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PRISM FOR

WORKFORCE

MANAGEMENT

EXECUTIVE SUMMARY

CMP Research evaluated six solution providers that offer Workforce Management (WFM) tools for customer contact, CX and in-bound sales functions. The six providers are segmented into five categories: pioneering, leading, core performing, up & coming, and emerging using analyst analysis, user feedback and marketplace data across ten investment criteria.

This report shows how each provider compares to each other and to the market. It can be used to inform investment decisions.



INTRODUCTION

Improving Workforce Management (WFM) tools is a key opportunity for customer contact and CX executives who are contending with complex customer demand, more flexible workers, increasingly outsourced teams, and variable staffing models. Staffing and forecasting needs have become more complicated since hybrid and flexible work was normalized in customer contact in 2021. In fact, 33% of customer contact and CX leaders are investing in WFM capabilities in the next two years.

There are four key reasons why Workforce Management (WFM) tools are important investments for customer contact and CX leaders right now:

- **Committing to flexibility:** Flexibility is the second most important driver of employee experience and front-line job satisfaction in customer contact. As contact centers commit not just to remote and hybrid working but also to offering more flexible schedules flexibility in shifts and work schedules, there are more variations and variables impacting staffing and capacity planning. Shift-swapping, flex-time, and schedule management are critical components of WFM tools. Agent-facing mobile apps for shift-bidding, logging time-off, and more are, as a result, important parts of WFM UX.
- **Variable and complex customer demand:** As simpler customer contacts are automated and pushed to customer self-service, live support is mostly contending with complex contacts, escalations and/or frustrated customers. Employees handling more complex workloads have a greater risk for burnout. Workloads cannot be managed by old metrics and Excel sheets; it is not just simply a matter of handle time, occupancy and service level but rather complexity and context.
- **An AI-augmented workforce works differently:** CX and customer contact executives say that managing the change of an AI augmented workforce is their hardest strategic initiative in 2026-2027. With virtual and voice AI agents in production, human front-line reps' workload not only becomes more complex, but hand-offs, escalations, and processes all change. Customer contact functions need WFM capabilities that can occupancy-plan for human and AI resources.
- **Outsourcing and portfolio-workforces:** The average customer contact function is at least partially outsourced, and not necessarily to just one provider. Managing time zone coverage, juggling various SLAs, and bridging the gap between in-house and outsourced teams becomes easier with universal, or at least compatible, WFM tools.

INTRODUCTION CONTINUED

For purposes of this Prism, Workforce Management (WFM) is defined as technologies that help ensure the right number of agents with the right skills are available at the right times to handle customer interactions across various channels (phone, chat, email, social media, etc.).

Tools evaluated for this Prism will focus on AI-driven solutions that forecast call volumes and contact trends; schedule optimal agent schedules based on forecast demand, agent availability, skillsets and labor laws while maintaining service levels; monitor adherence and adjust schedules as well as track KPIs like handle time, occupancy and more.

- This Prism scopes out Automated QA/QM, which is its own Prism.
- Workforce Optimization/Workforce Engagement Management features like coaching, simulations, etc. are not required for inclusion.

Solution provider options for Workforce Management (WFM) tools are particularly hard for customer contact and CX leaders to assess. The market for scheduling, forecasting and capacity planning tools is smaller than for other technology categories. Although many organizations admit that their workforce management process is too manual or outdated, the solution provider can focus more on workforce optimization (WFO) or workplace experience management (WEM) developments. This presents a market disconnect: practitioners want better forecasting and scheduling tools, but the technology market continues to pitch experiential improvements. These may be compelling but not always complete for practitioner requirements.

Traditional WFM capabilities are not always included in WFO/WEM solutions. This leaves many practitioners with new, dynamic learning, coaching and performance management systems but with legacy tools for occupancy planning. This gap is less tenable for practitioners as cost pressures on customer contact functions rise; reducing costs is a high urgency priority for customer contact executives per CMP Research's Executive Priorities initiative.

METHODOLOGY

The CMP Research Prism for Workforce Management (WFM) tools is an evaluation of participating and qualifying solution providers. The Prism is not exhaustive nor representative of every provider in the industry. CMP does collect market and user data for non-Prism participants (see Appendix A).

The x-axis captures progressiveness of the capability and is calculated by weighing analyst evaluations with user data. Users are from companies actively using the tool being evaluated. Analyst perspective weighs more heavily than user feedback in the x-axis placement.

The y-axis captures the market's overall confidence in the tools being evaluated. Market confidence is an index of two equally weighted factors: the percentage of the market that is aware of the solution being evaluated (market awareness) and, of those who are aware of the tool, how do they perceive it (market perception). Market data is from a survey of 300 executives who are currently in the market for WFM tools or were recently in the market for them. These executives have control over the CX/Customer Contact technology stack and are from a representative sample of companies by industry and size. These executives are mostly heads of customer contact and CXOs but also include some operations and IT leadership titles.

Solution providers not shown in Figure 2 below either did not qualify because their product did not meet the category definition (see above); did not have enough market or user data available to be collected; and/or did not elect to participate. Participation requires a complete live demonstration of the technology and a completed RFI, with two exceptions for identified 'passive' participants.

For this Prism, CMP Research elected to evaluate two passive participants, as noted by the black dots in Figure 2. Passive participants are companies who did not complete a live demo nor an RFI for this evaluation. In this case, analysts use publicly available information, demo videos, secondary and primary research to make their evaluations. Market and user data is collected for these companies per the usual methodology; user data for passive participants is non-referral user data.

The two passive participants in this Prism analysis were selected by the analyst team due to their high levels of market confidence – an index of market awareness and perception. They are also each part of two typical categories in the WFM tool investment process: a Human Resources Information System (HRIS) and a CCaaS solution, respectively.

Each provider was evaluated only on their Workforce Management (WFM) tools. These products/suites were evaluated in isolation from providers' other offerings.

**SOLUTION PROVIDERS
EVALUATED FOR WORKFORCE
MANAGEMENT (WFM) PRISM**

(Alphabetical order)

ASPECT

ASSEMBLED

DATANITIV

WORKDAY

ZENDESK

ZOOM

METHODOLOGY CONTINUED

**SOLUTION PROVIDERS ARE EVALUATED ON TEN INVESTMENT
CRITERIA, DEFINED IN CONTEXT OF WORKFORCE MANAGEMENT
(WFM) TOOLS:**

- 1 Pricing:** flexibility in pricing models; scope of customers the provider is willing to work with; pricing satisfaction
- 2 Customization & Flexibility:** degree and ease of customization to business requirements, specific workforce conditions (timezones, regions) and working styles (remote v part-time; on-site v hybrid v remote); flexibility in views for managers vs. WFM team (waterfall approach), forecasting flexibly (different models for forecasting); flexes scheduling based on talent available, skills and contact complexity (intelligent routing)
- 3 Integration:** integration capability differentiating between custom and out-of-box integrations across key CRMs/ERPs/CCaaS/Ticketing Systems; integrations with HR Mgmt System (e.g. payroll, benefits,); integration with performance mgmt. systems (reviews) and even AutoQA/QM (engagement) or LMS or even channel technologies (voicebot/chatbot)
- 4 Security:** compliance with security standards and regulations; data governance and privacy; PII protections for employees
- 5 User Experience:** look, feel and intuitiveness of interface; leaders' ease of use of the tool for scheduling, forecasting, assigning tasks; employees' ease of use of the tool for submitting PTO, requesting flex time; WFM team's ease of use of tool.
- 6 Reporting:** clarity and customization of reporting; real-time observability of front-line workload, capacity, historical data at function, team and individual level. Correlations/analysis against workforce-related drivers vs outcome metrics like AHT, Occupancy and Shrinkage, Unplanned v Planned PTO, Availability (ACT), Schedule Adherence, Absenteeism, and other performance metrics (e.g. burnout).
- 7 Customer Support:** customer success and support resources available to clients specifically for WFM assistance
- 8 Innovation & Future Strategy:** innovation in current WFM offering; clarity quality and creativity of future roadmap for WFM capability
- 9 Accuracy of AI Model:** predictive modeling using past data, flexibility in how predictions are being made, AI can forecast in various ways; accuracy of forecasts and ability to improve forecasts over time.
- 10 Implementation:** ramp time; training time for staff; ease of back-end programming and set-up

METHODOLOGY CONTINUED

With exception of the two passive participants¹, each participating vendor submitted a request for information (RFI) including information about their organization and specific to their solution. Each participating vendor demoed its solution for CMP Research analysts. The RFI and demos informed analyst analysis. CMP Research collected both customer referrals and independent user data for the evaluated vendors.

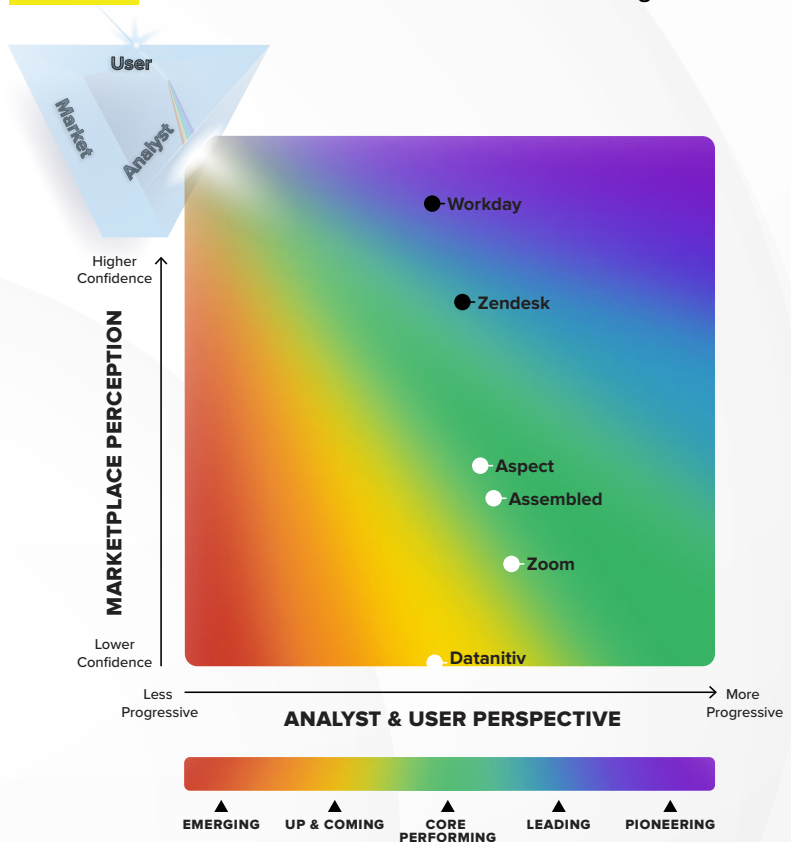
User and analyst data informs the evaluation of providers' overall progressiveness in capability (see Figure 2, x-axis). Investment criteria are weighed equally for purposes of the evaluation in Figure 2.

CMP Research collected marketplace confidence data on 31 solution providers¹ for Workforce Management (WFM) tools. Market confidence is an index of market awareness and perception of the specific solution being assessed. Data was collected from leaders currently or recently in the market for a Workforce Management (WFM) product. Marketplace respondents indicated their awareness of providers' Workforce Management (WFM) tools and perception of them on a scale from very negative to very positive. The evaluated providers' marketplace data was evaluated against a broader market sample of X providers to indicate higher versus lower market confidence levels (Figure 2, y-axis).



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VENDOR PROFILES**

FIGURE 2: CMP Research Prism for Workforce Management



¹See Appendix A for a complete list of solution providers for which market confidence (awareness & perception) and non-referring user data was collected

Source: CMP Research analysis

Market Confidence (Y-axis) is an index of two equally weighted factors: market awareness and market perception. Awareness is the percentage of the practitioner/buyer market that is aware of the workforce management tool being evaluated. Perception is the average score of how the practitioner/buyer market who is aware of the solution, perceives it, from very negative to neutral to very positive.

● Black dots represent passive Prism participants.