

Demand Planning & Forecasting

The 2026 Buyer's Guide & Vendor Landscape

A practitioner's guide to evaluating, costing, and selecting demand planning and forecasting software, including demand sensing: what these systems do, how the market and vendors stack up in 2026, what they cost, how to run the selection, and how to de-risk the rollout.

Prepared by **Supply Chain Research** · June 2026 · Vendor-neutral: we take no payment from the vendors covered.

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1. Executive summary

Demand planning is the part of the supply chain that tries to see the future: how much of each product will sell, where, and when, so the rest of the chain can be positioned to meet it. The software that supports it has matured from statistical forecasting into AI and machine-learning models, demand sensing on near-real-time signals, and consensus planning that aligns sales, operations, and finance. It sits at the front of the planning process and feeds inventory optimization, replenishment, and sales and operations planning. In 2026 the category is being reshaped by AI and the first wave of agentic, self-adjusting forecasts, even as Gartner finds that demand planning functionality has reached broad parity across the major vendors.

This guide is written for supply chain, planning, and IT leaders evaluating a demand planning investment, and for the teams who must implement it and earn planner adoption. 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 your industry, data maturity, planning complexity, and revenue scale. It focuses specifically on demand planning, forecasting, and sensing, a distinct lens from the broader supply chain planning suite, and the pages that follow define the category, size the market honestly across its very different definitions, profile the enterprise-suite, best-of-breed, retail-and-CPG, and ERP-embedded tiers, lay out an evaluation framework, and explain why data quality and planner adoption, not the algorithm, decide the return.

\$1-10B range of 2025 market estimates, from narrow demand sensing to broad demand planning software	Within SCP demand planning is evaluated inside the Gartner SCP Magic Quadrant, split into discrete and process in 2026	\$53B Gartner's forecast for SCM software with agentic AI by 2030, up from under \$2B in 2025
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What the evidence says

The category boundary drives the market spread. Demand planning solutions are sized near \$4.7B, broad demand planning software near \$10B, and demand sensing nearer \$1.5B; these overlap the broader supply chain planning market, so beware double-counting.

There is no standalone demand-planning Magic Quadrant. Gartner evaluates demand planning within the Magic Quadrant for Supply Chain Planning Solutions, which it split into discrete and process industries in 2026, and within its Critical Capabilities as a specific use case.

Demand planning functionality has largely commoditized. Gartner has noted more parity among vendors on demand planning than on supply planning, so differentiation is shifting to supply planning, scenario analysis, and AI.

Agentic AI is the headline trajectory. Gartner projects supply chain management software with agentic AI growing from under \$2B in 2025 to \$53B by 2030, with 60 percent of enterprises adopting it by 2030, up from 5 percent.

Data quality and adoption drive ROI. Accuracy gains, inventory reductions, and waste reductions are the levers; the headline percentages are third-party or vendor-sourced and depend on clean data and planner adoption.

2. What demand planning software is

Demand planning software produces and manages the forecast of future demand, then connects it to the rest of the planning process. It is a focused capability within the broader supply chain planning landscape, and this guide treats it on its own terms rather than as part of the full planning suite. The core capabilities are:

- **Statistical and AI forecasting.** Generating baseline forecasts using statistical methods and, increasingly, machine-learning models that capture complex demand patterns.
- **Demand sensing.** Adjusting the short-term forecast using near-real-time signals such as point-of-sale data, weather, and web activity.
- **Consensus and collaborative planning.** Reconciling statistical forecasts with sales, marketing, and finance input into a single agreed demand plan.
- **New-product and promotion forecasting.** Forecasting items with no history, and modeling the demand impact of promotions and events.
- **Hierarchical and probabilistic forecasting.** Forecasting across product and location hierarchies, and expressing demand as a range of outcomes rather than a single number.
- **Links to planning and inventory.** Feeding sales and operations planning, integrated business planning, inventory optimization, and replenishment.

How it relates to the wider planning stack

Capability	What it does	Relationship to demand planning
Demand planning	Forecast future demand	The subject of this guide
Demand sensing	Short-term signal-based adjustment	A sub-capability
Supply planning	Match supply to the demand plan	Downstream consumer
S&OP / IBP	Align demand, supply, and finance	Encloses demand planning
Inventory optimization	Set stock and safety-stock levels	Driven by the forecast

Best-of-breed, suite, or ERP module

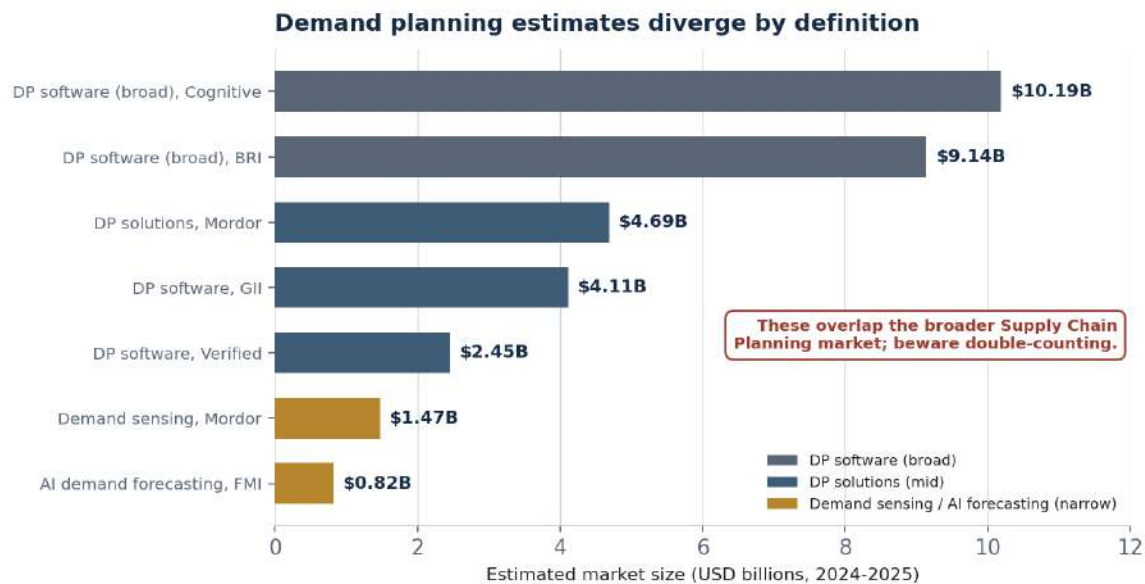
Demand planning is bought three ways, and the choice shapes cost and fit. It can be a best-of-breed specialist product, often the deepest on forecasting and the fastest to deploy; a module within a broad supply chain planning suite, which trades some depth for end-to-end planning on one platform; or a capability inside an ERP system, which is the simplest to adopt for companies standardized on that ERP. This guide covers all three, and the evaluation section explains how to choose between them.

How this differs from the supply chain planning guide

Supply Chain Research covers the full supply chain planning suite separately. This guide is narrower by design: it focuses on the demand side, the forecast and the signals that shape it, rather than the end-to-end planning platform. Buyers weighing a complete planning transformation should read the two together, because demand planning is increasingly evaluated and bought as part of a wider planning decision.

3. The demand planning market in 2026

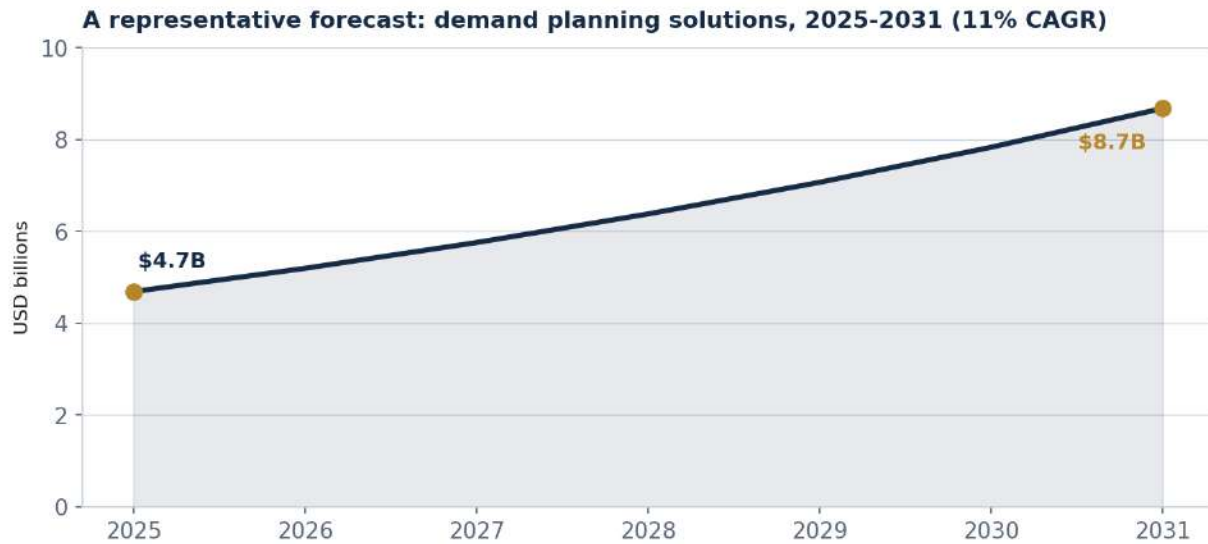
Demand planning is one of the more loosely defined markets in planning technology, and the published numbers vary by several times. The most important habit a buyer can adopt is to check the definition: demand planning software is broader than demand planning solutions, which is broader than demand sensing, and all of them overlap the larger supply chain planning market. Treat the figures below as directional.



Source: Supply Chain Research analysis of published estimates, 2024-2025. The 3x gap between solutions and software reflects whether embedded suite and ERP modules are counted.

Figure 1. Published 2024-2025 estimates by category definition. The figures overlap the broader supply chain planning market, so guard against double-counting.

Category and source	Size	Forecast	CAGR
DP software (broad), Cognitive	\$10.19B (2025)	\$24.35B / 2033	11.5%
DP software (broad), BRI	\$9.14B (2024)	\$21.6B / 2033	11.5%
DP solutions, Mordor	\$4.69B (2025)	\$7.82B / 2030	10.78%
DP software, GII	\$4.11B (2024)	\$8.25B / 2030	12.32%
DP software, Verified	\$2.45B (2024)	\$5.67B / 2033	9.89%
Demand sensing, Mordor	\$1.47B (2025)	\$2.56B / 2031	9.46%



Source: Mordor Intelligence, 2025 (demand planning solutions). Broad software definitions show similar low-double-digit growth; demand sensing grows slightly slower.

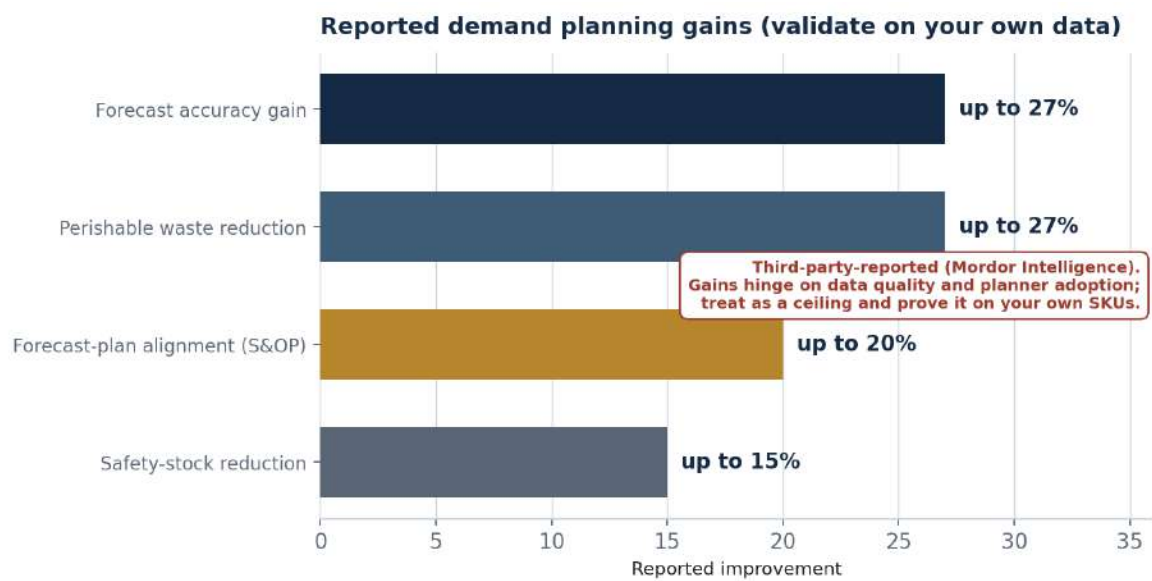
Figure 2. A representative trajectory for demand planning solutions at about 11% CAGR (Mordor Intelligence).

Why the estimates diverge

The spread is a definition problem. The broadest demand planning software figures, near \$10B, fold in demand planning modules inside broad suites and ERP. The mid-range demand planning solutions figures, near \$4.7B, count more dedicated tools. Demand sensing, nearer \$1.5B, is a narrower sub-segment. All of them overlap the larger supply chain planning market, which raises a real double-counting risk if a buyer adds them together. North America is the largest region, cloud deployment dominates at roughly 62 percent, and retail and e-commerce is among the fastest-growing verticals. For planning, the mid-range solutions figures are the most consistent baseline for a dedicated demand planning purchase.

What is driving demand

Demand is pulled by volatility that has made traditional forecasting less reliable, by the promise of AI and machine learning to lift accuracy, and by pressure to cut both stockouts and excess inventory at once. The same forces are pushing planning toward demand sensing on external signals and toward agentic, self-adjusting forecasts. That pressure also drives a great deal of marketing, which makes a clear-eyed view of what these tools deliver, and what depends on your own data, the most useful thing a buyer can bring.



Source: Mordor Intelligence, 2025, for ML-enabled demand planning and integrated S&OP. Figures are scenario ranges, not guarantees, and depend heavily on the starting point.

Figure 3. Reported demand planning gains. These are third-party scenario ranges that hinge on data quality and planner adoption; treat them as a ceiling and prove them on your own data.

4. The vendor landscape

The demand planning market is well covered by analysts, but as part of the broader planning category rather than on its own. We group vendors into four tiers by what they do best, not by size. No vendor leads every tier, and the same names recur across the planning quadrants because demand planning is rarely sold entirely alone.

What the analysts say

Unlike yard or returns software, demand planning is covered by a mature Gartner Magic Quadrant, but as part of supply chain planning, not as a standalone category. The essentials:

- **The Magic Quadrant for Supply Chain Planning Solutions.** Demand planning is evaluated within it. The 2025 edition named Kinaxis, o9 Solutions, Blue Yonder, SAP, and OMP among the Leaders; in 2026 Gartner split the quadrant into discrete and process industries, with Kinaxis, o9, SAP, Oracle, and Blue Yonder leading the discrete report.
- **The Critical Capabilities for Supply Chain Planning.** These score a specific demand planning use case, and Gartner has observed more parity among vendors on demand planning than on supply planning, with user experience among the lowest-rated capabilities.
- **Other independent coverage.** Nucleus Research's planning value matrix has named John Galt a Leader with the highest usability for several years, and ISG and Forrester also cover the broader planning category.

Demand planning and forecasting landscape, 2026



Demand planning is evaluated within the Gartner Magic Quadrant for Supply Chain Planning Solutions (split into Discrete and Process industries in 2026); there is no standalone demand-planning MQ. SCR interpretation, not analyst coordinates.

Figure 4. Supply Chain Research's directional map. Demand planning is evaluated within the SCP Magic Quadrant, split into discrete and process in 2026; these positions are our interpretation, not analyst coordinates.

Enterprise planning suites

These vendors lead on breadth and scale, with demand planning as one capability in an end-to-end platform. Kinaxis, built on concurrent planning, has been a Leader for more than a decade and was positioned highest on both axes in the 2026 discrete report. o9 Solutions, built on a knowledge-graph architecture and deep

machine learning, returned to Leader in 2025 and carries a valuation near \$3.7B. SAP Integrated Business Planning anchors the SAP ecosystem, Blue Yonder pairs demand sensing with constraint-based supply planning under Panasonic ownership, and OMP and Oracle round out the suite tier. Strengths: end-to-end scope and enterprise references. Limitations: cost, configuration complexity, and long timelines.

Best-of-breed demand specialists

These vendors lead on forecasting depth rather than breadth. ToolsGroup is known for probabilistic forecasting and multi-echelon inventory, with transparent pricing and a lower entry cost, though third parties note its engine can be opaque. RELEX is the strongest in retail and grocery fresh-food forecasting, having raised more than \$800M and made several acquisitions. John Galt serves the mid-market with its Atlas platform and consistently high usability scores, and Logility and GAINSystems complete the specialist field. Strengths: forecasting depth, faster deployment, and mid-market fit. Limitations: narrower end-to-end planning than the suites.

Retail, CPG, and ERP-embedded options

Two further groups complete the picture. Retail and consumer-goods specialists such as Alloy.ai, Slimstock, Smart Software, and Arkieva focus on demand and inventory for those industries, often at a lower price point. And ERP-embedded demand planning, inside SAP, Oracle Fusion, Microsoft Dynamics 365 with its planning copilots, and NetSuite, is the simplest path for companies standardized on that ERP, trading forecasting depth for a single platform and one integration.

Vendor summary

Vendor	Tier	Best fit	Notes
Kinaxis	Enterprise suite	Concurrent end-to-end planning	Leader for 11+ years
o9 Solutions	Enterprise suite	Knowledge-graph, AI/ML	~\$3.7B valuation; Leader in 2025
Blue Yonder / SAP / OMP	Enterprise suite	Large, complex planning	Blue Yonder owned by Panasonic
ToolsGroup	Best-of-breed	Probabilistic forecasting	Transparent pricing; Accel-KKR
RELEX	Best-of-breed	Retail and grocery	\$800M+ raised; fresh-food strength
John Galt	Best-of-breed	Mid-market	Nucleus Leader, high usability
Alloy.ai / Slimstock	Retail / CPG	Demand and inventory	Industry-focused, lower cost
SAP / Oracle / Microsoft	ERP-embedded	ERP-standardized firms	Simplest path; copilots emerging

Positions and notes are Supply Chain Research's interpretation from public information and analyst commentary, current to mid-2026. Ownership, valuations, and product scope change quickly; verify current details directly with each vendor.

5. How to evaluate a demand planning platform

Because demand planning functionality has largely reached parity, the differentiators are increasingly data fit, scenario and supply-side capability, and adoption rather than the base forecast. We use five dimensions. Score each vendor against your own industry and data maturity.

The five evaluation dimensions

1. **Forecasting fit.** Does the engine suit your demand patterns: intermittent or seasonal demand, new products, promotions, and the level of probabilistic forecasting you need?
2. **Data and integration.** How cleanly does it connect to your ERP and data sources, and can it ingest the external signals that demand sensing requires? Data quality is the single biggest determinant of success.
3. **Scope fit.** Decide between a best-of-breed specialist, a planning suite module, and an ERP-embedded option, matched to whether you are buying demand planning alone or as part of a wider planning program.
4. **AI and scenario capability.** Since demand planning is commoditizing, weigh the supply-side, scenario, and AI or agentic capabilities that increasingly separate vendors.
5. **Usability and viability.** Assess planner experience, the capability that Gartner rates lowest, and the vendor's stability and roadmap in a consolidating market.

Making the decision

Match the tier to your situation. Large, complex enterprises buying end-to-end planning reward the suites such as Kinaxis, o9, SAP, Blue Yonder, and OMP. Mid-market companies and those wanting forecasting depth without a full suite reward best-of-breed specialists such as ToolsGroup, RELEX, and John Galt. Retail and consumer-goods companies should weigh the industry specialists, and firms standardized on a single ERP should weigh its embedded planning before adding a separate tool. Then run a proof of concept on your own data.

A selection process that works

6. Define your demand profile: industry, SKU count, demand patterns, data maturity, and whether this is a standalone or suite decision.
7. Match that profile to a tier, and shortlist within it rather than across all four.
8. Run a proof of concept on your own history and signals, measuring forecast accuracy against your current baseline.
9. Test ERP and data integration early, including any external signals demand sensing requires.
10. Put planners on the tool during the trial and weight usability and adoption heavily.

6. Cost and pricing

Demand planning pricing scales with users, data and SKU volume, and the modules selected, and the gap between the mid-market and the enterprise is wide. The models you will encounter:

Pricing model	Typical basis	Notes
Subscription	Per user or platform	SME stacks under \$100 per user per month
By data or SKU volume	Usage-based	Scales with catalog and data size
Module-based	Per capability	Demand, sensing, and inventory priced apart
Enterprise license	Custom / gated	Tier-one suites can exceed \$1M a year
Implementation	Project fee	Tier-one timelines commonly 12-18 months

What drives the number

Revenue scale, SKU and data volume, and the number of modules are the main cost drivers, and the largest hidden cost is implementation and the internal team to run it. A small or mid-market deployment can be inexpensive per user, while a tier-one enterprise suite can exceed a million dollars a year and take twelve to eighteen months to implement, with three-year total cost commonly several times the first-year license once integration and consulting are included. A frequent and costly mistake is over-buying: mid-market companies licensing enterprise platforms often use only a fraction of the capability.

Enterprise pricing is typically gated behind a sales process, so published figures should be treated as starting points. Build a proof of concept and a reference check into the buying process to validate both cost and the accuracy and inventory gains the vendor projects.

7. Implementation: where programs succeed or fail

Demand planning programs fail in predictable ways, and almost none of the failure modes are about the forecasting algorithm. They are about data, scope, and people. The recurring causes:

- **Poor data.** Forecasting models are only as good as the history and master data behind them; weak data is the single most common reason these programs underdeliver.
- **Over-buying capability.** Mid-market companies that license enterprise platforms often use a fraction of the capability while carrying the full cost and complexity.
- **Under-scoping.** Conversely, companies that outgrow a lightweight tool can hit scale limits within a year or two and face a second migration.
- **Weak planner adoption.** If planners do not trust the forecast or find the tool hard to use, they revert to spreadsheets and the investment is wasted.

Data clean history and master data is the precondition for forecast accuracy	Scope buy for your real scale, neither over-buying nor under-scoping	Adoption planners must trust and use the forecast for value to land
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Three principles that separate success from failure

Fix the data first. Invest in clean demand history and master data before, not after, selecting a platform; it determines the ceiling on accuracy.

Right-size the purchase. Match the platform to your real scale and complexity, avoiding both over-buying enterprise capability and under-scoping a tool you will outgrow.

Win the planners. Build trust in the forecast and keep the planner experience simple, because adoption, not the algorithm, converts the plan into results.

A phased rollout

Sequence the program to retire risk early. Begin with data readiness and a baseline forecast on a representative product set, measuring against your current accuracy. Add demand sensing and consensus planning once the baseline is trusted, and integrate with inventory and sales and operations planning. Then extend across the catalog and, where it adds value, pilot the AI and agentic capabilities. Treating these as sequential stages, rather than a single switch, is what separates a smooth rollout from a stalled one.

8. Trends shaping 2026

AI, machine learning, and agentic forecasting

The clearest shift is from statistical to AI and machine-learning forecasting, and now toward agentic AI that can adjust forecasts with less human intervention. Gartner projects that supply chain management software with agentic AI will grow from under \$2B in 2025 to \$53B by 2030, and that 60 percent of enterprises using such software will have adopted agentic features by 2030, up from 5 percent. The realistic state is that touchless, autonomous planning remains aspirational, but the direction is unmistakable.

Probabilistic forecasting

Forecasting is shifting from a single expected number to a range of outcomes with probabilities, which lets planners set inventory against the risk they are willing to carry. ToolsGroup and others have built this into their engines, and it is becoming a baseline expectation rather than a differentiator.

Demand sensing on external signals

Demand sensing, adjusting the short-term forecast using point-of-sale, weather, and web signals, continues to grow as a distinct sub-segment. It is most valuable in fast-moving consumer goods and grocery, where short-term accuracy drives availability and waste.

From consensus to AI-driven forecasting

The traditional consensus process, reconciling human inputs into a plan, is increasingly supplemented or replaced by AI-driven forecasts that humans review rather than build. GenAI copilots are appearing in the major platforms to help planners query and adjust forecasts in natural language.

Convergence into integrated business planning

The strongest structural trend is convergence. Demand planning is being absorbed into broader integrated business planning and decision intelligence, and because Gartner finds demand planning functionality at parity, vendors are differentiating on supply planning, scenario analysis, and AI. For buyers, this means today's demand planning purchase should be weighed for how well it fits a wider planning and decision platform tomorrow.

9. Segment-specific guidance

The right approach depends on your industry and scale. The table summarizes where each segment usually starts; the prose adds the nuance.

Segment	What matters most	Where to start
Large enterprise	End-to-end planning at scale	Kinaxis, o9, SAP, Blue Yonder, OMP
Mid-market	Forecasting depth, fast deploy	ToolsGroup, John Galt, Logility
Retail and grocery	Fresh-food and store-level	RELEX, Blue Yonder
Consumer goods	Demand sensing, promotions	o9, Alloy.ai, RELEX
ERP-standardized	One platform, one integration	SAP IBP, Oracle, Microsoft

Large enterprises buying end-to-end planning reward the suites. **Mid-market companies** wanting forecasting depth without a full suite reward the best-of-breed specialists. **Retail and grocery** live on fresh-food and store-level forecasting, the home turf of RELEX. **Consumer-goods companies** need demand sensing and promotion forecasting, pointing to o9, Alloy.ai, or RELEX. And **firms standardized on a single ERP** should weigh its embedded planning before adding a separate tool. The unifying rule is to match the tier to the industry and scale, not to buy more than the operation needs.

10. ROI and the business case

The business case for demand planning is straightforward in structure and easy to overstate in practice. The levers are forecast accuracy, inventory reduction, service-level improvement, and waste reduction. The discipline is refusing to bank the vendor's headline percentage before you have proven it on your own data.

Accuracy ML-enabled forecasting reports accuracy gains in the mid-teens to high-20s percent	Inventory integrated S&OP reports safety-stock reductions of 10 to 15 percent	Service better forecasts lift fill rates and cut stockouts and excess together
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Where the value comes from

Most of the return is in a few places. Higher forecast accuracy is the root lever: third-party research reports machine-learning pipelines lifting accuracy by roughly 14 to 27 percent, as shown in Figure 3. Better accuracy then flows into lower inventory, with integrated sales and operations planning reporting safety-stock reductions of 10 to 15 percent, and into higher service levels and fewer stockouts and markdowns at the same time. In perishable categories, accuracy gains translate into waste reductions reported as high as 27 percent. These are third-party scenario ranges, not guarantees, and they hinge on data quality and planner adoption. The prudent planning assumption is the lower end of each range, with anything above it treated as upside to be earned. Build the case on your own accuracy baseline and inventory position, and use the published figures only to size the opportunity.

11. Frequently asked questions

What is demand planning software?

Software that forecasts future demand and connects that forecast to the rest of planning. It spans statistical and AI forecasting, demand sensing on near-real-time signals, consensus planning, and new-product and promotion forecasting, and it feeds inventory optimization and sales and operations planning.

How is it different from supply chain planning software?

Demand planning is the demand side, the forecast and the signals that shape it. Supply chain planning is the end-to-end suite that also covers supply, inventory, and response. Demand planning is increasingly evaluated and bought as part of a wider planning decision, which is why the two are best read together.

Is there a Gartner Magic Quadrant for demand planning?

No. Demand planning is evaluated within the Magic Quadrant for Supply Chain Planning Solutions, which Gartner split into discrete and process industries in 2026, and within its Critical Capabilities as a specific use case. There is no standalone demand-planning quadrant.

Who are the leading vendors?

It depends on the tier. Enterprise suites include Kinaxis, o9 Solutions, SAP, Blue Yonder, OMP, and Oracle; best-of-breed specialists include ToolsGroup, RELEX, and John Galt; retail and CPG specialists include Alloy.ai and Slimstock; and ERP-embedded options include SAP, Oracle, and Microsoft.

How big is the market?

It depends on the definition. Broad demand planning software is sized near \$10B in 2025, demand planning solutions nearer \$4.7B, and demand sensing nearer \$1.5B. All overlap the broader supply chain planning market, so the figures should not be added together.

What is demand sensing?

A short-term forecasting technique that adjusts the near-term forecast using real-time signals such as point-of-sale data, weather, and web activity. It is most valuable in fast-moving consumer goods and grocery, where short-term accuracy drives availability and waste.

Should I buy best-of-breed, a suite, or an ERP module?

If you need forecasting depth without a full suite, best-of-breed specialists are usually deepest. If you are buying end-to-end planning, a suite module fits. If you are standardized on a single ERP, weigh its embedded planning first. Industry, data maturity, and whether this is a standalone or suite decision should drive the choice.

What does it cost?

A small or mid-market deployment can be under \$100 per user per month, while a tier-one enterprise suite can exceed a million dollars a year and take twelve to eighteen months to implement. Three-year total cost is commonly several times the first-year license once integration and consulting are included.

How is AI changing demand planning?

AI and machine learning are lifting forecast accuracy, and agentic AI is beginning to adjust forecasts with less human input. Gartner projects supply chain management software with agentic AI growing from under \$2B in 2025 to \$53B by 2030, though fully autonomous planning remains aspirational.

What is the most common reason these projects fail?

Poor data, over-buying or under-scoping the platform, and weak planner adoption. Almost none of the common failures are about the forecasting algorithm. Fixing the data first and winning planner trust matter more than the engine.

12. Recommendations

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

- 11. Decide standalone or suite first.** Determine whether you are buying demand planning alone or as part of a wider supply chain planning program, because that shapes the whole decision.
- 12. Match the tier to your industry and scale.** Enterprise suites (Kinaxis, o9, SAP, Blue Yonder, OMP) for large end-to-end planning, best-of-breed specialists (ToolsGroup, RELEX, John Galt) for depth and mid-market, industry and ERP-embedded options where they fit.
- 13. Use the SCP Magic Quadrant correctly.** Read demand planning through the supply chain planning quadrant, now split into discrete and process, and its Critical Capabilities use-case scores, not a standalone demand-planning ranking.
- 14. Fix the data before you buy.** Invest in clean demand history and master data first, because it sets the ceiling on forecast accuracy regardless of the platform.
- 15. Right-size the purchase.** Avoid both over-buying enterprise capability you will not use and under-scoping a tool you will outgrow within a year or two.
- 16. Treat accuracy and ROI claims as a ceiling.** Run a proof of concept on your own data, baseline your current accuracy, and prove the gains before scaling.

13. Methodology and caveats

- This guide synthesizes public market-research estimates, the Gartner Magic Quadrant and Critical Capabilities for Supply Chain Planning Solutions, vendor disclosures, and trade reporting, current to mid-2026. Supply Chain Research is independent and accepts no payment from the vendors covered.
- Market-size figures diverge by several times by definition: broad demand planning software near \$10B, demand planning solutions near \$4.7B, and demand sensing near \$1.5B, all of which overlap the broader supply chain planning market. We present a range and separate the definitions rather than adding them together.
- There is no standalone demand-planning Magic Quadrant. Demand planning is evaluated within the SCP Magic Quadrant, split into discrete and process industries in 2026, and the landscape map in Figure 4 is our directional interpretation, not analyst coordinates.
- Accuracy, inventory, and waste figures are third-party scenario ranges or vendor-stated and treated as a ceiling; they depend heavily on data quality and planner adoption and should be validated on your own data.
- Vendor ownership, valuations, and product scope change quickly, including the o9 valuation and the consolidation among planning vendors. Validate current details directly with vendors before any purchasing decision.

14. Sources

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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.