scheduling and labor optimization. The research ranked the top three overall leaders as Oracle, ADP and UKG. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. ADP, ADP WorkForce Software, Oracle, SAP and UKG were rated Exemplary, with Workday rated Innovative. Quinyx was rated as Assurance, while ATOSS, Blue Yonder, Dayforce and Infor were rated as Merit.

Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (30%) and Platform (50%), which includes adaptability, manageability, reliability and usability. UKG, Oracle and ADP achieved the highest performance as Leaders in this category, supported by broad, end-to-end workforce management capabilities across scheduling, optimization and policy governance, as well as robust, scalable platform architectures that enable secure integration and intuitive user access. Leaders demonstrated enterprise-grade platform capabilities that support varied roles and operational contexts.

Customer Experience Value

Customer Experience, representing 20% of the evaluation, focuses on validation and TCO/ROI. ADP, Oracle and ADP WorkForce Software were the Leaders in this category, demonstrating strong customer advocacy and a clear investment in successful outcomes. Providers with lower performance often lacked publicly available customer validation or failed to demonstrate structured ROI measurement and proactive lifecycle engagement.

Strategic Recommendations

Enterprises should evaluate suites based on the ability to surface costs and compliance risk before finalizing schedules. Prioritize platforms that embed forecasting, optimization and policy enforcement directly into operational workflows. Assess whether skills-based staffing and integration depth reflect real workforce and system dependencies. Validate that employee and supervisor experiences support consistent adoption at scale.



Workforce Management Suites

Workforce management is no longer a back-office discipline that quietly cleans up time cards and prints schedules. It has become a leadership lever for cost control, service stability and employee experience in labor-intensive environments. When demand shifts quickly and

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Buyers want a system that connects operational demand to staffing decisions, applies labor rules consistently and helps manage labor as a controlled trade-off rather than a stream of reactive exceptions.

staffing models are stretched, the schedule becomes a business decision. Small staffing choices can swing overtime, premium pay, compliance exposure and customer outcomes in the same day. Leaders want earlier visibility into cost and compliance before the roster is locked, and workers expect more flexibility and a simpler way to handle common schedule issues without waiting for a supervisor.

ISG Research defines workforce management suites as end-to-end platforms that layer advanced capabilities—such as skills-based optimization, real-time cost simulation, task and activity management, AI-powered forecasting, conversational HR service, open APIs and embedded analytics—onto the core disciplines of time, attendance and scheduling. A suite unifies labor compliance, payroll data, earned wage access, learning triggers and productivity insights into a single experience, giving executives a source of truth for planning and execution. It can also provide low-code tools so operators can extend workflows without heavy customization. In the market, that definition signals a shift in expectations. Buyers want a system that

connects operational demand to staffing decisions, applies labor rules consistently and helps manage labor as a controlled trade-off rather than a stream of reactive exceptions.

Enterprises need suites that behave like a practical operating layer for frontline work. Leaders need earlier visibility into wage exposure, overtime risk, rule conflicts and staffing gaps so trade-offs happen before schedules are published. They need the ability to quickly adjust rosters while keeping controls in place, including guardrails that prevent labor rule violations and inconsistent premium handling. They need workforce flexibility, including support for bringing in resources from agencies and gig marketplaces when core staffing falls short, and they need staffing decisions that reflect skills rather than job titles. Adoption remains critical. If the experience is difficult for supervisors or employees, the organization reverts to manual workarounds and the suite never delivers on forecasting and optimization.

Suites are increasingly evaluated based on when insight shows up. Traditional WFM confirmed hours worked and corrected errors before calculating payroll. That remains essential. However, today, suites are expected to predict demand and surface the financial impact of



options before publishing a shift, paired with low-friction experiences for hourly workforces. When leaders can see cost and compliance risk early, they can manage labor through planned trade-offs instead of cleanup.

AI and analytics matter only when they are operationally usable. Advances in AI, GenAI and real-time analytics are making WFM software more powerful and easier for workers to use through self-service tools. Enterprises want fewer exceptions, better coverage, lower overtime and premium pay leakage, faster schedule publication and less supervisor time spent in the system. That means intelligence must be embedded in the workflow, expressed clearly and constrained by labor and safety rules.

By 2028, two-thirds of enterprises using workforce management systems will have near real-time visibility into schedule cost, enabling trade-off decisions before publishing schedules. Near real-time schedule cost is not just a report. It requires current rates, premiums, labor rules and staffing requirements to be applied consistently and fast enough to influence decisions. Suites that simulate cost and risk as schedules are built help enterprises prevent problems, while suites that only report after schedules are finalized keep organizations in reactive mode.

Workforce management suites are also being pulled into a broader workforce ecosystem. Enterprises increasingly expect scheduling to connect to payroll, HR and operational systems that drive demand. The value is practical. Tying schedule decisions to learning triggers supports cross-training. Connecting earned wage access can enhance the worker experience without adding manual steps. Integration depth increasingly determines whether the suite operates as a standalone tool or as part of an orchestrated workforce platform.

Skills and certifications represent another inflection point. Many environments cannot treat labor as interchangeable. That means scheduling specific skills, licenses and safety certifications while balancing fatigue constraints and compliance rules. ISG highlights the importance of making staffing decisions based on specific skills rather than job titles. Suites that apply skills and certifications without heavy manual maintenance are better positioned to improve coverage and reduce compliance risk.

Experience design is now central to suite value. Worker expectations increasingly reflect consumer-style interaction patterns, including mobile-first access and chat-based self-service. A suite that cannot deliver reliable mobile self-service will struggle with adoption, and without





adoption, the data that powers forecasting and optimization degrades. Reliable usage is foundational to delivering labor intelligence at scale.

Enterprises should evaluate suite providers as orchestration partners. Buyers should look for proof that cost and compliance intelligence appear before the roster is locked, that rules and premiums are applied consistently across locations and that the platform scales without turning into a customization project. They should test whether forecasting and optimization reflect how the business actually runs, whether skills and certifications can be applied with minimal manual effort and whether employee self-service measurably reduces supervisor workload.

The 2026 ISG Buyers Guide™ for Workforce Management Suites evaluates software providers across key capability areas, including core time and attendance, scheduling optimization, labor forecasting, skills-based staffing, cost and compliance simulation, workflow orchestration, integration depth, employee and supervisor self-service, AI-driven intelligence and governance controls. This research evaluates the following software providers: ADP, ADP WorkForce Software, ATOSS, Blue Yonder, Dayforce, Infor, Oracle, Quinyx, SAP, Workday and UKG.



The Findings – Workforce Management Suites

The software providers and products evaluated in this research offer product and customer experiences, but not every feature is equally valuable to every enterprise or is needed to support the relevant business processes and use cases. Moreover, having too many product capabilities may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a more comprehensive set of capabilities is important and meets your enterprise's requirements.

An effective customer relationship with a software provider is vital to the success of any investment. The overall customer experience and the full lifecycle of engagement play a key role in ensuring satisfaction and long-term success. Providers with dedicated customer leadership, such as chief customer officers, tend to invest more deeply in these relationships and prioritize customer outcomes in line with TCO and ROI expectations. It is equally important that this commitment to customer success is evident throughout the provider's website, the buying process and the customer journey.

Overall Scoring of Software Providers Across Categories

The research finds Oracle atop the list, followed by ADP and UKG. Providers that place in the top three of a category earn the designation of Leader. ADP and Oracle have done so in five categories, UKG in four and ADP WorkForce Software in one category.

The quadrant chart below presents ratings for Product Experience and Customer Experience on the x- and y-axes, respectively, to visually classify software providers. Those providers whose Product Experience has above-median weighted performance on the axis, in aggregate across the two product categories, place farther to the right. The performance and weighting for the Customer Experience category determine 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.

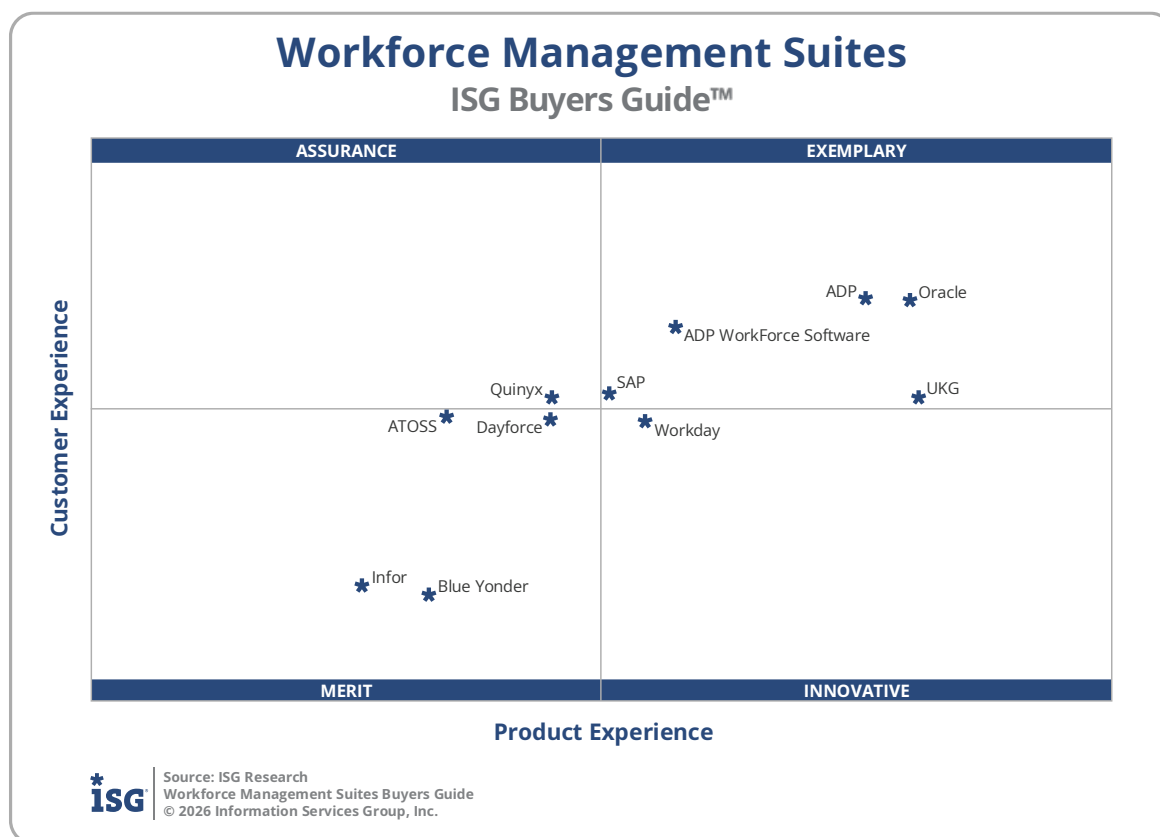
Workforce Management Suites Overall

Providers	Grade	Performance
Oracle	A-	Leader 84.5%
ADP	A-	Leader 83.5%
UKG	A-	Leader 82.7%
ADP WorkForce SW	B++	78.3%
Workday	B++	76.0%
SAP	B++	75.5%
Dayforce	B+	74.2%
Quinyx	B+	73.8%
ATOSS	B+	71.0%
Blue Yonder	B	67.1%
Infor	B	66.0%



Source: ISG Research
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The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. Placement represents the software providers' weighted performance in meeting the requirements of product and customer experience.



Exemplary: This rating (upper right) applies to those providers that performed above the median on Product and Customer Experience requirements. The providers rated Exemplary are: ADP, ADP WorkForce Software, Oracle, SAP and UKG.

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

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

Merit: This rating (lower left) applies to those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: ATOSS, Blue Yonder, Dayforce and Infor.

We advise enterprises to use this research as a supplement to their own evaluations, recognizing that ratings or rankings do not solely represent a provider's value 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, evaluating specific capabilities and the underlying platform of the product. Our evaluation of the Product Experience examines the lifecycle of onboarding, configuration, operations, usage and maintenance. Too often, provider assessments focus on market execution and future vision rather than the full product.

Product Experience accounted for 80% (four-fifths) of the rating based on the underlying weighted performance. The category weighting was 30% for Capability and 50% for Platform. UKG, Oracle and ADP were designated Product Experience Leaders.

Workforce Management Suites Product Experience

Providers	Grade	Performance
UKG	A-	Leader 67.0%
Oracle	A-	Leader 66.9%
ADP	A-	Leader 65.9%
ADP WorkForce SW	B++	61.5%
Workday	B++	60.8%
SAP	B+	59.8%
Quinyx	B+	58.6%
Dayforce	B+	58.6%
ATOSS	B+	56.2%
Blue Yonder	B+	55.8%
Infor	B	54.2%



Source: ISG Research
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Capability of the Product

The Capability criteria assess the products and features across a broad range of workforce management suite capabilities that support end-to-end workforce execution, configurable policy governance and optimization and analytics at scale.

ISG Research evaluated more than 90 different function points in 12 sections to assess the full scope of workforce management suite capabilities. The research weights Capability at 30% of the overall rating. UKG, Oracle and ADP are the Leaders in this category.

Workforce Management Suites Capability

Providers	Grade	Performance
UKG	A	Leader 90.0%
Oracle	A	Leader 89.1%
ADP	A	Leader 87.5%
Dayforce	B++	80.5%
Workday	B++	79.9%
SAP	B++	77.0%
ADP WorkForce SW	B++	76.5%
Quinyx	B	67.9%
Infor	B	65.6%
Blue Yonder	B	63.5%
ATOSS	B-	61.3%



Source: ISG Research
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The Capability evaluation for workforce management suites provides a framework for enterprises. Software providers with greater breadth and depth and that support the full set of needs fared better.



Platform of the Product

The Platform category evaluates the underlying requirements of a platform and examines how well a software product meets enterprise needs across business and IT. It measures how effectively the product can be managed, configured and integrated into enterprise environments; how efficiently it can be governed and secured; how reliably it performs and scales; and how intuitively it supports users across varied roles and skill levels. The Platform category in the ISG Buyers Guide™ examines specific requirements for adaptability, manageability, reliability and usability.

The grading of the underlying platform focuses on a software product's overall robustness and the flexibility of a provider's software foundation. Adaptability measures a product's ability to be customized and integrated across systems and data, while manageability focuses on governance, security and compliance. Reliability considers performance and scalability across environments, and usability assesses how intuitive and accessible the product is through design, AI use and ongoing provider investment.

ISG Research evaluated 16 function points in five sections to assess the full scope of platform capabilities. The research weights Platform at 50% of the overall rating. Oracle, UKG and ADP are the Leaders in this category.

Platform is an essential evaluation category as it indicates the strength and resilience of a software provider's product architecture. A well-designed platform ensures secure and compliant operations, dependable scalability and uptime, and a unified, intuitive experience for a range of usage personas. It also reflects the provider's capacity to support deployment models while maintaining flexibility to meet enterprise demands.

Workforce Management Suites Platform

Providers	Grade	Performance
Oracle	B++	Leader 80.3%
UKG	B++	Leader 80.0%
ADP	B++	Leader 79.2%
ADP WorkForce SW	B++	77.0%
Quinyx	B++	76.5%
ATOSS	B++	75.6%
Workday	B+	73.6%
SAP	B+	73.4%
Blue Yonder	B+	73.4%
Infor	B+	69.0%
Dayforce	B+	68.8%



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Software providers that performed best in the Platform category have support for the breadth and depth of needs across business and IT, supporting adaptability, manageability, reliability and usability. Providers with lower performance were challenged in one or more of these areas or did not demonstrate a cohesive, enterprise-grade approach. The underlying platform for a software provider's products is essential in any evaluation.



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 to ensuring satisfaction with that provider. The ISG Buyers Guide™ examines a software provider's customer commitment, viability, customer success, sales and onboarding, product roadmap and partner and support services. The customer experience category also examines TCO/ROI and how well a software provider demonstrates the product's overall value, costs and benefits, including the tools and resources to evaluate these factors.

The research results in Customer Experience account for 20% (one-fifth) of the full 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 ranked the highest in the Customer Experience category are ADP, Oracle and ADP WorkForce Software. These category leaders best communicate commitment and dedication to customer needs.

Workforce Management Suites Customer Experience

Providers	Grade	Performance
ADP	A-	Leader 17.2%
Oracle	A-	Leader 17.2%
ADP WorkForce SW	A-	Leader 16.7%
SAP	B++	15.5%
Quinyx	B++	15.5%
UKG	B++	15.5%
ATOSS	B++	15.2%
Dayforce	B++	15.1%
Workday	B++	15.0%
Infor	B-	12.1%
Blue Yonder	B-	12.0%



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Software providers that did not perform well in this category did not provide sufficient information to demonstrate success or articulate a commitment to customer experience. Partnering with a software provider requires continuous investment, so a holistic evaluation must include examination of the customer experience by providers.



Oracle

Company and Product Profile

Oracle Workforce Management, v.26D, December 2025

“Align business strategy, reduce compliance risk, and deploy the workforce with greater control through a fully integrated HR solution that links time, labor, scheduling, and leave management with payroll, financial, and personnel data.” — Oracle

Summary

Our analysis classified Oracle as Exemplary, receiving an overall grade of A- with an 84.5% performance. Oracle's best grouped results came in Customer Experience with an 85.8% performance and an A- grade. In Product Experience, Oracle also received an A- grade with an 84.1% performance. Oracle was designated a Leader Overall and in every category.

Strengths

Oracle demonstrates strong performance in Product Experience, delivering a highly capable and cohesive workforce management solution built for enterprise scale. Its strengths are most evident in core areas such as scheduling, time and labor, and workforce analytics, where it combines deep configurability with embedded intelligence to support complex, multi-country environments. The platform's tight integration across the broader Fusion Cloud ecosystem allows workforce data to flow seamlessly into adjacent domains like finance and operations, enabling more informed, context-aware decision-making. Oracle also distinguishes itself through its ability to operationalize real-time insights, helping organizations continuously optimize labor allocation, maintain compliance and align workforce execution with broader business objectives.

Challenges

Though designated a Leader in all categories, Oracle nonetheless has room to improve in Customer Experience, where its breadth of capability does not always translate into a streamlined or intuitive experience. The same configurability and depth that power complex use cases can introduce friction in usability, navigation and clarity of value for both administrators and frontline users. Compared to more focused WFM providers, Oracle can feel less purpose-built, particularly in areas where simplicity, speed and role-based workflows are critical. As a result, organizations may find that while the platform is highly capable, unlocking and communicating its full value across user groups requires more deliberate enablement, design and internal alignment.

Workforce Management Suites			
Oracle			
Exemplary Provider			
Category	Performance		Grade
Overall	Leader	84.5%	A-
Product	Leader	84.1%	A-
Capability	Leader	89.1%	A
Platform	Leader	80.3%	B++
Customer	Leader	85.8%	A-

 Source: ISG Research
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Software Provider Inclusion – Workforce Management Suites

For inclusion in the 2026 ISG Buyers Guide™ for Workforce Management Suites, a software provider must be in good standing financially and ethically, have at least \$40 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.

WFM Suites platforms include the following capabilities: All of the components for WFM Basics plus AI-driven workforce optimization, advanced workforce analytics and reporting, comprehensive compliance management and automation, workforce engagement and collaboration tools and seamless integration with enterprise systems (HCM, payroll, learning, productivity tools, etc.).

The research is 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 contain 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 this research, we automatically evaluate that provider for inclusion.

We invited all software providers offering relevant products and meeting the inclusion requirements to participate in the evaluation process at no cost.

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 significantly impact classification and ratings, we recommend additional scrutiny when evaluating those providers.



Products Evaluated

Provider	Product Names	Version	Release Month/Year
ADP	ADP Workforce Manager	NA	November 2025
ADP WorkForce Software	ADP Workforce Suite	NA	September 2025
ATOSS	ATOSS	NA	December 2025
Blue Yonder	Workforce and Labor Management	NA	December 2025
Dayforce	Dayforce Workforce Management	2025.2.1 Patch 2.2	December 2025
Infor	Infor Workforce Management	NA	October 2025
Oracle	Oracle Workforce Management	26D	December 2025
Quinyx	Quinyx	NA	December 2025
SAP	SAP Workforce Management	NA	November 2025
UKG	UKG Pro WFM	R102	November 2025
Workday	Workday Workforce Management	2025R2	September 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	Capability	Revenue	Geography	Customers
Deltek	Replicon Time Tracking	No	Yes	Yes	Yes
isolved	isolved Workforce Management	No	Yes	Yes	Yes
Paycom	Time and Labor Management	No	Yes	Yes	Yes
Paycor	Workforce Management	No	Yes	Yes	Yes
Paylocity	Time and Labor	No	Yes	Yes	Yes
Rippling	Scheduling	No	Yes	Yes	Yes
TCP Software	Time Clock Plus	No	Yes	Yes	Yes



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

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.



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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



Matthew Brown

Director of Research, HCM

Matthew Brown leads the HCM software expertise at ISG and guides HR and business leaders with over two decades of experience. His research covers the full range of HCM processes and software including employee experience, learning management, payroll management, talent management, total compensation management and workforce management.



Robert D. Kugel, CFA

Executive Director, Business Research

Robert Kugel leads business software research for ISG. His team covers technology and applications spanning front- and back-office enterprise functions, and he personally runs the Office of Finance area of expertise. Rob is a CFA charter holder, a published author and thought leader on integrated business planning (IBP).