

# Critical Capabilities for Configure, Price and Quote Applications

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Initiatives:[Sales and Revenue Technology](#)

This Gartner Critical Capabilities report evaluates 15 configure, price and quote applications against seven use cases and 12 critical capabilities. Sales operations leaders should use the ratings in this report to identify a shortlist of vendors for deeper evaluation.

**This Critical Capabilities is related to other research:**

[Magic Quadrant for Configure, Price and Quote Applications](#)

[View All Magic Quadrants and Critical Capabilities](#)

## Overview

### Key Findings

- Leading configure, price and quote (CPQ) solutions support the direct sales, reseller and customer self-service channels, and expose APIs to support channels, such as mobile applications, that require a custom UI.
- Seamless, productized support for use cases that cross multiple channels is rare.
- The products evaluated for this report have widely varying capabilities for selling complex subscriptions or solutions composed of complex goods and services.
- The industry offers limited tools for negotiating long-term deals (e.g., frame agreements) with a customer.

## Recommendations

- Lower costs and shorten time to quote by replacing back-office quoting and ordering functions with modern, cloud-based CPQ applications that can be used by sellers or buyers.
- Select a CPQ solution that enables customers to order complex goods and services across all sales channels, including self-service digital commerce. When selecting a vendor, perform a broad, best-of-breed evaluation instead of relying only on incumbent providers.
- Verify good click-to-click response times in a configured demo and by checking customer references for mentions of good user adoption.

## What You Need to Know

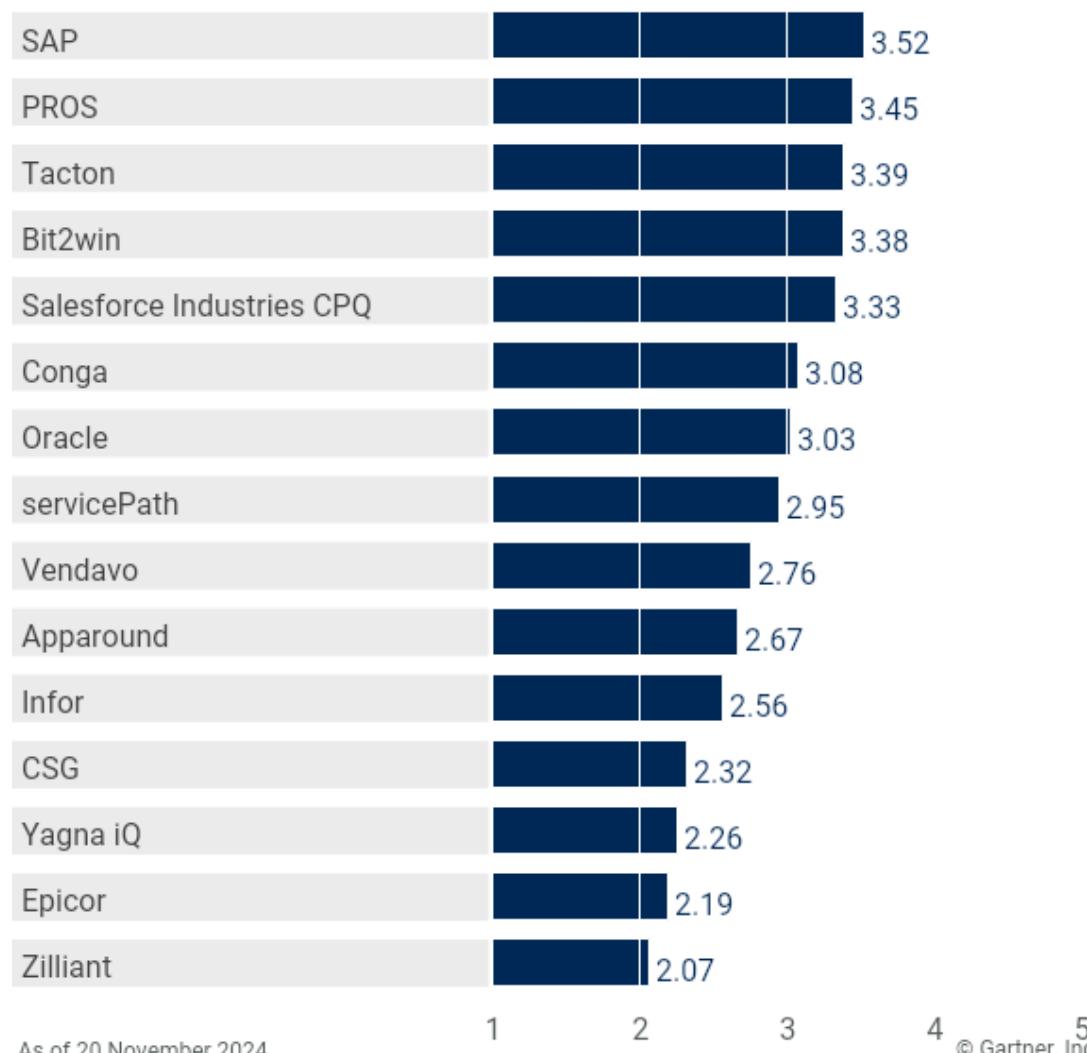
You can purchase a CPQ solution from most of the leading CRM and ERP providers. Buying from your incumbent CRM or ERP provider limits the number of vendors in your ecosystem and is likely to come with some prebuilt integrations. However, Gartner recommends you do a best-of-breed evaluation that considers the best third-party offerings, too. Ultimately, end-user adoption is much more critical than reducing one-time integration costs.

## Analysis

### Critical Capabilities Use-Case Graphics

#### Vendors' Product Scores for Direct Sales Use Case

Product or Service Scores for Direct Sales



As of 20 November 2024

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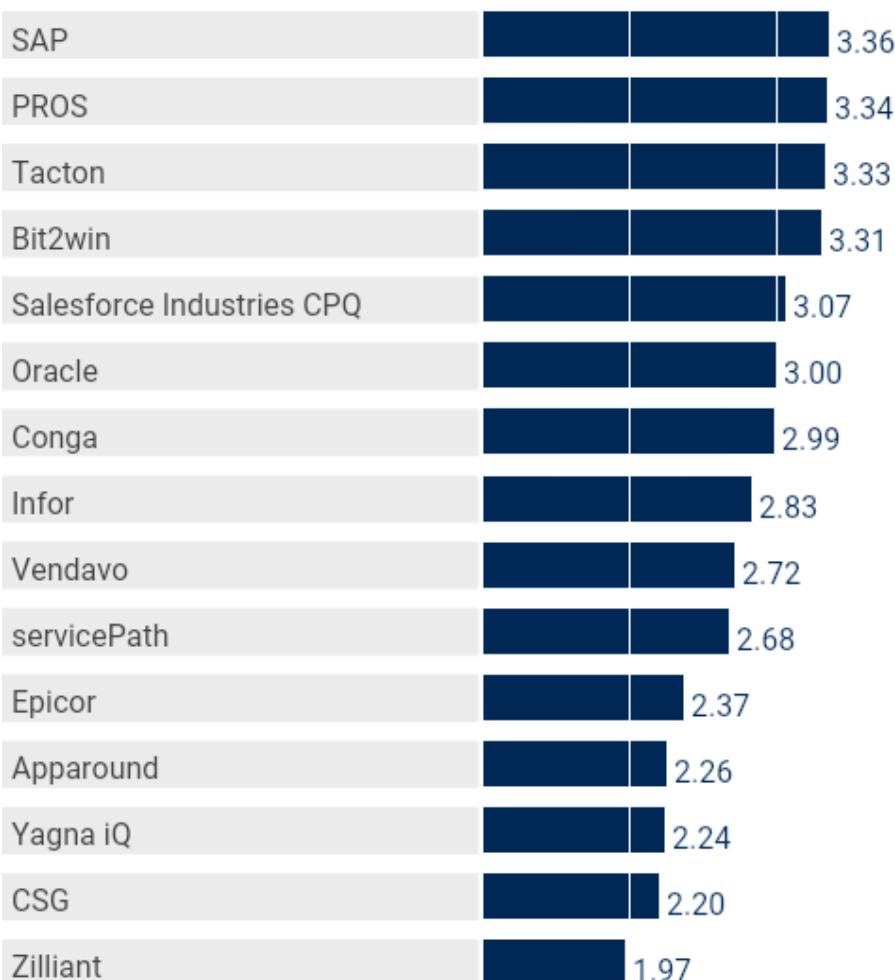
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**Vendors' Product Scores for Channel Sales Use Case**

Product or Service Scores for Channel Sales

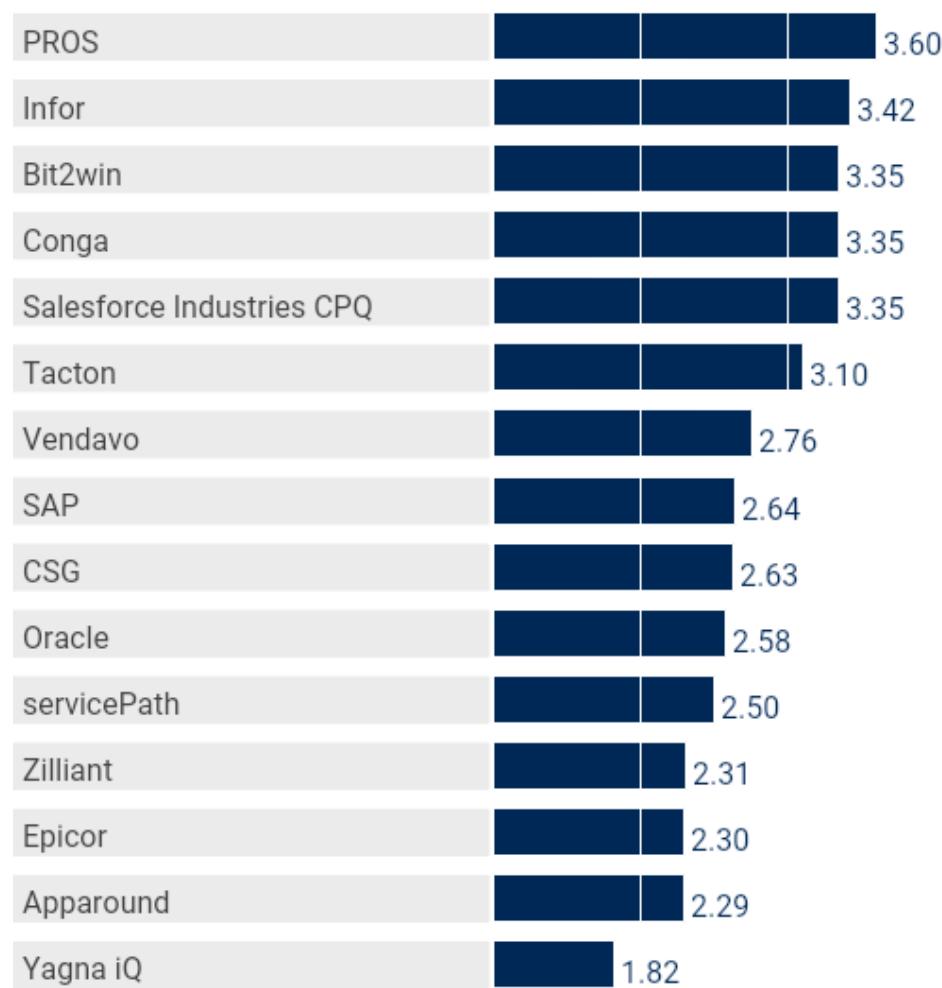


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**Vendors' Product Scores for Composable Use Case**

Product or Service Scores for Composable

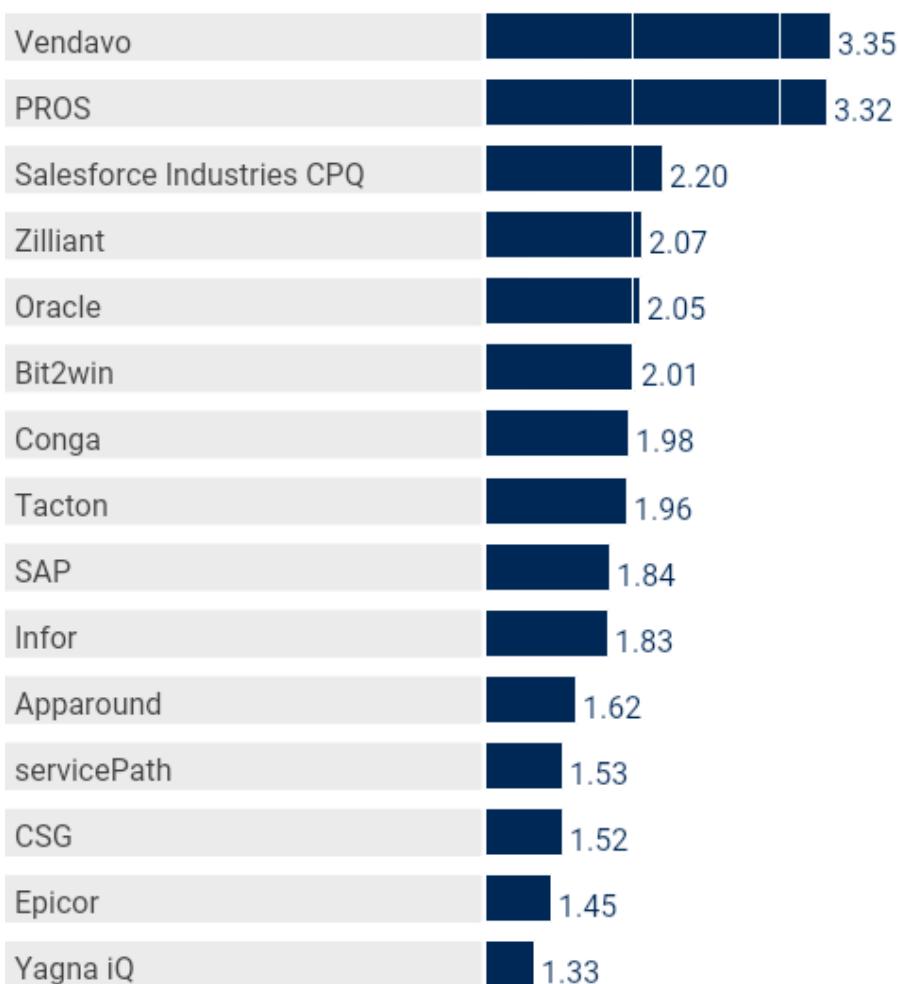


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**Vendors' Product Scores for Long-Term Deal Negotiation Use Case**

Product or Service Scores for Long-Term Deal Negotiation

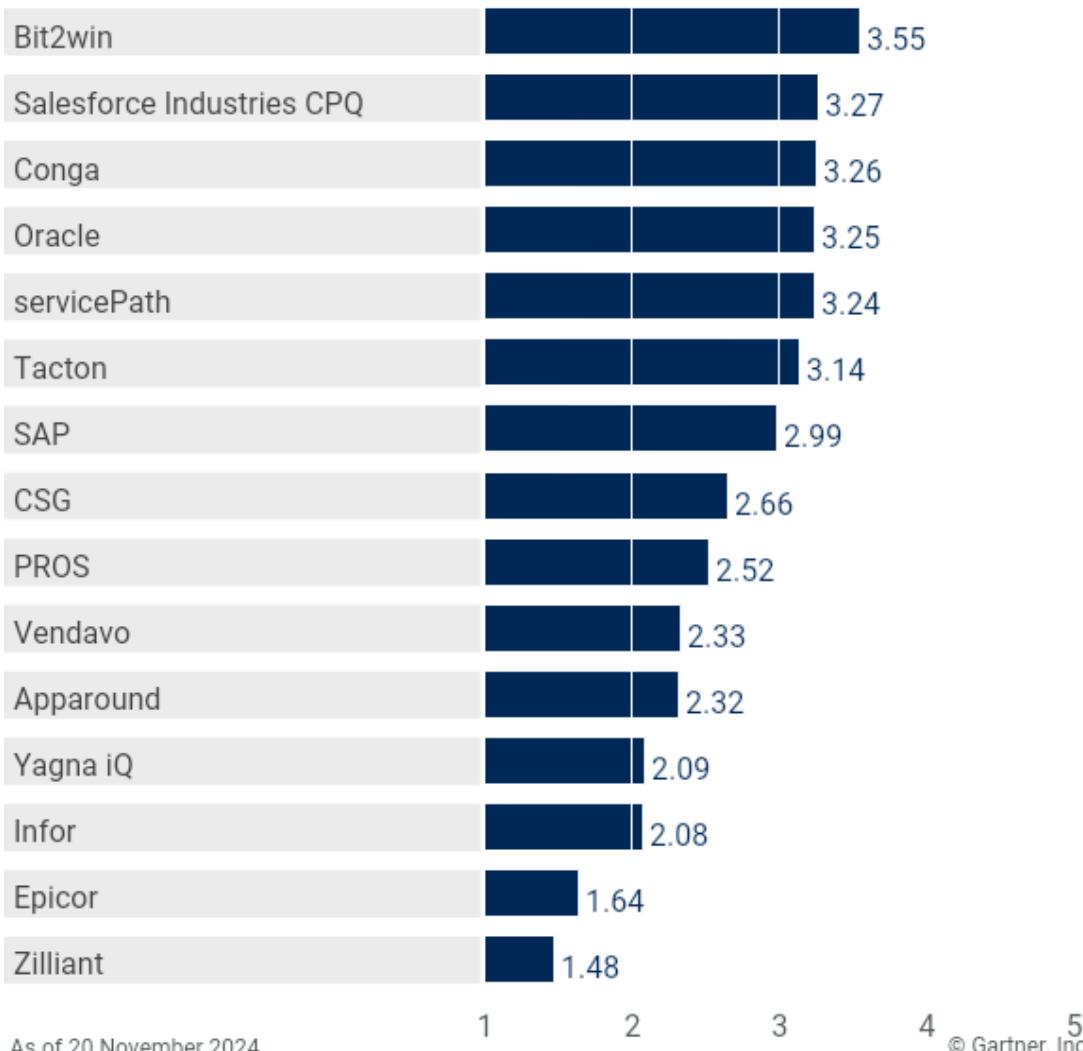


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**Vendors' Product Scores for Service Selling Use Case**

Product or Service Scores for Service Selling



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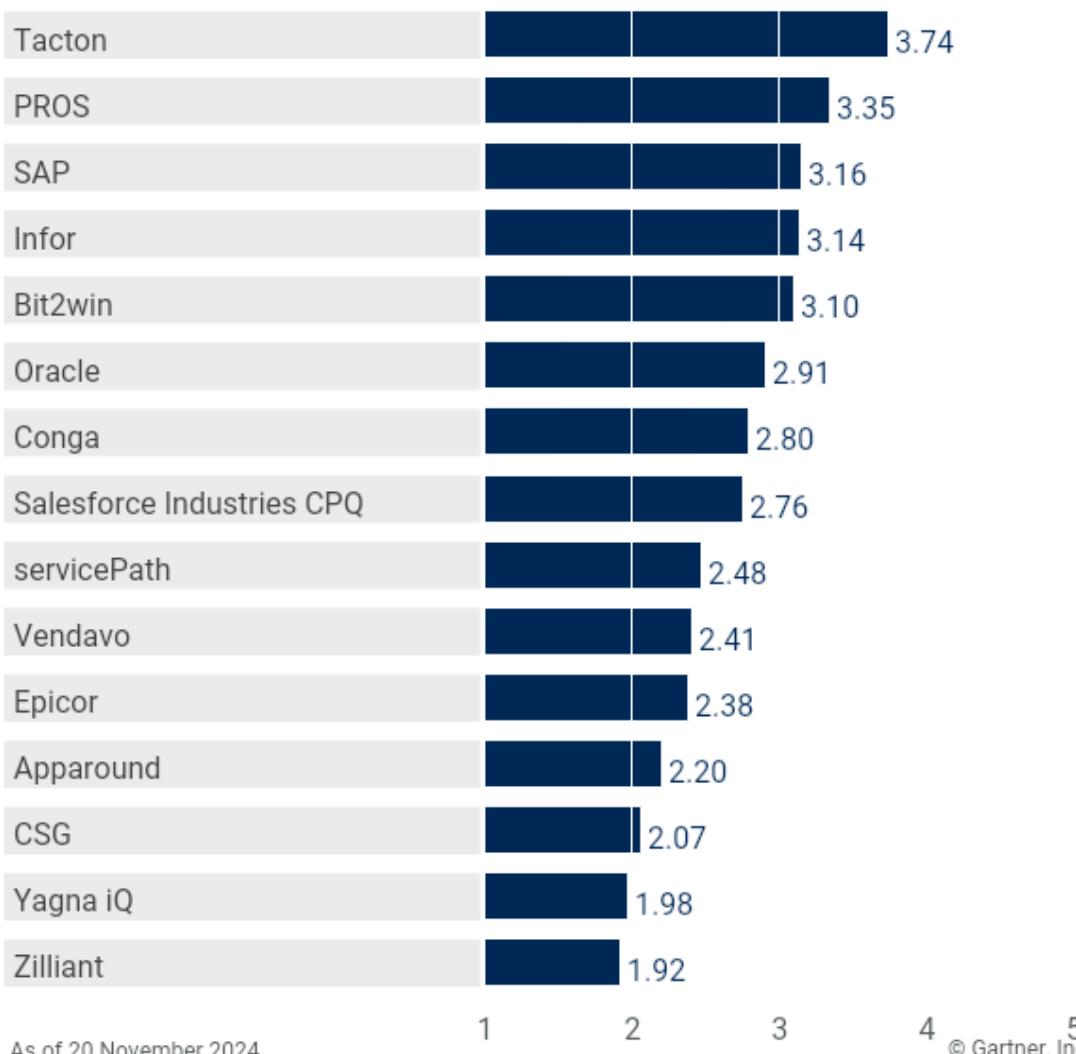
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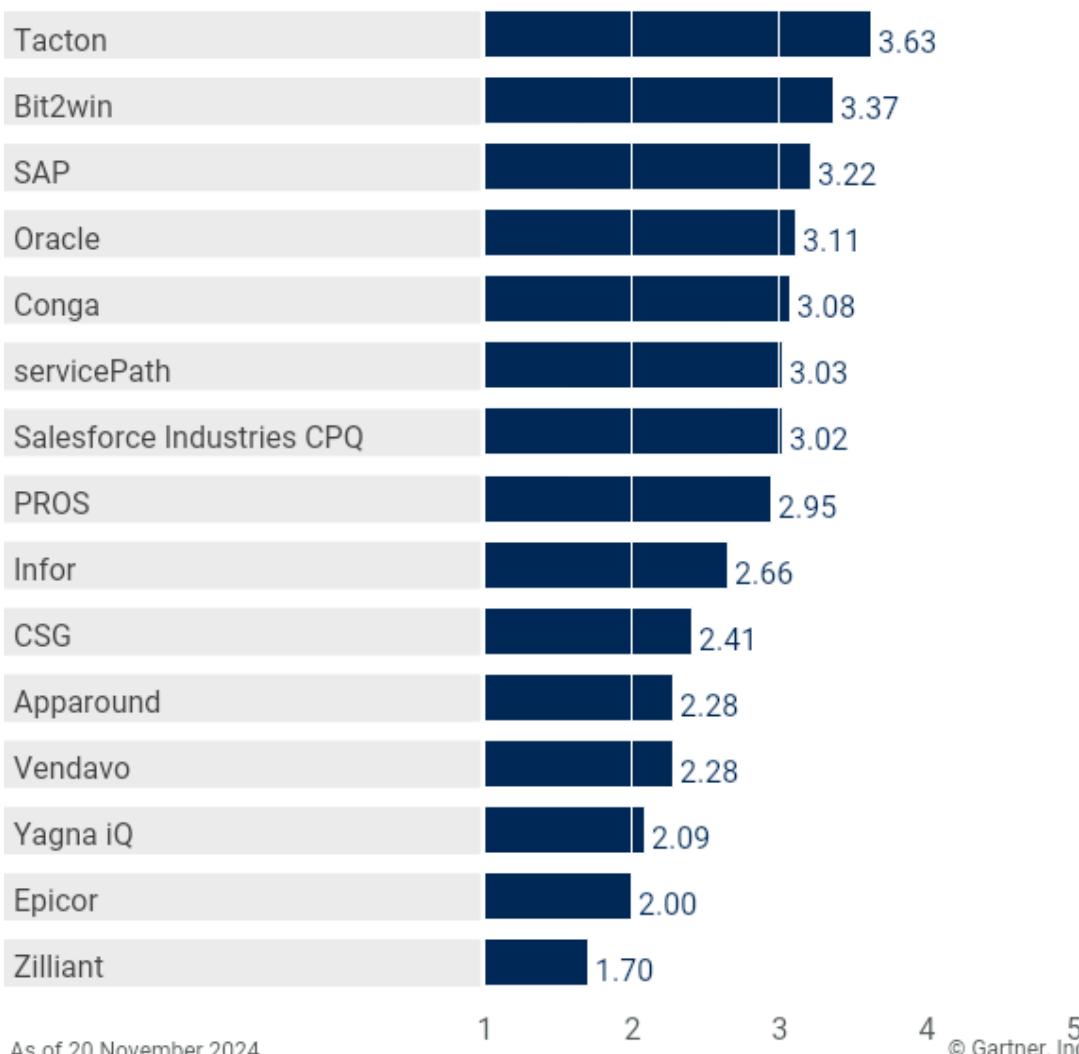
**Vendors' Product Scores for Complex Manufacturing Use Case**

Product or Service Scores for Complex Manufacturing

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**Vendors' Product Scores for Solution Selling Use Case**

Product or Service Scores for Solution Selling



As of 20 November 2024

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## Vendors

### Apparround

Apparround CPQ is best-suited for selling simple products using a mobile device. The product's main strengths are a native application on Android, iOS or Windows when running disconnected from the network, and signature capture on mobile devices. These features make it suitable for use in stores or when selling door to door. It has productized integrations with Salesforce Sales Cloud, Microsoft Dynamics 365 Sales and HubSpot for the direct sales channel. Resellers can create quotes and orders via the standard Apparround UI. The assisted sales UI is built on public web service APIs that can be used as the basis for other channels, such as self-service digital commerce. However, the configurator and pricer can't be used without an Apparround quote.

Product selection is achieved via a basic visual catalog that searches for product names and IDs, faceted search, or a built-in bar code or OCR scanner. Bundles are suggested by a guided selling tool. Support for recurring charges and product eligibility rules make Apparround CPQ suitable for selling telecommunications and utility services. However, support for managing those subscriptions after they are sold is limited. Prepick pricing is supported throughout the product selection UI.

The configurator has a basic condition/action rule engine that supports component cardinality and the selection and exclusion of products. A subassembly can be reused to generate a bill of materials (BOM). The display sequence of options is defined by a drag-and-drop admin UI. The pricing engine supports price lists, margin calculation, volume discounts, lightweight promotions and bundles, and price explanation. The product supports a one-time price and a recurring price-per-order line.

Apparround demonstrated the editing of a large quote and the generation of a large proposal. Proposals and contracts can be generated in PDF or Microsoft Word. Discounting, approvals, one-time payment capture, deposits and installment payment plans are all supported.

Users can invoke external web services to check and reserve inventory. A UI is provided to track order fulfillment status.

The Apparround platform is quite flexible, with support for adding custom objects and extending existing objects. Application logic can be extended by editing a JSON file or by external logic triggered by webhooks. The product lacks a state workflow designer. Reporting and analytics are enabled by integrations with Microsoft Power BI.

## Bit2win

Bit2win can be used for selling all types of goods and services through multiple channels. The product integrates with Salesforce Sales Cloud and Microsoft Dynamics 365 Sales for the direct sales channel, and with Salesforce Partner Relationship Management for resellers. Bit2win exposes APIs that support composing a custom self-service application. A live, production implementation was shown during the demo to Gartner. Mobile tablets are supported by the responsive UI and users can perform some basic selling actions when disconnected from the internet.

Products can be selected using a catalog with faceted search and product comparison, a free-text search tool or a guided selling questionnaire. Favorite configurations can be saved and added to new transactions. Users can define product eligibility logic in declarative rules or JavaScript. The catalog shows customer-specific pricing prior to product selection. Bit2win supports most subscription ordering requirements with out-of-the-box workflows for renewal, amendment and termination. Service points can be associated with a customer account and services attached to them. Bit2win's support for contractual commitments and rebundling is the best set of capabilities evaluated for this report.

The configurator has a condition/action rule engine with support for reusable subassemblies, attribute inheritance and rules that query the transactional context. However, the selection of all options and features is done in the transaction lines UI, and the configuration UI layout is not as flexible as that offered by some other products. Bit2Win integrates and resells the 3D visual configuration solution from London Dynamics. The pricing engine includes out-of-the-box support for price lists, cost-plus pricing, volume discounts, attribute-based pricing, sales agreements and bundles. The promotions and coupons capability is the most comprehensive evaluated for this report.

Proposal templates are defined in Microsoft Word using a plug-in toolbar. In the demo shown to Gartner, the product was able to edit a large transaction and quickly generate a very large proposal. Electronic signature is included, and approval workflows are managed using a graphical editor. Contract redlining and goal-seeking discounts are not supported.

The product includes a good order decomposition and orchestration engine.

Bit2win is built on a modern cloud platform with excellent support for schema extensions and customization. The Salesforce UI is built on Lightning components. The product supports state workflow and includes a highly scalable workflow engine that is used for a variety of event-driven processing, such as bulk updates of many customer assets. The graphical UI workflow designer enables customers to develop their own UI processes.

### **Conga**

This report evaluates the next-generation Conga CPQ delivered on the Conga Revenue Lifecycle Management (RLM) platform that launched in 2024. All back-end processing now happens on Amazon Web Services (AWS).

Conga offers a broad set of CPQ capabilities for companies selling complex goods and services. Conga CPQ has a native Salesforce Lightning Web Components UI integrated with Salesforce Sales Cloud and Salesforce Partner Relationship Management. There is also a stand-alone web UI that offers significantly better response times and user experience. A custom self-service application can be composed from the APIs provided by Conga.

Product selection is supported by a B2C-style sales catalog with faceted search, product comparison and textual search. Conga CPQ provides a UI for rapid order entry and displays one-time and recurring list prices prior to product selection. Prior configurations can be saved as private or public favorites. The product supports subscription management, including out-of-the-box workflow for sales, renewals, amendments, splits, swaps and terminations, plus good support for subscription ramps. The pricing data model is one of the best evaluated, with support for multiple charges per order line with any price type. Order stacking is not supported.

The configurator has a condition/action rule engine that supports a wide range of rule types, inheritance of model attributes and reusable subassemblies. However, the configuration UI is generated by the application and does not support pixel-perfect UI layouts. Out-of-the-box pricing has robust support for list pricing, attribute-based pricing, promotions, coverage pricing and price waterfall. Sales tax is calculated through a productized integration with Avalara or Vertex.

For deal negotiation, Conga supports line grouping, goal-seeking price adjustments, discount approvals, proposal generation, contract redlining and electronic signature. In the demo shown to Gartner, it was possible to edit and reprice a very large quote and generate a 100-page proposal in about 15 seconds. There is minimal out-of-the-box support for long-term deal negotiation.

Conga offers a separate order decomposition and orchestration engine that was not evaluated for this report. Conga CPQ has out-of-the-box support for tracking and changing orders. The product has deep out-of-the-box integration with SAP for synchronizing item definitions, BOM structure and configuration rules from the SAP Variant Configurator. It also supports inventory checks and sending orders to SAP.

The Conga RLM platform supports custom objects, extending standard tables and the construction of new UIs over any object. It also facilitates scripting, state workflow, analytics and staging of updates between environments.

#### **CSG**

CSG Quote & Order is best suited for B2B telecommunication service providers. It has a native Salesforce Lightning UI integrated with Salesforce Sales Cloud. Resellers can sign into the standard CSG Quote & Order UI to create quotes and orders. A custom self-service application can be composed from the APIs provided by CSG Quote & Order. The product also supports Telemanagement Forum (TMF) API standards.

Product selection is enabled by a searchable, hierarchical product catalog, bulk upload from Excel and flexible eligibility rules. CSG Quote & Order supports selling and managing complex recurring services, including amendments, terminations and future-dated orders. Multiple one-time, monthly and annual recurring charges are allowed per product. CSG Quote & Order is not suitable for complex manufacturing use cases.

The configurator has a condition/action rule engine that supports a wide range of rule types and reusable subassemblies. However, the configuration UI layout is generated by the application and is not as flexible as those offered by some of the other products featured in this report. CSG is one of only a few vendors that supports layering marketing rules over the technical capabilities of a configurable product. Most pricing rules are administered in Microsoft Excel, then uploaded and executed by the pricing engine. Out-of-the-box capabilities include attribute pricing, volume discounts and date effectiveness.

CSG was able to quickly load and edit a very large order in its demonstration to Gartner; however, placing the order took several minutes. It was able to generate a very large proposal in about 40 seconds. The product supports manual discounting, approvals workflows and electronic signatures. Proposal templates must be created in HTML and uploaded into the application. Goal-seeking price adjustments and contract redlining are not supported.

The integrated order decomposition and orchestration capabilities are excellent. Amending and canceling in-flight orders is possible.

Application behavior is configured using a combination of state workflows, process workflows, rules, calls to custom microservices, and scripting. Users can extend most existing entities with custom attributes. Microsoft Power BI is embedded for analytics. However, custom entities are not supported, UI changes require an integrator to update JavaScript code, and environment staging capabilities are limited.

## Epicor

Epicor CPQ is a good option for companies that need a visual configurator for complex manufactured goods, especially if they use an Epicor ERP solution. It has a productized integration with Salesforce Sales Cloud for the direct sales channel. The reseller channel is enabled by an integration with Salesforce Partner Relationship Management, or Epicor CPQ can be accessed stand alone. It supports skinning the UI to match the branding of the reseller and can be exposed as a punch-out quoting tool in the reseller's custom portal. The Epicor CPQ visual configurator can be embedded in a third-party self-service digital commerce platform, and all functionality is accessible through REST APIs.

Epicor CPQ delivers a flexible toolkit for building photorealistic visual quoting applications. Most functionality is implemented using the Snap! visual block programming tool, which is very powerful but may not be suitable for nontechnical business users.

Product selection is enabled by a searchable, hierarchical product catalog with faceted search and product comparison. Epicor CPQ has no out-of-the-box support for selling subscriptions. It does provide excellent native support for 3D visual configuration. The productized integration with SOLIDWORKS CAD was very slow in the demo shown to Gartner.

The configurator combines a flexible schema and UI with Snap for defining logic. Nested subassemblies and attribute inheritance are supported. Epicor supports systems and network configuration, although the administration of cross-product rules is confusing. Users can generate a BOM and manufacturing routing rules. Most pricing logic must be implemented with custom table look-ups or Snap.

All discounting and approval logic is implemented in Snap. There is flexible support for email and document generation. Epicor was able to demonstrate the generation of a very large proposal in about 70 seconds. Users can embed projections of the 3D product model in a proposal. Epicor CPQ performed well during a demonstration of a very large transaction. Out-of-the-box support is not available for electronic signature, contract redlining, goal-seeking price adjustments, payments or intelligent price recommendations. Likewise, long-term deal negotiation is not supported.

The Epicor CPQ platform delivers good end-user response times and a highly capable user interface. The schema, logic and UI can be easily customized, and the state workflow engine underpinning the business logic is excellent.

#### Infor

Infor CPQ is best-suited for sellers of tangible goods running Oracle E-Business Suite ERP, Infor ERP or Microsoft Dynamics 365 Finance and Operations. Direct sales users are supported by integrations with Salesforce Sales Cloud and Microsoft Dynamics 365 Sales. The product does not integrate with Salesforce Partner Relationship Management. Instead, resellers can directly log into Infor CPQ. Infor Rhythm for Commerce integrates with Infor CPQ and provides a self-service sales catalog and check-out flow. A productized integration between the Infor CPQ configurator and Adobe Commerce is also available. Infor has live customers that have composed a custom self-service selling experience using Infor CPQ APIs. The Infor configurator can be deployed as a composable UI.

Products are chosen using a graphical sales catalog with faceted search. Infor CPQ lacks any native features for pricing or managing recurring services.

The configurator has a powerful condition/action rule engine. It supports inheritance of model attributes, reusable subassemblies and system/network configuration. Infor offers one of the best implementations of 3D visual configuration and the most comprehensive BOM and routing generation capability evaluated for this report. All pricing logic must be implemented using price lists, formulas and custom objects. The pricing framework appears to be flexible enough to meet most requirements.

Support for deal negotiation is limited compared to other products in this report. Because Infor CPQ cannot handle transactions with more than 1,000 lines, Gartner clients should confirm that Infor can support their largest transactions. However, it can quickly generate a complex proposal. Discount approvals are well-supported. Contract redlining is not supported.

Overall, Infor CPQ is fast and easy to use. The Infor CPQ platform supports extensibility via custom objects, webhooks and rule-based scripting. It has built-in support for analytics and excellent tooling for moving changes from development to test to production environments.

## Oracle

Oracle CPQ is best-suited to enterprise-scale implementations, particularly when the customer has other Oracle software assets, such as Oracle Sales, Oracle Commerce, Oracle Service, Oracle E-Business Suite, Oracle Fusion Cloud ERP or Oracle Order Management. The direct sales channel is supported by integrations with Salesforce Sales Cloud, Microsoft Dynamics 365 Sales and Oracle Sales. The product integrates with Salesforce Partner Relationship Management and Oracle Sales PRM for the reseller channel. Most user actions are exposed as headless REST APIs and users can compose a self-service commerce experience. Oracle Commerce is sold as an add-on for Oracle CPQ.

Product selection is supported by a basic hierarchical catalog, rapid order entry, import from Microsoft Excel and product search when adding a transaction line. Oracle CPQ has some ability to filter products based on eligibility rules. It provides robust support for subscription ordering, including coverage services, renewals, amendments, suspends, terminations, order stacking and subscription billing through an integration with Oracle Subscription Management. A productized integration with London Dynamics and CDS Visual for 3D visualization is also included.

The configurator uses a condition/action rule engine. Multiple configuration UIs are allowed per product, and Oracle CPQ has one of the better WYSIWYG configuration UI designers. The product supports reusable subassemblies for configuring complex engineered products and bundles of subscriptions, although the admin UI is difficult to use. The out-of-the-box pricing capabilities include excellent support for multiple price types plus conditional discounts, attribute-based pricing, volume discounts, shipping and usage rate cards. However, the recently updated pricing admin user experience is overly complex and unintuitive.

Deal negotiation is supported by easy-to-use deal metrics and integration with Oracle's machine learning services for price optimization. Oracle was able to demonstrate a very large transaction and a very large proposal with excellent response times. The product also supports native contract redlining and electronic signature via an integration with DocuSign.

Oracle CPQ's technology stack is proven to work at an enterprise scale. Oracle is gradually releasing a modernized user experience, but the admin user experience is still disjointed because of the mix of technologies and styles. The product supports custom objects and scripting, and includes a powerful state workflow engine to manage the states of transactions and transaction lines. Oracle CPQ integrates with Oracle Analytics for charting.

## PROS

PROS Smart CPQ is a good option for selling a wide range of tangible goods, especially when integrated with the vendor's price optimization solutions. The direct sales channel is supported by integrations with Microsoft Dynamics 365 Sales and Salesforce Sales Cloud. The reseller channel is supported by an integration with Salesforce Partner Relationship Management. PROS exposes a complete set of high-performance APIs for composing a digital commerce experience and has multiple customers live.

The product selection capabilities of PROS Smart CPQ were among the best for vendors evaluated in this report. These include a highly usable sales catalog, product search, faceted search, product comparison, eligibility filtering, import of products from Excel, favorite configurations and needs analysis flows whose recommendations can be determined by rules or a machine learning algorithm. The price paid by the customer is shown in the catalog prior to adding an item to the cart. PROS Smart CPQ also offers the ability to locate and select spare parts from a CAD drawing. PROS Smart CPQ has rudimentary support for selling, renewing, amending and terminating subscriptions.

PROS Smart CPQ has a solving configuration rule engine and supports reusable subassemblies, actionable conflict messages, autocompletion of configurations, product attributes, and robust BOM and routing rules generation. PROS has native support for 2D visualization of configured products using overlaid images or vector graphics. The configuration UI layout is generated by the application and is not as flexible as that offered by some other products. Out-of-the-box pricing capabilities include list pricing, cost-plus markups, multicurrency quotes and volume discounting. Additional pricing logic can be implemented using formulas and pricing matrices.

The end-user UI is fast, easy to use and includes powerful bulk updates and goal-seeking price adjustments. The application relies on the native approvals workflow and email generation of the client's CRM platform. It integrates with Adobe Sign and DocuSign for electronic signature. Document templates are edited in Microsoft Word. In the demo shown to Gartner, PROS Smart CPQ was able to edit an extremely large quote with good application response times. It was also able to generate a very large proposal within 20 seconds. Customers that select PROS for price optimization and management will benefit from the preintegrated intelligent pricing and discounting recommendations. PROS support for long-term pricing agreement negotiation and execution is among the best evaluated for this report.

PROS Smart CPQ is built on a hybrid architecture where the administration UI, associated objects and rule engines run in Microsoft Azure. The end-user UI, document generation, approvals workflow and transactional schema run on either the Microsoft Dynamics 365 or the Salesforce platform. This architecture provides a consistent UI experience within the CRM container with very good response times.

### **Salesforce Industries CPQ**

Salesforce Industries CPQ is targeted at the telecommunications, media, energy, advertising sales, insurance and health insurance industries. Salesforce continues to invest in the Salesforce Industries CPQ product despite its focus on the new Revenue Cloud product. Salesforce Industries extends standard features of Salesforce Sales Cloud and Salesforce Partner Relationship Management to support the direct sales and reseller channels. Customers can build a self-service commerce UI that calls the APIs exposed by Salesforce. However, most APIs require use of a Salesforce cart.

Product selection is achieved via a product list with a faceted search, a multilingual textual search for products, or a guided selling tool. The product has comprehensive support for product eligibility rules. Salesforce Industries supports selling subscriptions, including multiple charge types per transaction line, and prebuilt workflows for renewals, moves, amendments, suspend/resume, upgrades/downgrades and terminations.

The configurator supports condition/action rules, attribute inheritance and reusable subassemblies. It operates on all products in the cart instead of a product instance. The product has a flexible pricing process with out-of-the-box support for price lists, attribute-based pricing, promotions and a price waterfall.

Salesforce was able to create a very large transaction in the demonstration shown to Gartner, but response times when editing the transaction were slow (5 to 10 seconds for every update). It was also able to generate a very large proposal. Discount authority and approvals are built on standard Salesforce rules and workflows. Goal-seeking price adjustments are not supported. Contract generation and redlining are supported by the Salesforce Industries contracts module. Basic support is available for long-term frame agreements that define a negotiated price for a product.

The built-in order decomposition and orchestration capabilities are among the best we evaluated for this report. Users can amend and cancel in-flight orders.

Salesforce Industries functionality builds on and extends standard Salesforce objects and uses all of the powerful extensibility, workflow, analytics and collaboration functions of the Salesforce platform. It also supports declarative, guided process flows (Omniscript), flexible UIs (FlexCards), interface implementations (Data Mapper) and a library of plug-and-play, industry-specific features.

Gartner regularly hears complaints about the application's response times during inquiry calls. The demo shown to Gartner in October 2024 used the latest software version where most logic is implemented in Salesforce core. This demo performed much faster than in previous years, although click-to-click response times were still around 2 to 3 seconds.

## SAP

SAP CPQ is well-suited for companies that sell simple or complex manufactured products through multiple channels, especially if they use SAP S/4HANA Cloud or other SAP ERP solutions. It integrates with a wide range of CRM platforms (Microsoft Dynamics 365 Sales, NetSuite, Salesforce Partner Relationship Management, Salesforce Sales Cloud, SAP Sales Cloud, Oracle Siebel CRM and SugarCRM). The CRM integration is flexible and declarative. Users can connect one CPQ instance to multiple CRMs. A self-service solution can be composed on top of the web service APIs exposed by SAP CPQ, although SAP was not able to demonstrate any live customers to Gartner.

Product selection is a strength of SAP CPQ. It provides a rich sales catalog, powerful search, product comparison, rapid order entry, eligibility checking, saved favorite configurations, prepick pricing and guided product recommendation that can be driven by attribute-filtering rules or its own machine learning algorithms. Users can import service contract information from SAP BRIM and make contract changes. Gartner clients should verify the level of customization required to implement advanced subscription ordering requirements. Support for one-time and recurring charges is part of the standard product.

The configurator has a flexible UI and supports reusable subassemblies. The condition/action rule engine is one of the most powerful and flexible we evaluated. SAP CPQ can be integrated with Expivi or CDS Visual for 3D visualization, although the integration with Expivi was very slow in the demo shown to Gartner. Users can also leverage existing SAP Variant Configuration and SAP Advanced Variant Configuration models from SAP S/4HANA Cloud and other SAP ERP solutions in real time with good response times. Price lists, attribute-based pricing and promotions are supported. Most other pricing requirements must be implemented using formulas and custom objects. Users can execute pricing logic residing in SAP S/4HANA Cloud and other SAP ERP solutions in real time.

Deal negotiation is enhanced by machine learning algorithms that recommend discount levels out of the box with no customer-specific tuning. An algorithm also predicts how likely a manager is to approve a discount request. Goal-seeking price adjustments and payment detail capture are supported. In the demo shown to Gartner, the product was able to edit a very large quote, and it successfully generated a very large proposal in less than 15 seconds. Out-of-the-box support for long-term deal negotiation is not available.

Both the runtime and admin UIs are among the best evaluated for this report. Application response times are generally fast. Users can create custom objects in the application. An IronPython scripting tool is provided, as well as a powerful state workflow engine. AI for SAP CPQ is included with a SAP CPQ subscription.

### **servicePath**

servicePath CPQ+ is best suited to industries that sell complex services or solutions composed of goods and services, such as technical service providers, professional services companies, B2B communications service providers, financial services companies and field services companies. The direct sales channel is supported by integrations with Salesforce Sales Cloud, Microsoft Dynamics 365 Sales and HubSpot. Resellers can access extensive functionality in the servicePath web application. Custom self-service applications can be composed using the published APIs, although not all system capability is currently exposed.

Product selection is enabled by a basic hierarchical catalog, product search, needs analysis questionnaire, rapid order entry and import from Microsoft Excel. Real-time quotes can be integrated from network services providers. Users can filter the products eligible for sale based on the customer or the pricing group being used. servicePath provides good support for ordering services, including amendments, renewals and terminations, and support for service locations. The cash-flow modeling tool helps the salesperson understand the flow of revenue and the break-even point for complex projects. Billing is enabled by an integration with Gotransverse. Visual configuration is not supported.

The configurator has a condition/action rule engine with support for reusable subassemblies. The configuration end-user UI is easy to use but not as flexible as others reviewed for this report. Out-of-the-box pricing capabilities include support for multicurrency, item-level pricing, cost-plus pricing, margin calculation, recurring prices, volume-based discounting and bundles of simple products.

Deal negotiation capabilities include the ability to group transaction lines into “solutions,” line-level discounting, goal-seeking price adjustments, approvals (with check lists), email generation and proposal generation. In the demo shown to Gartner, the product was able to edit a very large quote and quickly generate a large proposal.

The servicePath CPQ+ user experience is modern, fast and easy to use. However, productized extensibility is limited to look-up tables, adding columns to standard objects and webhooks. Other extensions have to be implemented by the vendor.

## Tacton

Tacton CPQ is best-suited for heavy manufacturers with complex products and visualization requirements. The product includes some lightweight CRM capabilities of its own and integrates with Salesforce Sales Cloud or Microsoft Dynamics 365 Sales. Resellers are supported by an integration with Salesforce Partner Relationship Management. The product exposes APIs that users can exploit to compose a custom self-service UI. While users can compose Tacton’s 3D visualizations in a custom website, they can’t expose the standard product configuration UI. It has live production customers selling complex products through the self-service channel.

Product selection is enabled by a simple, tabular sales catalog with faceted search, product search and the ability to reorder previous configurations. Tacton has robust support for selling recurring services, coverage and professional services, including recurring and usage pricing and subscription ramps. Managing subscriptions after sales is not possible.

Tacton CPQ has a powerful constraint-solving configuration rule engine, excellent product modeling, built-in visualization (2D, 3D, mixed reality and floor planning), CAD integration, reusable subassemblies, system/network configuration, and the best support for engineer-to-order workflows of any of the vendors in this report. The 3D visualization is impressive; it supports photorealistic rendering of lighting and shadows, and user interaction with the 3D image – all controlled by an intuitive admin UI. Some support for price lists, cost-plus, volume discounts and attribute-based pricing is included, but all other pricing logic must be implemented using formulas and custom objects. Neither configuration rules nor pricing rules support date effectiveness out of the box. The application is targeted at companies that sell configurable products. Gartner clients that sell simple products should verify that all functionality works for their use case.

In the demonstration provided to Gartner, the product was easily able to handle a very large transaction and quickly generate a very large proposal. Goal-seeking price adjustments, discount authority and price approvals are supported. Support for contract negotiation and redlining is not available. Tacton is also able to incorporate upgrades to a product model that occur during the negotiation of a quote and specify alternative configurations in a quotation.

The application architecture and extensibility are among the best evaluated here. Performance of the demo shown to Gartner was excellent. Both the runtime and administration UIs are clean and intuitive. The platform includes a powerful state workflow engine that controls every object in the system. A formula can be used to calculate the value of an attribute or be triggered by an event in the state model. Integrations can be defined and then attached to events in a state model. Logic can be extended with a JavaScript-like language called TPEX.

## Vendavo

Vendavo Intelligent CPQ should be considered when combined with the purchase of the Vendavo price optimization and management solution. It is best-suited to selling simple, or lightly configured, tangible products or simple services. The direct sales channel is supported by integrations with Infor, Microsoft Dynamics 365 Sales, Salesforce Sales Cloud, SAP Sales Cloud and SugarCRM. Direct sales users can access a subset of capabilities when disconnected from the internet. Reseller channel users can launch Vendavo Intelligent CPQ from Salesforce Partner Relationship Management. Customers can build their own self-service UI on top of the services provided by the platform, although Vendavo only had examples of live customers calling their pricing API.

Product selection is provided by a hierarchical catalog, faceted search, searchable list of products, needs analysis questionnaire, and intelligent cross-sell recommendations. Vendavo Intelligent CPQ can sell moderately complex recurring services, but it is not suitable for selling complex products or services that are amended over time.

The configurator supports basic condition/action rules but lacks a flexible UI and reusable subassemblies. The admin UI is overly complex and unintuitive. 3D visualization is supported by an integration with Threekit. Vendavo Intelligent CPQ supports item pricing, volume discounts, sales tax calculation via an integration with Avalara, and price explanation. Other types of pricing can be implemented in Vendavo Pricepoint for an additional cost. The integration with Vendavo price optimization enables powerful deal optimization and is easy to use.

During the demo shown to Gartner, Vendavo Intelligent CPQ was able to edit a very large transaction and generate a large proposal quickly. It provides robust support for line grouping, discount authority and approvals workflow. It does not support goal-seeking price adjustments or redlining of a sales contract. Electronic signature capture is supported by an integration with Docusign. Support for negotiating long-term pricing agreements and rebates is among the best evaluated for this report.

Vendavo Intelligent CPQ runs on its own technology platform. The APIs and UI are fast. Platform capabilities can be extended with custom entities, scripting and webhooks.

## Yagna iQ

Yagna iQ CPQ is best-suited for high-tech companies that sell through a partner network. It integrates with both Microsoft Dynamics 365 and Salesforce Sales Cloud for direct sales. Distributors and resellers are supported by Yagna iQ's own partner management functionality. The process for signing up and managing partners is robust, but the product lacks a UI for punch-out ordering. Users can collect payments and distribute funds to resellers. AI can parse email requests for quotation. Yagna iQ has web service APIs that can support a composable self-service UI implementation, although Yagna was not able to demonstrate a live customer website. Mobile users can run Yagna iQ in an iOS or Android app.

The sales catalog supports faceted search and product comparison. Every product search took around 4 seconds and adding four products to the cart took 20 seconds in the demo shown to Gartner. Users can copy a configuration from a previous quote, and some support for product eligibility rules that control who can sell what is included. Yagna iQ supports selling simple subscriptions, with extensive support for renewals.

Yagna's product configurator has a good user experience and intuitive admin UI that supports reusable product attributes, aggregation/consumption rules, reusable subassemblies and a powerful condition/action rule engine. It also includes a productized integration with the Cisco product configurator. Out of the box, the product supports multicurrency price lists, attribute-based pricing rules, basic volume discounting and conditional discounting rules. The productized integration with Open Exchange Rates loads currency conversion rates that can be used to calculate prices in a multinational deployment. Beyond that, clients must work with the vendor to add more pricing functionality.

Users can define complex approval workflows. Proposals can be generated from a Microsoft Word template. The product lacks intelligent price guidance, electronic signature and contract redlining. Yagna iQ demonstrated a large transaction during its demo to Gartner this year, but every reprice took about 30 seconds to process. The product took about 90 seconds to generate a large proposal. Gartner clients should ask the vendor to prove its ability to support large or complex transactions.

Yagna iQ CPQ has a powerful graphical workflow designer for sequencing both service calls and UI flows. Users can build analytical dashboards. The product lacks key extensibility features, such as custom tables, extending the existing schema and scripted logic. The vendor is willing to extend the source code of the application based on requests from individual customers. This approach is not sustainable as the customer base grows, and companies might experience long lead times to make even simple changes. Application response times are generally sluggish with most operations on the cart taking 5 to 10 seconds.

### Zilliant

Zilliant acquired InMindCloud in December 2023. Rebranded Zilliant CPQ, it is best-suited for companies running SAP ERP who want to expose existing SAP Variant Configurator models in the front-office. It integrates with Salesforce Sales Cloud for direct sales and Salesforce Partner Relationship Management for resellers. Customers can either use the lightweight digital commerce solution provided by Zilliant or build their own self-service UI on top of the APIs provided by the platform. The vendor demonstrated product selection and cart on a live customer website.

While the product lacks a consumer-style sales catalog, users can search for products, import a list of products from a spreadsheet, or identify products using a needs analysis questionnaire. Users can also copy a configuration from a previous quote. Zilliant does not support selling recurring services.

Zilliant has a basic condition/action rule engine and supports compatibility tables. Subassemblies can be reused and the product integrates with ThreeKit for 3D visual configuration. SAP Variant Configurator models can be imported and augmented. Users can search for stocked items with matching attributes. Pricing logic is defined in price lists and a custom pricing procedure. The user experience for defining configuration and pricing rules is less intuitive than that of other vendors in this report.

In the demonstration shown to Gartner, it took an unusable 16 seconds to launch or edit a very large transaction. Generating a very large proposal was also slow, taking about a minute. Discount approvals are supported, although the admin is overly complex and confusing. Out-of-the-box support for line grouping, goal-seeking price adjustments, discount authority, contract redlining and electronic signature are not available. Zilliant CPQ has a productized integration with Zilliant's price optimization module. The Zilliant Deal Manager product, which is separate from CPQ, supports long-term deal negotiation quite well. However, Zilliant plans to replace it with a new offering in 2025.

The Zilliant CPQ platform supports custom tables and has extensive hooks where Groovy script can extend application logic. Out-of-the-box analytical dashboards are included. Additional extensions can be performed by the Zilliant professional services team.

## Context

This research evaluates vendors and products based on their ability to support seven different use cases leveraging 12 critical capabilities. The use cases for this research were selected based on projects we most frequently hear about from Gartner clients during inquiries, discussions and presentations. The critical capabilities represent the functional abilities most needed to satisfy the use cases.

Gartner evaluated products that were generally available no later than 1 January 2024. Product functionality was evaluated in September and October 2024.

This Critical Capabilities research accompanies the [Magic Quadrant for Configure, Price and Quote Applications](#) and is intended for use when evaluating and selecting the optimal CPQ platform. You should use this research to help understand the capabilities of the leading CPQ platforms and identify a shortlist of vendors that excel at your primary use case. You should use the scoring to frame a relevant shortlist of vendor products that best align functionally with your business needs, not to identify a single vendor's product.

The critical capabilities weightings for each use case may not be optimized for your organization. You should use the "customize" functionality in the interactive online version of this research to adjust the weightings based on your specific needs.

In addition, we encourage you to consider other vendors that may not have met the inclusion criteria for this research. These vendors could provide a solution that is a good fit for a particular industry or set of requirements (for example, a visual configurator).

## Market Definition

Gartner defines configure, price and quote (CPQ) applications as software that enables sales organizations to automate and optimize the creation of quotes and capture of orders.

A CPQ application is a sales tool that captures the new goods and services a customer wants to buy or the changes a customer wants to make to existing goods and services. While generally focused on assisted sales channels, CPQ capabilities such as product configuration and pricing must be shared with the self-service commerce channel. The new purchases and changes must be priced, and a binding contract must be formed with the customer before sending an order to downstream fulfillment systems.

## Mandatory Features

The mandatory features for this market include:

- Support for sales users, including integration with sales force automation solutions
- Search and selection of products and services to sell
- Selection of product options and features (i.e., configuration)
- Automatic pricing of the chosen products and services
- Negotiation of terms and proposal generation
- Order placement
- Extensibility framework that enables a company to set up the application for its processes, products and services

## Common Features

The common features for this market include:

- Support for the digital commerce channel via prebuilt UIs, integrations and/or APIs
- Subscription selling and management
- Selling complex tangible goods
- Contract negotiation
- Approvals workflow
- Prebuilt integrations with fulfillment applications, such as ERP

## Product/Service Trends

CPQ is part of the larger quote-to-cash business process. Some vendors are building or acquiring CPQ, contract life cycle management, sales performance management, digital commerce (B2B self-service), order orchestration, price optimization, rebates and billing capabilities to offer a one-stop solution for the entire process. Leading CPQ solutions support quote creation and order capture across multiple channels of customer interaction (such as direct sales, contact center, point of sale, resellers and customer self-service).

## Critical Capabilities Definition

### Direct Sales Channel

Product integrates seamlessly with one or more CRM platforms to provide a unified UI for direct sales users without duplicate data entry. It can also explicitly control who can read and update the quote or order. Credit is given to applications that can run disconnected from the network.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Integration with Salesforce Sales Cloud** – The CPQ product includes a productized integration with Salesforce Sales Cloud.
- **Integration with Microsoft Dynamics 365 Sales** – The CPQ product includes a productized integration with Microsoft Dynamics 365 Sales.
- **Single sign-on with sales force automation (SFA)** – Once set up in SFA, a user can access both SFA and CPQ without a separate sign-on. The user profile is available to rules in CPQ.
- **Ability to create/maintain quotes and orders from account**: Quotes and orders can be viewed, created and maintained in the CPQ solution from the SFA account profile.
- **Ability to create/maintain quotes and orders from opportunity**: Quotes and orders can be viewed, created and maintained in the CPQ solution from the parent SFA opportunity.
- **Quote changes that automatically update the forecast**: Revenue expected from a quote is automatically included in the SFA sales forecast.
- **Integration with SFA analytics**: Quote and order data from CPQ is available to analytics and reports in the SFA system.
- **Ability to capture quotes and orders**: Direct sales channel users can create quotes and orders.
- **Transaction team control**: The team of sales representatives and sales engineers that can view or edit a transaction can be managed.
- **Disconnected**: All runtime functionality is available when disconnected from the internet.

## Reseller Channel

Product exposes all direct sales capabilities to resellers. Allows resellers to manage their own users and only see their own transactions. Limits what can be sold and the prices paid based on a reseller agreement. A punch-out UI enables resellers to embed the vendor's CPQ UI inside its own website.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Integration with Salesforce Partner Relationship Management (PRM)** – The CPQ product includes a productized integration with Salesforce PRM.
- **Single sign-on with PRM** – Once set up in PRM, a user can access both PRM and CPQ without a separate sign-on. The user profile is available to rules in CPQ.
- **Ability to create/maintain quotes and orders from account** – Quotes and orders can be viewed, created and maintained in the PRM solution from the SFA account profile.
- **Ability to create/maintain quotes and orders from opportunity** – Quotes and orders can be viewed, created and maintained in the PRM solution from the parent PRM opportunity.
- **Quote changes automatically update the forecast** – Revenue expected from a quote is automatically included in the PRM sales forecast.
- **Integration with PRM analytics** – Quote and order data from CPQ is available to analytics and reports in the PRM system.
- **Ability to capture quotes and orders** – Reseller channel users can create quotes and orders.
- **Delegated user administration for resellers** – Resellers can add, update and delete their own users.
- **Reseller agreements** – Partner managers can create and maintain reseller agreements that control the products the reseller can sell and the reseller's cost.
- **Transaction privacy for resellers** – Resellers can only see the transactions that they created or are assigned to collaborate on. They cannot see transactions created by other resellers.

- **Control data shared with resellers** – The vendor can define which transaction attributes are displayed to resellers (for example, resellers cannot see margins).
- **Punch-out configuration UI** – The reseller can embed the vendor's product configuration UI within its own web storefront.
- **Different UI skin for each reseller** – A different CPQ UI look and feel can be designed for each reseller so the UI blends with their other applications.

## Composable

The product exposes APIs that enable any custom user experience to be composed.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Product catalog search** – Use Postman to navigate and search the product catalog in CPQ. Prepick pricing should be returned.
- **Product details** – Use Postman to retrieve details of a product in the CPQ catalog. Prepick pricing should be returned.
- **Ability to configure new product** – Use a custom application to launch the configuration of a new instance of a product. The configuration user experience should be generated by the CPQ application. Prepick and postpick prices should be displayed. When the configuration is complete, write the configuration instance to a custom cart (or show the returned XML). This should happen independently of the CPQ cart.
- **Ability to reconfigure transaction line** – Use a custom application to relaunch the configuration of an existing instance of a product. The configuration user experience should be generated by the CPQ application. When the configuration is complete, write the configuration instance to a custom cart (or show the returned XML). This should happen independently of the CPQ cart.
- **Price transaction** – Use Postman to send a complex transaction (with multiple lines) to a CPQ API for customer-specific pricing. This should happen independently of the CPQ cart.
- **"Add to cart"** – Use Postman to add a line to the CPQ cart.
- **Ability to get cart details** – Use Postman to retrieve the contents of the CPQ cart.

- **Ability to generate proposals** – Use Postman to generate a proposal for the contents of the CPQ cart.
- **Ability to place orders** – Use Postman to generate and transmit an order using the contents of the CPQ cart.
- **Ability to amend recurring service** – Use a custom application to view existing service contracts for a customer and relaunch the configuration of an existing service contract (this should have options and features). The configuration user experience should be generated by the CPQ application. When the configuration is complete, show the instructions generated to amend the service contract.
- **Ability to terminate recurring service** – Use a custom application to view existing service contracts for a customer and terminate one of them. Show the instructions generated to terminate the service contract.
- **Live production site** – Show each of the above features in a customer's live production website.
- **Public APIs** – Show the API documentation on your public website.

## Select Products/Offers

The product offers a B2C, digital-commerce-style sales catalog with search, faceted search, product comparison and needs-based product recommendation, a UI optimized for rapid entry, import from Excel and reuse of favorite configurations. It can limit sellable products based on rules.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Amazon-style hierarchical sales catalog** – Products and offers are arranged into hierarchical categories that allow users to locate their desired product by drilling down through the categories. Categories and products are presented in a B2C-like graphical layout.
- **Product search** – Products and offers can be located by a free-text search that matches the product name and description.
- **Product comparison** – Multiple products can be selected and compared side by side.

- **Faceted search** – The catalog supports filtering criteria that are sensitive to the current category (for example, the TV category provides a “screen size” search attribute). Each selection should indicate how many products and offers match.
- **Rapid order entry** – The tool provides a mechanism for rapid, heads-down entry of part numbers and quantities.
- **Ability to import from Excel** – This criteria allows the user to bulk import transaction lines from an Excel file.
- **Product recommendation based on questionnaire** – After selecting and completing a needs-analysis questionnaire, the system suggests the best products for the customer. Identify how the suggestions are generated (for example, rules or machine learning).
- **Product eligibility enforcement** – This criteria allows the user to define eligibility rules that limit what categories and products can be sold to the customer based on channel, geography, rep training or customer type. Ineligible product choices should either be filtered out or include an explanation of why they cannot be selected. Product eligibility rules should be enforced by all product selection mechanisms.
- **Ability to reorder previous configuration** – This criteria allows the user to select a previously configured product as the starting point for a new configuration on the current transaction.
- **Prepick pricing** – All product selection mechanisms support transaction and customer-specific prepick pricing that provides an accurate price to the customer before an item is added to the transaction.
- **Intelligent product recommendation** – Self-learning AI algorithms suggest upsells and cross-sells based on the customer, shopping cart contents, order history, recommendation acceptance history and service usage.

## Sell Services

Services with recurring pricing can be sold, amended, terminated and renewed. A product should support multiple different prices of different types. It must be possible to place an order for a future-dated change and to enforce contractual commitments.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Fixed recurring prices** – Charge for services on a recurring basis over various time periods (such as per day, per month and per year).
- **Simple usage-based recurring prices** – Charge for services on a recurring basis based on actual usage (such as per gigabyte of data or per 1,000 texts).
- **Billing system rate plan** – Associate a billing system rate plan with a transaction line for complex, usage-based pricing (for example, phone tariffs).
- **Subscription ramps** – Negotiate a gradual increase in subscription charges in the first months of a contract or the gradual ramp down of charges at the end of a contract.
- **Multiple price types for a single transaction line** – Enable a single transaction line to have multiple associated charges with multiple price types. Each charge is calculated by the system and can be manually discounted.
- **Declarative, flexible totals that work for all price types** – Customize transaction totals to reflect customer requirements. They work correctly for one-time, recurring and usage-based price types.
- **Ability to sell a complex subscription** – Sell a subscription with configurable options and features.
- **Ability to sell a solution** – Sell a complex tangible product along with a related complex subscription (complex hardware plus subscription software, for example) in a single transaction.
- **Ability to sell coverage service** – Sell a configurable maintenance contract to cover a complex product in the shopping cart and an existing complex product in the installed base.
- **Ability to sell professional services** – Sell a contract for professional services work that includes a mix of hourly and daily rates.
- **Subscription renewal** – Allow selection of an existing subscription and generation of a renewal order.
- **Ability to amend subscription** – Allow selection of an existing subscription and generation of an amendment order that changes the delivered service and updates the service contract.

- **Ability to cancel subscription** – Allow selection of an existing subscription and generation of a cancel/terminate order that removes the delivered service and updates the service contract.
- **Ability to generate a service contract** – Generate a service contract when the order is fulfilled.
- **Future-dated changes** – Allow the capture of amendments and cancellations that will happen in the future.
- **Order stacking** – Include changes in any prior pending orders to the starting point of a configuration.
- **Contractual commitments** – Model contractual commitments within the CPQ system, record them in the service contract, and enforce the terms by calculating change and termination fees.
- **Service unbundling, rebundling and bundle breaking** – Enable termination of individual services from the bundle after the bundle is sold. If the service is required to qualify for the bundle, the bundle can be split into the individual services outside of the context of a bundle. Existing individual services plus newly planned services can be grouped into a new bundle.
- **Managed service locations** – Enable the administration, import and real-time integration of the set of possible locations for service delivery. A service location can be associated with a configurable service. The service location can define the available options, features and service levels.
- **Subscription billing** – Integrate the CPQ solution with the subscription billing solution from the same vendor to support both fixed recurring and usage billing.

## Sell Tangible Goods

Complex tangible products can be customized, visualized and sold. Shipping details can be captured and priced. Extra credit is given for generating CAD drawings for the proposal and as input to manufacturing.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **2D visual configuration** – The configurable product is displayed as a 2D image with all options selected. As selections are changed, the 2D image is automatically updated.
- **3D visual configuration** – The configurable product is displayed as a 3D image with all options selected. As selections are changed, the 3D image is automatically updated. The user can change the viewing position and rotate the product to see it from any perspective.
- **Bill of materials (BOM) generation** – The configurator can generate the manufacturing BOM from the options selected.
- **Routing rules generation** – A sequence of routing rules for the manufacture of each component of the BOM can be generated.
- **Shipping charges** – Shipping charges can be calculated either from internal shipping rate tables or via a call to an external shipping system. The shipping charge is a function of the weight, route and speed requested.
- **Visualizations in proposal** – Both 2D and 3D renderings of configured products in the proposal or contract are included.
- **Shipping details** – Shipping details for tangible goods on the order are captured. Order lines can be sent to multiple locations by multiple shipping methods.
- **Ability to generate CAD drawings** – CAD drawings of complex products for manufacturing can be generated.

## Configuration

The product defines the options, features, rules and UI for a product with customizable options. Credit is given to features that enable a nontechnical business user to quickly set up and change products without IT support or duplication of effort.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Flexible, channel-specific user interface per product** – The user interface for each product model is easily created without technical skills. Ideally, this is done using a WYSIWYG admin interface. Users should be able to define a different interface for the direct sales and self-service channels.

- **Actionable conflict messages** – When the user selects an option that is not allowed, the system tells the user why that option is not available and suggests ways to fix the problem (for example, by deselecting a conflicting option).
- **Actionable recommendation** – The system proactively suggests additional options or changes. It enables the user to select a suggestion with a simple button click.
- **Delta pricing** – All options are displayed along with the incremental cost of selecting that option. Where there are mutually exclusive options, selecting one option will change the incremental price of other options. The incremental price can be negative.
- **Shopping cart for configuration** – The current configuration is displayed in a shopping cart that lists all of the selected items and their costs. That shopping cart can then be saved to the quote or order.
- **Attribute inheritance** – Configurable options can have attributes (such as bandwidth, from location to location). The attributes of an option are inherited from a shared class (such as connections). Using classes reduces the maintenance overhead for groups of attributes that are shared across many products or options.
- **Attribute with domain based on a table or web service call** – The domain of an attribute can be retrieved from a custom table or web service call. Users should be able to filter the domain based on prior selections. This feature can greatly simplify the management of large domains (for example, the cities where a service is provided).
- **Condition/action rules** – The configurator supports rules of the form: IF [*Boolean condition*] THEN [*perform action*].
- **Constraint-solving rules** – The configurator supports rules of the form: ENSURE [*Boolean condition*]. These rules require a more sophisticated rule engine that automatically selects and deselects options to enforce the rule. These rules can be slightly harder to understand than condition/action rules, but they are often more powerful and succinct.
- **Aggregation/consumption rules** – The configurator supports rules of the form: ENSURE [*Aggregated quantity < Available quantity*]. This powerful technique ensures that finite resources are not overconsumed.

- **Reusable subassemblies** – A configurable model can include other configurable models as subcomponents. Users should be able to write rules in the parent model that impact options and attributes of the child models. This feature avoids a lot of duplicate maintenance where a subassembly is used by multiple parent assemblies.
- **Iterations of child subassemblies** – A parent configurable model can support one to N instances of the same child subassembly. Each instance is individually configured. This feature enables the configuration of products, such as rack servers, whose racks are each individually configurable.
- **Rules that query the transactional context** – Configuration rules can reference attributes of the transactional context (for example, customer type, geography and customer assets).
- **Network configuration** – An unlimited set of node configuration models can be linked into a complex network or system (e.g., manufacturing line). Users should be able to write rules that constrain attributes across linked node models and aggregated attribute values across the whole system. An intuitive UI for constructing the system/network should be provided.
- **Date effectiveness** – Each configuration rule and component can have a start date and end date. This enables forward planning of changes and is vital for enterprise-class deployments.
- **Marketing rules** – Rules maintained by business users in a sales agreement, offer or promotion can be injected into a product model so the options and features are different for a particular marketing context. For example, a product might be available in red, blue or green, but in the context of a “Winter Promotion,” only red and green are available.
- **Engineer-to-order workflow** – A workflow that contacts engineering for approval of technical feasibility and cost estimation is supported.

## Pricing

This capability evaluates out-of-the-box pricing that can be set up and administered by a nontechnical business user. Almost all CPQ products support formula-based pricing and scripting. Those are evaluated in the “extensibility” critical capability.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **List pricing** – The administration, import and execution of list pricing is supported.
- **Cost-plus pricing** – Prices can be calculated by marking up the costs from a cost list.
- **Margin calculation** – The difference between net price and cost is calculated as the margin.
- **One-time prices** – Prices can be charged one time for multiple different units of measure (for example, per unit, per case, per dozen or per ton).
- **Volume-based discounting** – A volume discount schedule can be created and assigned to a product or product category in a price list.
- **Attribute-based pricing** – The price of a product is a function of its attributes (such as color and size). The price adjustments/overrides for each attribute combination are defined in a matrix in the context of a price list.
- **Promotions** – A promotion defines special terms for a targeted group of customers for a period of time. Promotions can be automatically associated with a transaction (for example, because a particular product or combination of products is added to the cart) or manually applied. A promotion could include price adjustments, shipping terms or payment terms. The system should enforce compatibility rules between promotions. Multiple promotions can be applied to a single transaction line (if compatible).
- **Bundle pricing** – Special pricing can apply when a specified combination of products is added to the cart.
- **Coverage pricing** – The price of a service may be some function of the price of other products that it covers. For example, the price of a consumer electronics warranty is 10% of the net price of the products covered.
- **Sales tax** – An estimate of sales tax is calculated during quoting or order capture. Sales tax can be calculated either from internal rate tables or via a call to an external sales tax system, such as Avalara.
- **Integration with an external rating service** – The system can customize a real-time call to an external pricing engine where needed.

- **Price explanation** – An explanation of how each price was calculated can be displayed to the user. This should call out how the list price was calculated and list any on-invoice or off-invoice discounts that were applied. The cost and margin should also be displayed.
- **Date effectivity** – All pricing rules support a start date and end date. This enables administrators to set up changes in advance and is important for enterprise-class deployments of CPQ.
- **Headless pricing** – Pricing logic can be called via an API by any external application. Extra credit for showing a live customer example.

## Long-Term Deal Negotiation

The vendor supports negotiating a long-term agreement between a vendor and its B2B customer for an extended period, covering multiple transactions. This might be one project, an annual or a multiyear agreement.

Upfront discounts, long-term volume discounts, rebates, shipping terms, payment terms, volume commitments, marketing development funds and other types of commitments and incentives should be supported in a single contract. The terms of the contract must be automatically enforced when quoting and ordering.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Contract for long-term agreement** – Capture all facets of a long-term trading relationship between the vendor and another party in a contract with effective dates.
- **Price discounts for product category/line** – Capture and automatically apply price discounts at the product line/category level. Users should be able to define exceptions at the subcategory or product level.
- **Price discounts for product** – Capture and automatically apply price discounts at the product level.
- **Price discounts for shipping** – Capture and automatically apply price discounts for shipping.
- **Price discount volume commitments** – Capture and automatically apply a volume discount schedule for a product line/category or product.

- **Intelligent price discount guidance** – Use AI to recommend the best discounts for a customer; for example, based on willingness to pay, long-term order history, account strategy.
- **Rebates** – Define off-invoice rebates for product lines/categories or products.
- **Customer-specific product configurations** – Define product configurations that are specific to this customer that can be quickly selected by a user ordering for the customer. Define a special price for that configuration. Limit the changes that can be made to the configuration when sold to this customer.
- **Payment terms** – Capture and automatically apply customer-specific payment terms.
- **Inherited terms** – Inherit terms from a parent long-term agreement.
- **Deal compliance analytics** – Provide analytics to track orders against a long-term agreement. Identify how the customer is tracking versus their commitments.
- **Proactive deal compliance monitoring** – Automatically notify the account manager if the account is not expected to meet their contractual commitments.
- **Overall deal optimization** – Calculate/project the overall profitability of the long-term agreement, taking into account all of the terms. Use AI to recommend the optimal mix of terms to achieve the vendor's goals for the account.
- **Long-term deal approval workflow** – Support workflow to approve a new or amended long-term deal.

## Propose and Negotiate

The application provides discounting, discount approvals, proposal generation, contract negotiation and electronic signature. We also evaluated support for very large transactions and very large proposals.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Large transactions** – Transactions with more than 1,000 lines are supported.
- **Line grouping** – Sales users can group transaction lines for display, reporting and document generation. For example, group all lines for the Denver office and all lines for the San Francisco office.

- **Manual price adjustments** – Sales users can enter adjustments to the line item net prices (for example, percentage off, amount off, or override).
- **Goal-seeking price adjustments** – Sales users can ask the system to adjust line-item pricing to achieve the desired total amount, total discount and total margin. The system should consider discount authority and other constraints when calculating adjustments.
- **Expected sales compensation** – Anticipated sales compensation for the transaction is displayed in real time. This is a highly effective way of aligning sales rep behavior with corporate goals. Expected sales compensation is usually calculated by a sales performance management system that is integrated into the CPQ application.
- **Discount authority** – Discount authority is defined and enforced.
- **Intelligent price recommendations** – Intelligent recommendation of target price, floor price and ceiling price is based on historical deals and business-specified trade-offs between revenue and margin.
- **Discount approval** – Role-based, multistep and parallel approvals workflow for all aspects of the transaction is included.
- **Email generation** – An email from a flexible template can be generated and sent to either an internal employee or a customer. This feature is used for tasks like approvals and order-status updates.
- **Proposal generation** – Microsoft Word and PDF proposal/contract documents are generated from a dynamic template.
- **Large proposals** – Large proposals or contracts (more than 100 pages) can be generated within 30 seconds.
- **Redlining** – The system supports iterative negotiation of a contract between the vendor and a customer's legal departments. A basic capability is to identify where the contract has been redlined. The legal team should be able to accept, reject or amend the proposed text. More advanced solutions support a customer-specific clause library that is automatically applied to future contracts.
- **Payment details** – Payment instructions for the order are securely captured. The system should enable payment by electronic funds transfer or credit card.
- **Ability to generate a sales agreement** – The system should generate a sales agreement to enforce any price holds negotiated as part of a transaction.

- **Electronic signature** – The system should capture electronic signatures to close a transaction. This feature is typically achieved via an integration with a partner, such as DocuSign.
- **Multiuser document collaboration** – Multiple sales users can collaborate on a transaction by simultaneously viewing it and updating it on their screens.

## Manage Order

After an order is captured, it must be decomposed and sent to various fulfillment systems in the correct sequence. The CPQ user can track an order's fulfillment status and make changes until it passes its point of no return.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Order placement** – Integration with ERP to send an order for fulfillment is prebuilt.
- **Order decomposition and orchestration** – The solution includes administration user interfaces and runtime workflow to decompose an order and orchestrate its transmission to multiple fulfillment systems.
- **Fulfillment status** – Integration to synchronize order fulfillment status from ERP and other fulfillment systems is prebuilt.
- **Order status display** – Order status is displayed to CPQ users and customers.
- **Cancellation or changes to inflight order** – The system can determine whether the order can be changed or canceled, allowing the user to make an order revision and resubmit it for fulfillment.
- **Application of change fees** – The system allows users to calculate applicable change fees or credits when changing an inflight order.

## Extensibility

Most CPQ implementations require customer extensions to the CPQ product. Users must be able to extend the standard schema, add new objects, build new UIs, create custom-scripted logic and define the state workflow of objects.

The following criteria were evaluated for functional completeness, usability, ease of administration and response times:

- **Custom tables** – Add custom tables and refer to them in all rules and scripted logic.
- **Custom table relationships** – Relate custom tables to standard tables (for example, one-to-many extension to store shipments for a quote).
- **Extended standard tables** – Extend standard tables with new columns.
- **User interface over a custom table** – Add new UIs to allow nontechnical business users to edit the contents of custom tables. Define which user roles and user groups can view or edit the contents.
- **User interface over standard table extensions** – Expose extensions to standard tables on the UI.
- **Ability to change standard user interfaces** – Change the layout and “look and feel” of standard UIs.
- **Scripting** – Implement complex custom logic in scripts or by calling external web services.
- **Webhooks** – Send real-time notifications to other systems when business events occur in the CPQ system, such as a line added, proposal sent or status changed.
- **Declarative state workflow** – Control the actions and attribute properties (for example, hidden or editable) available in each state of the transaction.
- **Analytics** – Add custom charts and graphs to the runtime UI and admin UI of the application with an admin tool that is suitable for nontechnical business users.
- **Administrator staging of updates** – Test changes to the application setup and any type of business rules without impacting the production environment. Those tested changes can then be deployed to the production environment with zero downtime.

## Use Cases

### Direct Sales

A direct sales representative captures a quote or order; negotiates the pricing, terms and conditions; and then places and tracks the order.

### Channel Sales

A lightly trained reseller sales representative captures a quote or order, and then places and tracks the order.

## Composable

A B2B digital commerce experience is built over the configuration, pricing and quoting capabilities of the application.

## Long-Term Deal Negotiation

A long-term agreement that defines how a vendor and its B2B customer does business over an extended period, covering multiple transactions, is negotiated.

## Service Selling

A complex recurring service is customized and sold by a direct sales rep. After the sale, the service is amended, terminated or renewed.

## Complex Manufacturing

A complex manufactured product is customized and priced. After the order is captured and signed, it is fulfilled and shipped by an ERP solution.

## Solution Selling

Tangible goods and services (one-time or recurring) are sold together to address all of the customer's needs.

## Vendors Added and Dropped

### Added

- Zilliant

### Dropped

- ScaleFluidly failed to satisfy enterprise grade inclusion criteria.
- Salesforce CPQ has been replaced by Salesforce Revenue Cloud and is no longer actively sold by Salesforce.

## Inclusion and Exclusion Criteria

To qualify for inclusion, a vendor must demonstrate that they satisfy the following criteria:

- **Current** – The product was generally available for sale on 1 January 2024, without restrictions or special approval.

- **Cloud** – The product is implemented in the cloud as defined below:
  - All technology infrastructure is managed either in the vendor's own data centers or those of a third party that is not the end customer.
  - The vendor implements upgrades as part of the cloud service. Upgrades are not performed by a third party, managed service provider or the customer themselves.
  - The cloud service is licensed on a subscription basis or metered pay for use.
  - All major application capabilities (end-user features, administration, schema extension, workflow and scripting) are performed in a web browser. Note that Windows GUI applications, either running locally or on a central server, are not acceptable.
  - Customers cannot modify the application source code. All customers run the same code. The vendor does not develop code for a specific customer.
  - Vendor delivered at least two upgrades containing new functionality in the last year. Upgrades may be pushed by the vendor or implemented at a time agreed by the vendor and the customer.
- **Core CPQ capability** – This product provides out-of-the-box support for all the core capabilities listed in the market definition above. The product must score at least 1.5 out of 5 for Configuration, 1.5 out of 5 for Pricing and 2.0 out of 5 for Propose and Negotiate in the live demonstration performed for the Critical Capabilities report.
- **Growing** – The vendor closed new deals for this product for at least 1,500 new sales users (direct + indirect) or ACV of \$1 million between 1 July 2023 and 30 June 2024.
- **Enterprise grade** – The product had at least 25 customers with at least 10,000 total sales users (direct + indirect) running in production, and at least three companies in production with more than 300 sales users on 1 July 2024.
- **Stand-alone** – The product can be purchased stand-alone with no prerequisite to purchase an ERP, billing application or price management application. Requiring a particular CRM platform is acceptable.

**Table 1: Weighting for Critical Capabilities in Use Cases**

(Enlarged table in Appendix)

Critical Capabilities	Direct Sales	Channel Sales	Composable	Long-Term Deal Negotiation	Service Selling	Complex Manufacturing	Solution Selling
Direct Sales Channel	17%	0%	0%	5%	0%	5%	5%
Reseller Channel	0%	17%	0%	0%	0%	5%	0%
Composable	0%	0%	65%	0%	0%	0%	0%
Select Products/Off ers	10%	10%	0%	0%	5%	0%	0%
Sell Services	10%	10%	0%	0%	50%	5%	30%
Sell Tangible Goods	0%	5%	0%	0%	0%	15%	5%
Configuration	10%	15%	10%	0%	10%	25%	25%
Pricing	10%	10%	10%	0%	10%	10%	10%
Long-Term Deal Negotiation	5%	5%	0%	70%	0%	5%	0%
Propose and Negotiate	20%	10%	0%	10%	10%	10%	10%
Manage Order	3%	3%	0%	0%	0%	5%	0%
Extensibility	15%	15%	15%	15%	15%	15%	15%
As of 20 November 2024							

Source: Gartner (January 2025)

This methodology requires analysts to identify the critical capabilities for a class of products/services. Each capability is then weighted in terms of its relative importance for specific product/service use cases.

## Critical Capabilities Rating

Each of the products/services that meet our inclusion criteria has been evaluated on the critical capabilities on a scale from 1.0 to 5.0.

**Table 2: Product/Service Rating on Critical Capabilities**

(Enlarged table in Appendix)

Critical Capabilities	Apparound	Bit2win	Conga	CSG	Epicor	Infor	Oracle	PROS	Salesforce Industries CPQ	SAP	servicePath	Tacton	Vendavo	Yagna iQ	Zilliant
Direct Sales Channel	3.4	4.1	2.7	2.7	3.0	2.8	3.0	3.9	3.8	4.0	3.7	4.3	3.0	3.0	3.4
Reseller Channel	1.8	3.8	2.9	2.3	3.6	3.3	3.4	3.7	3.5	3.9	2.7	3.3	3.7	3.6	2.8
Composable	2.2	3.1	3.2	2.9	2.3	3.4	2.3	3.7	3.4	2.1	2.4	2.6	2.8	1.8	2.5
Select Products/Offers	3.0	3.2	2.6	2.1	2.6	2.2	2.4	3.9	3.1	4.1	3.1	2.1	2.7	2.3	2.2
Sell Services	2.0	3.6	3.1	3.2	1.0	1.1	3.4	1.4	3.2	2.2	3.7	2.6	1.9	2.1	1.0
Sell Tangible Goods	1.7	2.1	1.2	1.0	3.2	4.3	2.6	3.2	1.2	1.4	1.0	4.0	1.5	1.0	1.8
Configuration	1.7	2.6	2.5	2.1	2.5	3.7	2.5	3.7	2.0	4.0	3.0	4.7	1.6	2.2	1.8
Pricing	2.5	4.3	4.6	2.0	1.6	2.7	2.6	3.7	2.8	3.5	2.9	2.2	3.4	2.3	1.9
Long-Term Deal Negotiation	1.0	1.3	1.4	1.2	1.0	1.3	1.4	3.2	1.4	1.0	1.0	1.0	3.5	1.0	2.0
Propose and Negotiate	3.1	2.5	3.1	2.1	2.1	2.1	3.5	4.3	3.7	4.1	3.0	3.2	3.1	2.8	1.8
Manage Order	2.3	3.4	3.3	3.7	1.7	1.9	3.0	1.7	3.5	2.2	1.7	2.8	1.9	1.7	1.0
Extensibility	2.9	4.3	3.7	2.2	2.6	3.8	3.8	3.0	4.4	3.5	2.3	4.8	2.9	1.3	2.1
As of 20 November 2024															

Source: Gartner (January 2025)

Table 3 shows the product/service scores for each use case. The scores, which are generated by multiplying the use-case weightings by the product/service ratings, summarize how well the critical capabilities are met for each use case.

**Table 3: Product Score in Use Cases**

(Enlarged table in Appendix)

Use Cases	Salesforce Industries CPQ														
	Apparound	Bit2win	Conga	CSG	Epicor	Infor	Oracle	PROS	SAP	servicePath	Tacton	Vendavo	Yagna iQ	Zilliant	
Direct Sales	2.67	3.38	3.08	2.32	2.19	2.56	3.03	3.45	3.33	3.52	2.95	3.39	2.76	2.26	2.07
Channel Sales	2.26	3.31	2.99	2.20	2.37	2.83	3.00	3.34	3.07	3.36	2.68	3.33	2.72	2.24	1.97
Composable	2.29	3.35	3.35	2.63	2.30	3.42	2.58	3.60	3.35	2.64	2.50	3.10	2.76	1.82	2.31
Long-Term Deal Negotiation	1.62	2.01	1.98	1.52	1.45	1.83	2.05	3.32	2.20	1.84	1.53	1.96	3.35	1.33	2.07
Service Selling	2.32	3.55	3.26	2.66	1.64	2.08	3.25	2.52	3.27	2.99	3.24	3.14	2.33	2.09	1.48
Complex Manufacturing	2.20	3.10	2.80	2.07	2.38	3.14	2.91	3.35	2.76	3.16	2.48	3.74	2.41	1.98	1.92
Solution Selling	2.28	3.37	3.08	2.41	2.00	2.66	3.11	2.95	3.02	3.22	3.03	3.63	2.28	2.09	1.70
As of 20 November 2024															

Source: Gartner (January 2025)

To determine an overall score for each product/service in the use cases, multiply the ratings in Table 2 by the weightings shown in Table 1.

## Acronym Key and Glossary Terms

BOM	Bill of materials
RLM	Revenue lifecycle management

## Critical Capabilities Methodology

This methodology requires analysts to identify the critical capabilities for a class of products or services. Each capability is then weighted in terms of its relative importance for specific product or service use cases. Next, products/services are rated in terms of how well they achieve each of the critical capabilities. A score that summarizes how well they meet the critical capabilities for each use case is then calculated for each product/service.

"Critical capabilities" are attributes that differentiate products/services in a class in terms of their quality and performance. Gartner recommends that users consider the set of critical capabilities as some of the most important criteria for acquisition decisions.

In defining the product/service category for evaluation, the analyst first identifies the leading uses for the products/services in this market. What needs are end-users looking to fulfill, when considering products/services in this market? Use cases should match common client deployment scenarios. These distinct client scenarios define the Use Cases.

The analyst then identifies the critical capabilities. These capabilities are generalized groups of features commonly required by this class of products/services. Each capability is assigned a level of importance in fulfilling that particular need; some sets of features are more important than others, depending on the use case being evaluated.

Each vendor's product or service is evaluated in terms of how well it delivers each capability, on a five-point scale. These ratings are displayed side-by-side for all vendors, allowing easy comparisons between the different sets of features.

Ratings and summary scores range from 1.0 to 5.0:

1 = Poor or Absent: most or all defined requirements for a capability are not achieved

2 = Fair: some requirements are not achieved

3 = Good: meets requirements

4 = Excellent: meets or exceeds some requirements

5 = Outstanding: significantly exceeds requirements

To determine an overall score for each product in the use cases, the product ratings are multiplied by the weightings to come up with the product score in use cases.

The critical capabilities Gartner has selected do not represent all capabilities for any product; therefore, may not represent those most important for a specific use situation or business objective. Clients should use a critical capabilities analysis as one of several sources of input about a product before making a product/service decision.

## Document Revision History

[Critical Capabilities for Configure, Price and Quote Applications - 12 December 2023](#)

[Critical Capabilities for Configure, Price and Quote Application Suites - 9 November 2022](#)

[Critical Capabilities for Configure, Price and Quote Application Suites - 21 October 2021](#)

[Critical Capabilities for Configure, Price and Quote Application Suites - 28 September 2020](#)

[Critical Capabilities for Configure, Price and Quote Application Suites - 28 October 2019](#)

[Critical Capabilities for Configure, Price and Quote Application Suites - 6 November 2018](#)

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## Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[How Products and Services Are Evaluated in Gartner Critical Capabilities](#)

[Magic Quadrant for Configure, Price and Quote Applications](#)

[Market Guide for Composable Product Configurators](#)

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**Table 1: Weighting for Critical Capabilities in Use Cases**

Critical Capabilities ↓	Direct Sales ↓	Channel Sales ↓	Composable ↓	Long-Term Deal Negotiation ↓	Service Selling ↓	Complex Manufacturing ↓	Solution Selling ↓
Direct Sales Channel	17%	0%	0%	5%	0%	5%	5%
Reseller Channel	0%	17%	0%	0%	0%	5%	0%
Composable	0%	0%	65%	0%	0%	0%	0%
Select Products/Offers	10%	10%	0%	0%	5%	0%	0%
Sell Services	10%	10%	0%	0%	50%	5%	30%
Sell Tangible Goods	0%	5%	0%	0%	0%	15%	5%
Configuration	10%	15%	10%	0%	10%	25%	25%
Pricing	10%	10%	10%	0%	10%	10%	10%
Long-Term Deal Negotiation	5%	5%	0%	70%	0%	5%	0%
Propose and Negotiate	20%	10%	0%	10%	10%	10%	10%

<i>Critical Capabilities</i>	<i>Direct Sales</i>	<i>Channel Sales</i>	<i>Composable</i>	<i>Long-Term Deal Negotiation</i>	<i>Service Selling</i>	<i>Complex Manufacturing</i>	<i>Solution Selling</i>
Manage Order	3%	3%	0%	0%	0%	5%	0%
Extensibility	15%	15%	15%	15%	15%	15%	15%
As of 20 November 2024							

Source: Gartner (January 2025)

Table 2: Product/Service Rating on Critical Capabilities

Critical Capabilities	Apparound	Bit2win	Conga	CSG	Epicor	Infor	Oracle	PROS	Salesforce Industries CPQ	SAP	servicePath	Tacton	Vendavo	Yagna iQ	Zilliant
Direct Sales Channel	3.4	4.1	2.7	2.7	3.0	2.8	3.0	3.9	3.8	4.0	3.7	4.3	3.0	3.0	3.4
Reseller Channel	1.8	3.8	2.9	2.3	3.6	3.3	3.4	3.7	3.5	3.9	2.7	3.3	3.7	3.6	2.8
Composable	2.2	3.1	3.2	2.9	2.3	3.4	2.3	3.7	3.4	2.1	2.4	2.6	2.8	1.8	2.5
Select Products/Offers	3.0	3.2	2.6	2.1	2.6	2.2	2.4	3.9	3.1	4.1	3.1	2.1	2.7	2.3	2.2
Sell Services	2.0	3.6	3.1	3.2	1.0	1.1	3.4	1.4	3.2	2.2	3.7	2.6	1.9	2.1	1.0
Sell Tangible Goods	1.7	2.1	1.2	1.0	3.2	4.3	2.6	3.2	1.2	1.4	1.0	4.0	1.5	1.0	1.8

Configuration	1.7	2.6	2.5	2.1	2.5	3.7	2.5	3.7	2.0	4.0	3.0	4.7	1.6	2.2	1.8
Pricing	2.5	4.3	4.6	2.0	1.6	2.7	2.6	3.7	2.8	3.5	2.9	2.2	3.4	2.3	1.9
Long-Term Deal Negotiation	1.0	1.3	1.4	1.2	1.0	1.3	1.4	3.2	1.4	1.0	1.0	1.0	3.5	1.0	2.0
Propose and Negotiate	3.1	2.5	3.1	2.1	2.1	2.1	3.5	4.3	3.7	4.1	3.0	3.2	3.1	2.8	1.8
Manage Order	2.3	3.4	3.3	3.7	1.7	1.9	3.0	1.7	3.5	2.2	1.7	2.8	1.9	1.7	1.0
Extensibility	2.9	4.3	3.7	2.2	2.6	3.8	3.8	3.0	4.4	3.5	2.3	4.8	2.9	1.3	2.1
As of 20 November 2024															

Source: Gartner (January 2025)

Table 3: Product Score in Use Cases

<b>Use Cases</b>	<i>Apparound</i>	<i>Bit2win</i>	<i>Conga</i>	<i>CSG</i>	<i>Epicor</i>	<i>Infor</i>	<i>Oracle</i>	<i>PROS</i>	<i>Salesforce Industries CPQ</i>	<i>SAP</i>	<i>servicePath</i>	<i>Tacton</i>	<i>Vendavo</i>	<i>Yagna iQ</i>	<i>Zilliant</i>
Direct Sales	2.67	3.38	3.08	2.32	2.19	2.56	3.03	3.45	3.33	3.52	2.95	3.39	2.76	2.26	2.07
Channel Sales	2.26	3.31	2.99	2.20	2.37	2.83	3.00	3.34	3.07	3.36	2.68	3.33	2.72	2.24	1.97
Composable	2.29	3.35	3.35	2.63	2.30	3.42	2.58	3.60	3.35	2.64	2.50	3.10	2.76	1.82	2.31
Long-Term Deal Negotiation	1.62	2.01	1.98	1.52	1.45	1.83	2.05	3.32	2.20	1.84	1.53	1.96	3.35	1.33	2.07
Service Selling	2.32	3.55	3.26	2.66	1.64	2.08	3.25	2.52	3.27	2.99	3.24	3.14	2.33	2.09	1.48
Complex Manufacturing	2.20	3.10	2.80	2.07	2.38	3.14	2.91	3.35	2.76	3.16	2.48	3.74	2.41	1.98	1.92

Solution Selling	2.28	3.37	3.08	2.41	2.00	2.66	3.11	2.95	3.02	3.22	3.03	3.63	2.28	2.09	1.70
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As of 20 November 2024

Source: Gartner (January 2025)