

SUPPLY CHAIN RESEARCH

Retail & Merchandise Planning

The 2026 Buyer’s Guide & Vendor Landscape

A practitioner’s guide to evaluating, costing, and selecting retail merchandise planning software: what these systems do, how the five planning functions differ, why the market resists a single number, why Gartner retired its dedicated quadrant, how the vendors stack up in 2026, and what they cost.

FIVE FUNCTIONS	NO CURRENT GARTNER MQ	FIT OVER RANK
Financial planning, assortment, allocation, pricing, and space	Analyst Market Guides and Peer Insights, not a quadrant	The right platform depends on your functions and sector

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1. Executive summary

Retail merchandise planning software helps a retailer decide what to sell, how much, at what price, and where. Under that single description sit five distinct functions: merchandise financial planning, which sets budgets, open-to-buy, and margin targets; assortment planning, which decides what to range in which stores and channels; allocation and replenishment, which moves stock to the right locations; price and markdown optimization, which protects margin across the product lifecycle; and space or planogram planning, which arranges product on the shelf. Few tools do all five equally well, and the category blurs at its edges into demand planning and retail analytics, which is why the market resists a single number and why buyers must be precise about what they need. In 2026 the field is being reshaped by AI, by modern cloud tools challenging the legacy suites, and by a hard truth: the cost of getting merchandising wrong, in excess inventory or lost sales, has rarely been higher.

This guide is written for retail merchandising, planning, and IT leaders evaluating a planning investment, and for the merchants and planners who will use it. It is deliberately vendor-neutral: we accept no payment from the vendors covered, and we name no single best platform, because the right choice depends on which planning functions you need, your retail sector, and your size. We also note, honestly, that there is no current Gartner Magic Quadrant for this space: the dedicated ranking was retired, and Gartner now covers the market through guides and reviews. The pages that follow define the five functions, size the market by scope rather than pretending to a single figure, explain the analyst picture, profile the enterprise, unified, fashion, and modern-cloud tiers, lay out an evaluation framework, and explain why fit to your functions and sector, not a feature list, decides the return.

Five functions

financial planning, assortment, allocation, pricing, and space

No current MQ

Gartner retired its dedicated quadrant; the space uses Market Guides now

Fit over rank

the right tool depends on which functions and sector you need

What the evidence says

- **It is five functions, not one.** Retail planning bundles merchandise financial planning, assortment, allocation, pricing, and space, and few tools do all of them well, so define which you need first.
- **The market has no single size.** Estimates depend entirely on scope: the narrow assortment-planning slice is around \$2.3B, while broader definitions run higher and blur into demand planning, so size the market carefully by drawing an explicit line.
- **Gartner retired its dedicated quadrant.** There is no current Gartner Magic Quadrant for retail assortment or merchandise planning; the space is covered by Market Guides and Peer Insights, with some vendors appearing in the adjacent supply chain planning quadrant.
- **Sector fit is decisive.** Grocery, fashion, and general merchandise have very different planning needs, so a tool built for one sector often fits another poorly.
- **Modern cloud is disrupting the suites.** Cloud-native tools are challenging the legacy enterprise suites for mid-market and digitally native retailers, changing the buying calculus.

2. What retail planning software is

Retail merchandise planning software supports the merchandising lifecycle, from budget to shelf. It comprises five distinct functions, shown in Figure 3:

- **Merchandise financial planning.** Setting sales, margin, and inventory budgets and open-to-buy at the category or department level, the financial backbone of the plan.
- **Assortment planning.** Deciding which products to range in which stores and channels, including store clustering and localization.
- **Allocation and replenishment.** Moving the right stock to the right stores and channels, and keeping it replenished.
- **Price and markdown optimization.** Maximizing margin across the product lifecycle through pricing and markdown decisions.
- **Space and planogram planning.** Optimizing how product is laid out on the shelf and in the store.

Why the five functions matter

The single most useful thing to understand about this market is that retail planning and merchandising software are umbrella terms covering these five functions, and that few products are strong across all of them. One tool excels at merchandise financial planning, another at assortment and localization, another at high-frequency grocery replenishment, another at markdown optimization. Vendors describe themselves broadly, but their real strengths are narrower. So the first task for a buyer is not to shop for retail planning software in general, but to decide which of the five functions matter most, and to confirm that a platform is strong in those rather than merely adjacent to them. Getting this wrong, buying a broad suite for a narrow need or a point tool for a broad one, is the most common mistake.

Adjacent category	What it does	Relationship
Retail merchandise planning	Plans the range and buy	The subject here
Demand planning	Forecasts demand	Overlaps, feeds planning
Supply chain planning	Plans supply end to end	Broader, connected
Retail analytics	Analyzes performance	Informs, does not plan

Retail merchandise planning is distinct from general demand and supply chain planning, being organized around the retail calendar, open-to-buy, and assortment, though the boundaries blur and some platforms span both. Deciding which functions you need, and whether you want a retail-specific tool or a broader planning platform, is the first scoping decision.

3. The retail planning market in 2026

The size of this market depends entirely on where you draw the line, because it spans several functions and overlaps neighboring categories. The narrow assortment-planning slice is estimated at around \$2.3B; adding merchandise financial planning and allocation raises it; and the broadest definition, which folds in demand planning and retail analytics, runs higher still. Rather than assert one figure, we show the range by scope in Figure 1. Treat any single headline number as a scope choice in disguise.

Figure 1. Retail planning sizing by scope. The narrow assortment-planning slice is around \$2.3B; broader definitions run higher and blur into demand planning and analytics.

Scope	Estimate	Note
Broad retail planning (with demand, analytics)	~\$6.0B	Overlaps neighboring categories
Financial planning + assortment	~\$3.5B	Directional midpoint
Assortment planning software (WiseGuy)	\$2.29B (2024)	\$5.8B / 2035, 8.8% CAGR
Cloud-based assortment planning only	\$1.24B (2024)	Cloud share of the above



planning scopes are larger and grow at varying rates.

Source: WiseGuy Reports (2.29B in 2024 to 5.8B by 2035, 8.8% CAGR) for the narrow assortment-planning slice. Broader retail

Figure 2. A representative trajectory for the narrow assortment-planning slice at about 8.8 percent CAGR. Broader scopes are larger.

Why the estimates diverge

The divergence is scope, compounded by overlap. Because retail planning covers five functions and shades into demand planning and retail analytics, an analyst counting only assortment planning arrives at a very different figure from one counting the whole merchandising software stack. What can be said is that adoption is broad and growing: one count identifies dozens of software companies focused specifically on this category serving thousands of retailers, and the shift from spreadsheets to dedicated planning tools continues. North America and Europe lead, and cloud deployment is now a large and growing share. For planning, the honest approach is to pick the scope that matches your need, use the corresponding figure, and treat cross-scope comparisons with caution.

Why adoption keeps rising

The force behind the market is the rising cost of getting merchandising wrong. Excess inventory ties up working capital, out-of-stocks send customers to competitors, and pricing and promotional missteps are immediately visible across digital channels. As assortments grow more complex and omnichannel, and as margins tighten, the penalty for planning in spreadsheets rises, and dedicated software that improves sell-through, margin, and inventory accuracy becomes easier to justify. The category grows because the stakes of merchandising decisions keep climbing, whatever the precise market figure.

4. The vendor landscape

The retail planning market spans enterprise retail suites, unified planning platforms, fashion and PLM-led tools, and modern cloud and AI-led players. We group vendors into four tiers by approach, not by size. Sector focus matters greatly here, and the modern cloud tier is reshaping the mid-market.

What the analysts say

The analyst picture here has a distinctive history. The essentials:

- **Gartner retired its dedicated quadrant.** The Retail Assortment Management Applications Magic Quadrant was discontinued years ago, so there is no current ranked Gartner quadrant specifically for retail assortment or merchandise planning.
- **The space is covered by guides and reviews.** Gartner now addresses it through Market Guides, including one for Retail Merchandise Financial Planning, and Peer Insights markets for assortment management and merchandise planning and optimization.
- **Some vendors appear in the adjacent quadrant.** Broad platforms such as o9 and Blue Yonder are recognized in Gartner's supply chain planning coverage, but that is a different, broader market than retail merchandise planning specifically.

Retail merchandise planning landscape, 2026



Gartner retired its Retail Assortment Management Applications Magic Quadrant; the space is now covered by Market Guides and Peer Insights, not a ranked quadrant. Positions are SCR interpretation, not analyst coordinates.

Figure 4. Supply Chain Research's directional map. Gartner retired its dedicated quadrant for this space; these positions are our interpretation, not analyst coordinates.

Enterprise retail suites

These vendors offer deep, established retail planning as part of a broad suite. Oracle Retail provides merchandise financial planning, merchandise planning and optimization, and assortment on its long-standing platform. Blue Yonder offers merchandise and assortment planning with allocation, channel clustering, and size scaling, strong for large-scale retail and consumer goods. SAP, Aptos, and Infor round out the group with merchandise management and planning in their retail suites. Strengths: depth, breadth across the five functions, and fit for large, complex retailers. Limitations: they are heavier, more expensive, and slower to implement, which the modern cloud tier exploits.

Unified planning platforms

These vendors tie merchandising to the wider planning organization. o9 Solutions offers integrated merchandise planning on its Digital Brain platform, connecting assortment to demand, supply, and finance for large enterprises. Anaplan provides a highly configurable platform on which retailers model merchandise financial planning themselves, and Board offers range, assortment, financial planning, and allocation in one connected platform. RELEX Solutions, strong in grocery, spans unified retail planning with high-frequency replenishment and space. Strengths: connected, end-to-end planning and configurability. Limitations: they are large platform decisions, best for organizations ready to plan holistically rather than solve one function.

Fashion, PLM, and modern cloud

Two further groups complete the picture. Fashion and PLM-led tools, Centric Software, which pairs product lifecycle management with visual, board-driven planning for apparel and luxury, Nextail for AI allocation in short-lifecycle fashion, and EDITED for market intelligence, serve the distinctive needs of fashion retail. And modern cloud and AI-led players, Toolio for cloud-native merchandise and assortment planning aimed at mid-market and digitally native brands, Style Arcade, Impact Analytics for agentic AI across pricing and assortment, and Increff, offer faster, more accessible planning. Strengths: respectively, fashion fit and speed, accessibility, and AI. Limitations: the fashion tools are sector-specific, and the newer cloud tools may lack the depth of the enterprise suites for the largest retailers.

Vendor summary

Vendor	Tier	Best fit	Notes
Oracle Retail	Enterprise suite	Large, complex retailers	Deep MFP, planning, assortment
Blue Yonder	Enterprise suite	Large retail and FMCG	Assortment, allocation, clustering
SAP / Aptos / Infor	Enterprise suite	Retail suite customers	Merchandise management and planning
o9 Solutions	Unified platform	Enterprise planning transformation	Ties merchandising to demand/supply
Anaplan / Board	Unified platform	Configurable planning	Model MFP and assortment yourself
RELEX Solutions	Unified / grocery	Grocery, replenishment, space	High-frequency replenishment
Centric / Nextail / EDITED	Fashion / PLM-led	Fashion and apparel	Visual planning; fashion allocation

Vendor	Tier	Best fit	Notes
Toolio / Impact Analytics / Increff	Modern cloud / AI	Mid-market, DTC, AI-led	Fast, accessible, agentic AI

Positions and notes are Supply Chain Research's interpretation from public information, Gartner Peer Insights, and Market Guides, current to mid-2026. There is no current Gartner Magic Quadrant specifically for retail merchandise planning. Product scope and sector focus change quickly; verify current details directly with each vendor.

5. How to evaluate a retail planning platform

The differentiators in retail planning are which functions a tool covers well, sector fit, and enterprise-versus-cloud approach, more than the feature checklist. We use five dimensions.

The five evaluation dimensions

- 1. Functional fit.** Which of the five functions, financial planning, assortment, allocation, pricing, space, do you need, and is the platform strong in those rather than merely adjacent?
- 2. Retail sector fit.** Is the tool built for your sector, grocery high-frequency replenishment, fashion short-lifecycle and high-SKU, or general merchandise, since sector shapes the planning model profoundly?
- 3. Enterprise suite, unified platform, or modern cloud.** Do you want a deep retail suite, a connected planning platform, or a fast, accessible cloud tool, matched to your size and appetite for implementation?
- 4. Integration and data.** How cleanly does it connect to your ERP, merchandising, and point-of-sale systems, since planning is only as good as the sales, inventory, and attribute data behind it?
- 5. AI, usability, and implementation.** How capable and trustworthy is its AI, how usable is it for merchants, and how fast and costly is implementation, especially versus the enterprise suites?

Making the decision

Match the platform to your functions, sector, and size. Large, complex retailers needing depth across all functions reward the enterprise suites such as Oracle and Blue Yonder. Organizations wanting connected, holistic planning reward the unified platforms such as o9, Anaplan, and Board. Grocers reward replenishment-strong platforms such as RELEX, fashion retailers reward Centric and Nextail, and mid-market and digitally native brands reward modern cloud tools such as Toolio. Then confirm the platform is strong in the specific functions you need and integrates with your data.

A selection process that works

1. List which of the five functions you need, and rank them by importance.
2. Filter for sector fit, grocery, fashion, or general merchandise, before comparing features.
3. Decide enterprise suite, unified platform, or modern cloud, matched to your size and implementation appetite.
4. Test integration with your ERP, merchandising, and point-of-sale data on a real scenario.
5. Assess merchant usability and AI, and check references in your sector and size band.

6. Cost and pricing

Retail planning pricing spans a wide range, from large enterprise licenses to accessible subscriptions, and implementation cost varies even more. The models you will encounter:

Pricing model	Typical basis	Notes
Enterprise license (quote)	Scope, revenue, users	Oracle, SAP, Blue Yonder
Unified platform (quote)	Planning footprint	o9, Anaplan, Board
Modern cloud subscription	Users and revenue band	Toolio, Style Arcade
Implementation and data	Configuration and integration	Large for enterprise suites
Modules by function	Functions licensed	MFP, assortment priced separately

What drives the number

Scope and approach drive the cost. Enterprise suites and unified platforms are typically quote-based, scaled to revenue, users, and planning footprint, and carry substantial implementation and data-integration costs; modern cloud tools offer subscription pricing that scales with size and implement far faster and cheaper. The number of functions licensed matters too, since merchandise financial planning, assortment, allocation, pricing, and space may be priced separately. The largest hidden cost for the enterprise tier is implementation, the configuration, data work, and change management that can dwarf the license, which is precisely the pain the modern cloud tools promise to avoid. The most common mistake is underestimating implementation for an enterprise suite, or over-buying capability a mid-market retailer will not use. Model the full cost, including implementation and data, against the sell-through and margin improvement the platform can deliver.

Retail planning pricing and implementation cost vary enormously by tier, so published figures should be treated as starting points. Match the tier to your size and weigh implementation as heavily as the license, because for the enterprise suites that effort, more than the subscription, determines both cost and time to value.

7. Implementation: where programs succeed or fail

Retail planning programs fail in predictable ways, and the failures cluster around scope, data, and adoption, not the software. The recurring causes:

- **Scope sprawls.** If a retailer tries to implement all five functions at once rather than starting with the most valuable, the project overreaches, drags, and disappoints, when a phased approach would have delivered value sooner.
- **Data quality is poor.** If the sales, inventory, and product-attribute data feeding the plan is incomplete or inaccurate, the planning output is unreliable, because planning is only as good as the data behind it.
- **Enterprise implementation overwhelms.** If a legacy suite is deployed without enough attention to configuration and change, the long, complex implementation stalls, a well-known risk with the heavier platforms.
- **Merchants revert to spreadsheets.** If the tool is clunky or does not match how merchants work, planners quietly go back to Excel, and the investment is wasted because the software is not actually used.

Scope	Data	Adoption
phase the five functions rather than doing all at once	sales, inventory, and attribute quality determines the output	merchants must use the tool, not revert to spreadsheets

Three principles that separate success from failure

- **Phase the functions.** Start with the most valuable function, usually merchandise financial planning or assortment, and add the others in sequence, because doing all five at once overreaches.
- **Fix the data first.** Ensure the sales, inventory, and attribute data is clean before relying on the plan, because planning output is only as good as the data feeding it.
- **Design for the merchant.** Choose and configure a tool that matches how merchants actually work, because a clunky tool sends planners straight back to Excel.

A phased rollout

Sequence the program by function and value. Begin with the function that matters most, often merchandise financial planning to establish budgets and open-to-buy, or assortment planning to fix the range, ensuring the underlying data is clean and the merchants are engaged. Prove value there, then add allocation and replenishment, layer in price and markdown optimization, and extend to space planning if needed. Treating the five functions as sequential phases, each proven and adopted before the next, is what separates a retail planning program that improves sell-through and margin from a stalled enterprise implementation.

8. Trends shaping 2026

AI and agentic merchandising

The dominant trend is AI turning merchandising from a periodic, intuition-heavy process into a continuous, data-driven one, and increasingly an agentic one. Task-specific AI agents are beginning to manage SKU-level optimization and regional rebalancing with less human intervention, and AI is being applied across forecasting, assortment, pricing, and markdown. Because merchandising involves many repetitive, data-heavy decisions across thousands of products and locations, it is fertile ground for AI, and vendors are competing hard on it.

Unified and connected planning

A major theme is connecting merchandising to the wider planning organization, tying assortment to demand, supply, and finance rather than solving assortment in isolation. Platforms such as o9 and Board emphasize this holistic approach, arguing that the biggest gains come from aligning the whole planning process. Buyers face a genuine choice between a connected platform that plans everything together and a best-of-breed tool that solves one function exceptionally well.

Modern cloud disruption

Cloud-native tools are challenging the legacy enterprise suites, especially for mid-market and digitally native retailers. Platforms such as Toolio and Style Arcade offer modern, browser-based planning with fast implementation and accessible, subscription pricing, targeting retailers who need real capability without the overhead of a traditional enterprise deployment. This is broadening the market to retailers who previously planned in spreadsheets, and pressuring the incumbents on speed and cost.

Localization and store clustering

Assortment is increasingly planned at the store and SKU level, tailoring the range to local demand through store clustering and localization rather than a one-size-fits-all assortment. Tools that can optimize down to individual product variants, size, color, and style, at each location are valued for the sell-through and margin gains that localization brings, and this granularity is becoming a key differentiator.

External market intelligence

Planning is increasingly informed by external market data, competitive assortment, pricing, and sell-through across other retailers, that internal tools have traditionally lacked. Platforms such as EDITED bring this outside context into merchandising decisions, particularly in fashion, where competitive positioning is a major commercial lever. Combining internal planning with external market intelligence is an emerging frontier, though buyers should weigh demonstrated value over novelty.

9. Segment-specific guidance

The right platform depends heavily on your sector and size. The table summarizes where each segment usually starts; the prose adds the nuance.

Buyer profile	What matters most	Where to start
Large general-merchandise retailer	Depth across functions	Oracle Retail, Blue Yonder
Grocery / convenience	Replenishment, space	RELEX Solutions
Fashion / apparel	Short lifecycle, high SKU	Centric, Nextail, o9
Mid-market / DTC brand	Speed, accessibility	Toolio, Style Arcade
Enterprise planning transformation	Connected planning	o9, Anaplan, Board

Large general-merchandise retailers reward the depth of the enterprise suites. **Grocers** reward replenishment-strong platforms built for high-frequency, perishable inventory. **Fashion retailers** reward tools built for short lifecycles and high SKU counts. **Mid-market and digitally native brands** reward fast, accessible modern cloud tools, and **organizations pursuing a planning transformation** reward the unified platforms. The unifying rule is to filter by sector and size first, then match the platform to the specific functions you need.

10. ROI and the business case

The business case for retail planning rests on selling more of the right product at better margin while holding less of the wrong inventory. The levers are higher sell-through and gross margin, fewer stockouts and less overstock, leaner assortments, faster markdown decisions, and less manual spreadsheet work. The discipline is anchoring the case to your own sell-through, margin, and inventory metrics, and treating vendor figures as a ceiling.

Margin better assortment and pricing lift sell-through and gross margin	Inventory fewer stockouts and less overstock free working capital	Productivity planners spend less time in spreadsheets
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Where the value comes from

The return comes from better merchandising decisions and less waste. Planning the right assortment for each store, allocating stock where it will sell, and optimizing price and markdown lifts sell-through and gross margin, while better forecasting reduces both stockouts, which cost sales, and overstock, which ties up capital and forces markdowns, and the cost of these inventory mistakes across retail is very large. Leaner, better-localized assortments and faster in-season adjustments compound the gain, and planners freed from manual spreadsheet work can focus on judgment. Vendor and industry figures on margin and inventory improvement are encouraging but should be treated as a ceiling, and the return depends on clean data and merchant adoption. The business case is strongest for retailers with complex, multi-store, multi-channel assortments and meaningful inventory at risk, but the value should be modeled on your own sell-through, margin, and inventory metrics, with vendor figures used only to size the opportunity.

11. Frequently asked questions

What is retail merchandise planning software?

Software that helps retailers decide what to sell, how much, at what price, and where. It spans five functions: merchandise financial planning, which sets budgets and open-to-buy; assortment planning, which decides what to range where; allocation and replenishment, which moves stock; price and markdown optimization, which protects margin; and space planning, which arranges product on the shelf.

Why is there no single market size?

Because the category spans five distinct functions and blurs into demand planning and retail analytics, so the size depends entirely on where you draw the line. The narrow assortment-planning slice is around \$2.3B, while broader definitions run higher. Any single headline number is really a scope choice, so we present the range by scope rather than assert one figure.

Is there a Gartner Magic Quadrant for retail planning?

Not currently. Gartner retired its dedicated Retail Assortment Management Applications Magic Quadrant years ago, and now covers the space through Market Guides, including one for Retail Merchandise Financial Planning, and Peer Insights reviews. Some broad platforms appear in Gartner's supply chain planning quadrant, but that is a different and broader market than retail merchandise planning specifically.

Which are the leading vendors?

It depends on tier and sector. Enterprise suites include Oracle Retail, Blue Yonder, and SAP; unified platforms include o9, Anaplan, and Board; RELEX is strong in grocery; Centric and Nextail serve fashion; and modern cloud tools such as Toolio serve mid-market and digitally native brands. There is no single leader, because the right choice depends on your functions and sector.

How do I choose between an enterprise suite and a modern cloud tool?

By size, complexity, and implementation appetite. Enterprise suites such as Oracle and Blue Yonder offer depth across all functions for large, complex retailers, but are expensive and slow to implement. Modern cloud tools such as Toolio offer faster, more accessible planning for mid-market and digitally native brands, with less depth. The right answer follows from your scale and how much implementation you can absorb.

Does sector really matter that much?

Yes, profoundly. Grocery needs high-frequency replenishment and perishable inventory management; fashion needs planning for short lifecycles and high SKU counts where standard forecasting underperforms; general merchandise has different needs again. A tool built for one sector often fits another poorly, so filtering by sector fit before comparing features is one of the most important steps.

What is the biggest implementation risk?

Scope sprawl and data quality. Trying to implement all five functions at once overreaches, when phasing from the most valuable function would deliver value sooner, and poor sales, inventory, and attribute data undermines the plan regardless of the tool. Merchants reverting to spreadsheets if the tool is clunky is the other major risk. Phasing, clean data, and merchant-friendly design are the keys.

What is merchandise financial planning versus assortment planning?

Merchandise financial planning is the financial backbone: setting sales, margin, and inventory budgets and open-to-buy at the category or department level. Assortment planning is the product decision: choosing which specific products to range in which stores and channels. They are distinct but related functions, and a plan usually flows from financial targets down into the assortment that must deliver them.

What return can I expect?

Better sell-through and gross margin from smarter assortment and pricing, fewer stockouts and less overstock freeing working capital, leaner assortments, and planners freed from spreadsheet work. Because the cost of inventory mistakes in retail is very large, the upside is real, but vendor figures should be treated as a ceiling and the return depends on clean data and merchant adoption. Model it on your own sell-through, margin, and inventory metrics.

12. Recommendations

A practical path for buyers, drawn from the analysis above:

1. **Define which of the five functions you need.** Decide whether you need financial planning, assortment, allocation, pricing, space, or a subset, and rank them, because few tools do all five well.
2. **Size the market by your scope.** Use the figure that matches the functions you are buying, and treat broad, cross-scope numbers with caution, because retail planning has no single size.
3. **Filter by sector before features.** Match the tool to grocery, fashion, or general merchandise first, because sector shapes the planning model more than any feature comparison.
4. **Choose the right tier for your size.** Weigh an enterprise suite, a unified platform, or a modern cloud tool against your scale and implementation appetite, because the cost and speed differ enormously.
5. **Use Market Guides, not a quadrant.** Because Gartner retired its dedicated ranking, rely on its Market Guides and Peer Insights, and above all on references in your sector and size band.
6. **Phase the rollout and treat ROI as a ceiling.** Start with the most valuable function on clean data, and model margin and inventory gains on your own metrics, since a stalled enterprise implementation is the classic failure.

13. Methodology and caveats

- This guide synthesizes public market-research estimates, Gartner Market Guides and Peer Insights, vendor disclosures, independent software comparisons, and trade reporting, current to mid-2026. Supply Chain Research is independent and accepts no payment from the vendors covered.
- Market-size figures depend entirely on scope. The narrow assortment-planning slice is around \$2.3B (WiseGuy Reports, 2024), while broader definitions that add financial planning, allocation, pricing, and space, and that blur into demand planning and retail analytics, run higher. We present the range by scope rather than assert a single figure. Several sources are SEO-style market-research firms and are directional only.
- Gartner retired its dedicated Retail Assortment Management Applications Magic Quadrant; the space is now covered by Market Guides, including one for Retail Merchandise Financial Planning, and Peer Insights, not a ranked quadrant. Some vendors appear in the adjacent supply chain planning quadrant, a broader market. The landscape map in Figure 4 is our directional interpretation, not analyst coordinates.
- The five-function breakdown in Figure 3 is a conceptual model of what the umbrella term covers, not a fixed product taxonomy; many tools span several functions with varying depth. ROI figures are vendor- or industry-sourced and treated as a ceiling.
- Vendor product scope and sector focus change quickly, and the modern cloud tier is evolving fast. Validate current details directly with vendors before any purchasing decision.

14. Sources

- [1] Gartner Peer Insights. [Retail Merchandise Financial Planning market \(and Market Guide\).](#)
- [2] Gartner Peer Insights. [Retail Assortment Management Applications market.](#)
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- [6] RELEX Solutions. [Unified retail planning, replenishment, and space.](#)
- [7] Viewpoint Analysis (2026). [Best merchandising software: independent buyer guide.](#)
- [8] Toolio. [Cloud-native merchandise and assortment planning.](#)

Additional context drawn from: independent retail-software comparisons from The Retail Exec, ClickPost, and Board; vendor disclosures from Oracle Retail, Blue Yonder, o9 Solutions, Anaplan, RELEX, Centric Software, Nextail, and Toolio; and adoption counts of category-focused SaaS vendors. Market sizes vary by scope and are directional, ROI figures are vendor- or industry-sourced, and there is no current Gartner Magic Quadrant specifically for retail merchandise planning.

Supply Chain Research is an independent, vendor-neutral research platform for supply chain and IT leaders. We accept no payment from the vendors covered. Figures should be validated against your own requirements before any purchasing decision.