

CRM Sales Buyers Guide

Software Provider and Product Assessment

**SOFTWARE
PROVIDER
REPORT**

***ISG** Research

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Key Takeaways – CRM Sales

CRM sales software has become a central coordination layer for enterprise revenue execution as organizations address longer buying cycles, margin pressure and heightened expectations for forecast reliability. Buyers are increasingly navigating digital research, peer validation and assisted selling, requiring structured opportunity management and standardized progression. Enterprises are prioritizing governed workflows, real-time pipeline visibility and integrated pricing coordination to connect frontline activity directly to financial outcomes.

Software Provider Summary

The ISG Buyers Guide™ for CRM Sales evaluates 19 software providers offering products that support account and opportunity management, pipeline and forecasting, territory alignment, pricing coordination, analytics and AI-driven revenue guidance. The research ranked the top three overall leaders as Salesforce, Oracle and HubSpot. Providers were classified using weighted performance in Product Experience and Customer Experience for ISG quadrant placement. Creatio, HubSpot, Microsoft, Oracle, Oracle NetSuite, Salesforce, ServiceNow and Zoho were rated Exemplary, with SAP and SugarCRM rated Innovative. Infor and Veeva were rated Assurance, and Aptean, BUSINESSNEXT, monday.com, Odoo, Sage, Zendesk and ZoomInfo were rated as Merit.

Product Experience Insights

Product Experience, representing 80% of the evaluation, focuses on Capability (40%) and Platform (40%), including adaptability, manageability, reliability and usability. Salesforce, Oracle and HubSpot achieved the highest performance as Leaders in this category, supported by structured opportunity and pipeline management frameworks and robust platform architecture that enables governance, scalability and enterprise integration. Leaders demonstrated enterprise-grade platform capabilities across varied roles and contexts.

Customer Experience Value

Customer Experience, representing 20% of the evaluation, focuses on validation and TCO/ROI. Salesforce, HubSpot and Oracle were the Leaders in this category, demonstrating strong customer advocacy and showing 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 prioritize CRM sales platforms that standardize qualification, forecasting and pricing workflows within governed architectures. Evaluations must emphasize integration with finance and revenue operations, disciplined data management and readiness for AI-enabled guidance. Executive sponsorship and clear process ownership are essential to improving forecast transparency and sustaining predictable growth.



CRM Sales

Sales has become a central coordination layer for enterprise revenue strategy as organizations confront longer buying cycles, margin pressure and heightened expectations for predictable growth. Buyers now control more of the evaluation process, moving between digital research, peer validation and assisted selling. In this environment, sales software must guide execution, standardize opportunity progression and connect frontline activity directly to financial outcomes.

ISG Research defines sales software as enterprise capabilities that manage and optimize the end-to-end sales lifecycle, including account and opportunity management, pipeline visibility, forecasting, territory alignment and revenue execution within governed workflows. These systems function as both systems of record and systems of execution, embedding data

capture, analytics and automation into daily selling processes.

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Enterprises require sales platforms that improve productivity without increasing administrative burden.

Enterprises require sales platforms that improve productivity without increasing administrative burden. Structured stage progression, standardized qualification frameworks and real-time pipeline visibility strengthen forecast reliability and reduce reliance on spreadsheets and disconnected tools. Integration with pricing and quoting processes improves margin discipline and aligns projected and realized revenue.

Artificial intelligence increasingly enhances these capabilities. Predictive models improve forecast accuracy and identify at-risk deals, while generative and agentic AI support next-best-action guidance and communication drafting within defined governance controls. However, AI must operate within disciplined data and workflow frameworks to preserve transparency and trust.

Economic pressure further elevates the importance of structured execution. ISG asserts that through 2027, enterprises that continue to rely on heavily customized, legacy sales force automation environments will face increasing difficulty deploying advanced AI capabilities and achieving forecast transparency, constraining revenue predictability.

The 2026 ISG Buyers Guide™ for CRM Sales evaluates software providers across key capability areas, including account and opportunity management, pipeline and forecasting, territory alignment, pricing coordination, analytics and AI-driven revenue guidance. This research evaluates the following software providers: Aptean, BUSINESSNEXT, Creatio, HubSpot, Infor, Microsoft, monday.com, Odoo, Oracle, Oracle NetSuite, Sage, Salesforce, SAP, ServiceNow, SugarCRM, Veeva, Zendesk, Zoho and ZoomInfo.



The Findings – CRM Sales

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 Salesforce atop the list, followed by Oracle and HubSpot. Providers that place in the top three of a category earn the designation of Leader. Salesforce and Oracle have done so in five categories, HubSpot in three, and Microsoft and ServiceNow 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.

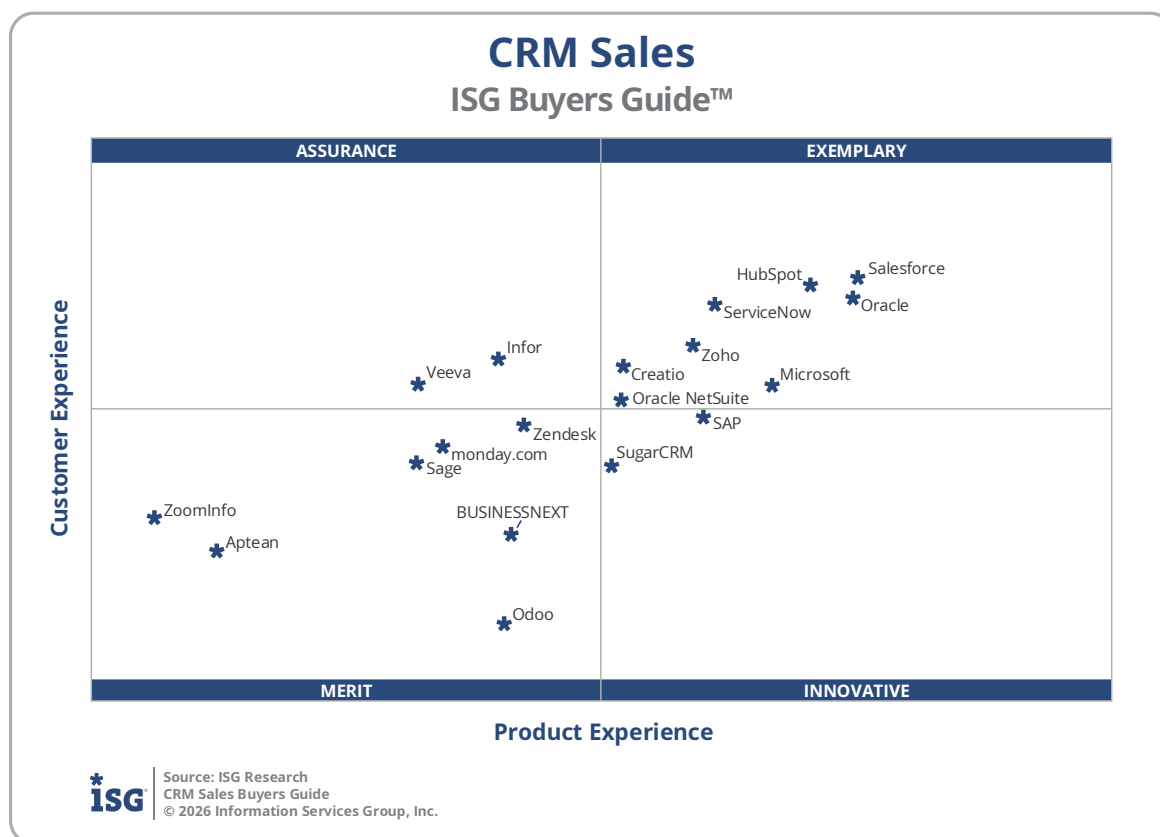
The research categorizes and rates software providers into one of four categories: Assurance, Exemplary, Merit or Innovative. Placement represents the software providers' weighted performance in meeting the requirements of product and customer experience.

CRM Sales Overall

Providers	Grade	Performance
Salesforce	A-	Leader 83.3%
Oracle	A-	Leader 82.7%
HubSpot	B++	Leader 80.5%
ServiceNow	B++	75.8%
Microsoft	B++	75.4%
Zoho	B+	73.4%
SAP	B+	70.8%
Creatio	B	67.8%
Oracle NetSuite	B	67.3%
SugarCRM	B	64.4%
Infor	B	64.0%
Zendesk	B	62.9%
Veeva	B-	59.5%
BUSINESSNEXT	B-	58.8%
monday.com	B-	56.5%
Odoo	C++	56.0%
Sage	C++	54.8%
Aptean	C+	45.5%
ZoomInfo	C+	44.3%



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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: Creatio, HubSpot, Microsoft, Oracle, Oracle NetSuite, Salesforce, ServiceNow and Zoho.

Innovative: This rating (lower right) represents those that performed above median in Product Experience but not in Customer Experience. The providers rated Innovative are: SAP and SugarCRM.

Assurance: This rating (upper left) represents those that performed above median in Customer Experience but not in Product Experience. The providers rated Assurance are: Infor and Veeva.

Merit: This rating (lower left) represents those that did not surpass the median in Customer or Product Experience. The providers rated Merit are: Aptean, BUSINESSNEXT, monday.com, Odoo, Sage, Zendesk and ZoomInfo.

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 40% for Capability and 40% for Platform. Salesforce, Oracle and HubSpot were designated Product Experience Leaders.

Capability of the Product

The Capability criteria assess the products and features across a broad range of CRM sales capabilities, including sales and opportunity management, service and case management, marketing and contact management, partners and partner relationship management, digital commerce, sales opportunity and pipeline management, sales forecasting, digital engagement, territory and quota planning, incentive compensation and analytics and reporting.

ISG Research evaluated the full scope of CRM sales capabilities. The research weights Capability at 40% of the overall rating. Salesforce, Oracle and Microsoft are the Leaders in this category.

The Capability evaluation for CRM sales provides a framework for enterprises. Software providers with greater breadth and depth and that support the full set of needs fared better.

CRM Sales Product Experience

Providers	Grade	Performance
Salesforce	A-	Leader 66.4%
Oracle	A-	Leader 66.2%
HubSpot	B++	Leader 63.5%
Microsoft	B++	61.8%
ServiceNow	B+	57.9%
SAP	B+	57.8%
Zoho	B+	57.4%
Creatio	B	53.9%
Oracle NetSuite	B	53.8%
SugarCRM	B	52.8%
Zendesk	B-	48.8%
BUSINESSNEXT	B-	47.0%
Infor	B-	46.8%
Odoo	B-	46.7%
monday.com	C++	43.3%
Veeva	C++	41.8%
Sage	C++	41.6%
Aptean	C	33.2%
ZoomInfo	C-	29.6%



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CRM Sales Capability

Providers	Grade	Performance
Salesforce	A	Leader 89.0%
Oracle	A-	Leader 87.5%
Microsoft	A-	Leader 86.1%
HubSpot	A-	82.6%
SAP	A-	81.3%
Oracle NetSuite	B++	75.6%
SugarCRM	B+	74.9%
Zoho	B+	69.8%
ServiceNow	B	65.3%
Odoo	B-	61.3%
Creatio	B-	59.7%
Zendesk	B-	58.6%
monday.com	C++	54.4%
BUSINESSNEXT	C++	54.1%
Sage	C+	49.5%
Infor	C+	47.2%
Aptean	C-	35.3%
Veeva	D	29.3%
ZoomInfo	F	17.2%



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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 40% of the overall rating. ServiceNow, Oracle and Salesforce 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.

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.

CRM Sales Platform

Providers	Grade	Performance
ServiceNow	B++	Leader 79.5%
Oracle	B++	Leader 78.1%
Salesforce	B++	Leader 76.9%
HubSpot	B++	76.1%
Veeva	B++	75.1%
Zoho	B+	73.6%
Infor	B+	69.9%
Creatio	B+	69.9%
Microsoft	B	68.5%
BUSINESSNEXT	B	63.4%
Zendesk	B	63.4%
SAP	B	63.3%
Oracle NetSuite	B-	58.9%
SugarCRM	B-	57.0%
ZoomInfo	B-	56.9%
Odoo	C++	55.4%
Sage	C++	54.6%
monday.com	C++	53.8%
Aptean	C+	47.8%



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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 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 Salesforce, HubSpot and Oracle. These category leaders best communicate commitment and dedication to customer needs. While not a Leader, ServiceNow was also found to meet a broad range of enterprise customer experience requirements.

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.

CRM Sales Customer Experience

Providers	Grade	Performance
Salesforce	A-	Leader 17.5%
HubSpot	A-	Leader 17.2%
Oracle	A-	Leader 16.9%
ServiceNow	A-	16.8%
Zoho	B++	15.7%
Infor	B++	15.4%
Creatio	B++	15.2%
Veeva	B+	14.7%
Microsoft	B+	14.7%
Oracle NetSuite	B+	14.3%
SAP	B+	14.0%
Zendesk	B	13.7%
monday.com	B	13.0%
SugarCRM	B	12.7%
Sage	B	12.6%
ZoomInfo	B-	11.9%
BUSINESSNEXT	B-	11.4%
Aptean	C++	11.2%
Odoo	C+	9.8%



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Software Provider Inclusion – CRM Sales

For inclusion in the ISG Buyers Guide™ for CRM Sales in 2026, 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 100 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.

To be evaluated, the software provider must offer products that include the following capabilities: sales opportunity and pipeline management, sales forecasting, digital engagement, territory and quota planning, incentive compensation, 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.

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
Aptean	Aptean CRM	NA	February 2026
BUSINESSNEXT	CRMNEXT (BUSINESSNEXT CRM)	NA	February 2026
Creatio	Creatio CRM	Creatio 8.3.2 (Twin)	December 2025
HubSpot	HubSpot CRM	NA	February 2026
Infor	Infor CRM	Infor CRM SLX Version 10	January 2026
Microsoft	Dynamics 365 Sales	2025 release wave 2	October 2025
monday.com	monday CRM	NA	February 2026
Odoo	Odoo CRM	19.1	January 2026
Oracle	Oracle Sales (Fusion Cloud CX)	26A quarterly update	February 2026
Oracle NetSuite	NetSuite CRM	NetSuite 2026.1	February 2026
Sage	Sage CRM	Sage CRM 2025 R2	Sage CRM 2025 R2
Salesforce	Agentforce Sales Agentforce Revenue	Spring '26 Release	February 2026
SAP	SAP Sales Cloud (SAP Cloud for Customer)	Release 2602	Release 2602
ServiceNow	ServiceNow Customer Service Management (CSM)	Zurich	February 2026
SugarCRM	Sugar Sell	Sugar Sell 25.2	November 2025
Veeva	Veeva Vault CRM	Veeva CRM 25R3.0	December 2025
Zendesk	Zendesk for Customer Service	NA	February 2026
Zoho	Zoho CRM	NA	January 2026
ZoomInfo	ZoomInfo	NA	January 2026



Salesforce

Company and Product Profile

Agentforce Sales, Agentforce Revenue; v. Spring '26 Release, released February 2026
“Salesforce helps organizations of any size become Agentic Enterprises — integrating humans, agents, apps, and data on a trusted, unified platform to unlock unprecedented growth and innovation.” - Salesforce

Summary

Our analysis classified Salesforce as Exemplary, receiving an overall grade of A- with an 83.3% performance. Salesforce's best grouped results came in Customer Experience with an 87.4% performance and an A- grade. In Product Experience, Salesforce received an A- grade with an 82.1% performance. Salesforce was designated a Leader in all categories.

Strengths

Salesforce performed best in Customer Experience, notably in delivering intuitive, user-centric sales workflows and enabling relationship-driven engagement through a unified view of customer data, supported by strong enablement resources, best practices and a mature customer success model.

In Product Experience, Salesforce was most effective in providing a comprehensive and highly specialized sales capability set, including advanced pipeline management, forecasting and AI-driven insights (e.g., Einstein and Agentforce), supported by a scalable, extensible platform and a broad ecosystem of integrations and applications.

Challenges

The Product Experience evaluation identified opportunities for improvement in managing platform complexity, particularly in highly customized environments, and in aligning the breadth of capabilities and licensing structures to specific sales use cases in a more streamlined manner.

In Customer Experience, Salesforce could benefit from further simplifying adoption and ongoing optimization, enabling organizations to more easily realize value from advanced capabilities such as AI-driven insights and automation without requiring significant specialized expertise or governance overhead.

CRM Sales		
Salesforce		
Exemplary Provider		
Category	Performance	Grade
Overall	Leader 83.3%	A-
Product	Leader 82.1%	A-
Capability	Leader 89.0%	A
Platform	Leader 76.9%	B++
Customer	Leader 87.4%	A-

 Source: ISG Research
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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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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.



About ISG Research

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