DMG CONSULTING LLC



Workforce Management in the Age of AI: 2026 CX Market Report

2026

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I. EXECUTIVE SUMMARY

Driven by artificial intelligence (AI), workforce management (WFM) is undergoing the most transformative and innovative period of growth in its 40-year history. AI is fundamentally changing how WFM solutions are built and used; it is reshaping buyer expectations, driving architectural modernization, accelerating innovations, and revamping the competitive landscape. While this transition introduces new complexity, it also gives buyers more options, enhanced platforms, and compelling reasons to re-evaluate their WFM strategy.

The *Workforce Management in the Age of AI: 2026 CX Market Repor*t provides a practitioner-focused view of the customer experience (CX) WFM market, solutions, and platforms. This report was produced to help enterprises understand the dynamics, trends, directions, innovations, and solutions of a rapidly evolving market where AI-native platforms, modern cloud solutions, and established offerings are being built or enhanced to address the needs of increasingly AI-enabled CX organizations. Buyers evaluating WFM solutions must now make critical decisions around their architectural approach (AI-native vs. AI-enabled), usability (modern simplicity vs. feature-rich depth), and future implications of technology debt, data transparency, and AI adoption.

This report is designed for front- and back-office CX leaders responsible for selecting, modernizing, managing, and overseeing WFM capabilities. This includes contact center directors and managers, CX operation heads, WFM administrators and planners, and AI and digital transformation leaders. The report provides a comprehensive understanding of the WFM market and its competitors and offers practical and strategic guidance to help organizations make informed, future-ready decisions.

The 2026 Report features the following vendors: Aspect, Assembled, Bright Pattern, Cisne, deepNUMBERS, Intradiem, NiCE (NiCE WFM IEX and NiCE WFM), SuccessKPI, and Verint. These providers represent a mix of AI-native entrants, modern cloud platforms, and established incumbents modernizing their solutions to address the resource management needs of today's complex AI-ready contact center and back-office environments.

What's Inside This Report

- Introduction: A forward-looking perspective on how WFM is transforming in the era of AI, why the market and offerings are stronger than ever, and the forces reshaping vendor strategies and enterprise expectations.
- Market Trends and Challenges: The macro trends and challenges, AI-driven innovations, and emerging buyer and vendor opportunities influencing the next stage of the WFM market and its solutions.
- Operational Benefits of AI in WFM: A practical view of how AI extends WFM solutions and improves efficiency, reduces costs, enhances employee

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experience, and strengthens WFM outcomes across forecasting, scheduling, intraday management, and related operational processes.

- Competitive Landscape and Vendor Analyses: An analysis of WFM vendors based on their primary go-to-market approach and offerings, supported by briefing- and demonstration-based assessments of each provider's market positioning, capabilities, and product direction.
- Analyst Perspective: A strategic view of where the CX WFM market is heading over the next five years.
- Conclusion and Guidance: Actionable recommendations for enterprises and vendors, including how to navigate this increasingly fragmented market while preparing for an AI-first future.

This report is written by highly experienced CX and WFM practitioners who have spent decades working directly with enterprises, vendors, and frontline teams. DMG is an independent, vendor-agnostic research and consulting firm, and this report is provided at no cost to ensure that accurate, field-validated insights are accessible to anyone evaluating the rapidly evolving CX WFM market.

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II. DMG REPORT METHODOLOGY

This report provides a comprehensive review of the customer experience (CX) WFM market. DMG reached out to all known CX WFM vendors operating in today's market and invited each one to participate in this industry review. Every vendor was invited to share a one-hour briefing and product demonstration session, during which they were given full discretion to present the aspects of their solution they considered most important and differentiated. This approach allowed each vendor to tell their own story and highlight their strengths.

Not all vendors were able to participate in the initial publication of this report due to the production timeline. DMG will update and reissue this report as additional vendors complete their session, ensuring the analysis remains current and reflective of the full CX WFM market.

The vendor sessions yielded candid discussions and findings about products and how AI is driving the largest volume of innovation in the market's history. The depth and frequency of these AI-focused discussions reflect the degree to which the technology is transforming the competitive landscape and vendor roadmaps in this market. These changes are giving enterprise WFM buyers new and growing options from existing and new market entrants.

Methodology Change

Readers familiar with prior DMG reports will notice a significant shift in methodology this year. Previous editions included detailed, feature-level evaluations of each vendor. This year, DMG has moved to a broader market review that covers more vendors at a higher level. This change reflects how enterprises increasingly consume market intelligence. Many organizations now rely on large language models (LLMs) and other generative AI tools for quick, feature-level comparisons. While appealing, these tools often generate inaccurate or outdated information. DMG validated this by comparing LLM outputs to verified vendor data and found material discrepancies.

Rather than duplicating what buyers believe they can obtain from generative AI, DMG is focusing on providing insights that require direct vendor engagement. This report provides a broad, current view of the CX WFM competitors, grounded in live product demonstrations and validated vendor information. We encourage enterprises evaluating CX WFM solutions to treat this report as a trusted, human-validated complement to whatever other research methods they employ. We are making this report available for free in support of DMG's mission to enable enterprises to access the information they need to make informed selections. We believe this combination of direct vendor engagement and open access provides the most reliable foundation for informed decision-making in a rapidly evolving market.

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III. INTRODUCTION

Workforce Management (WFM) has crossed a threshold. What was once a discipline centered on forecasting and scheduling has evolved into a real-time operational intelligence layer that connects staffing, performance, and decisioning across the modern contact center. This shift is elevating WFM from a behind-the-scenes planning tool and function to a core system that drives real-time performance and shapes how customer experiences are delivered. The acceleration of artificial intelligence (AI), the rise of hybrid human–AI workforces, and the increasing complexity of customer journeys have fundamentally reshaped what WFM is expected to do. Today's platforms must orchestrate a dynamic blend of human agents, AI agents, bots, and automated workflows, ensuring that each interaction is handled by the right resource at the right moment. The market is no longer defined by incremental improvements to forecasting accuracy or scheduling efficiency; it is being rewritten by AI-driven orchestration, real-time adaptability, and the need to unify front- and back-office operations into a single, coherent CX engine.

Forces Reshaping the Market

The WFM market is evolving because the operating environment these solutions support is changing. For more than four decades, WFM advanced through incremental module addition as contact centers evolved, from multi-site forecasting and scheduling to intraday management and omnichannel routing, but the core architecture of these offerings remained largely unchanged. As customer behavior, channel mix, and operational complexity have evolved, WFM platforms remained built on longstanding architectural foundations, creating a widening gap between what the market needed and what legacy systems could deliver. The arrival of AI exposed this gap, revealing limitations of rules-based systems and creating the opportunity for a market reset.

Contact centers are no longer staffed exclusively by human agents handling predictable volumes of transactional work. They have become hybrid ecosystems where AI agents and conversational bots absorb a growing share of interactions, while human agents focus on higher-complexity, higher-emotion, and higher-value engagements. This shift introduces new forms of volatility, new demand patterns, and new operational challenges and dependencies that traditional WFM tools were never designed to address.

AI-enabled customer analytics now surface real-time signals and predictive insights that flow directly into WFM systems, creating a dynamic where staffing decisions must proactively adapt to external events and emerging behaviors. When interest rates change, mortgage contact centers must staff up for an influx of calls. When a bot repeatedly fails to understand or resolve customer requests, WFM must anticipate the spike in human-handled escalations. When a promotion launches, WFM must adjust forecasts and staffing as customer behavior shifts. These are not hypothetical scenarios; they are the new operational reality.

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At the same time, customer expectations continue to rise. AI-enabled front-office experiences have conditioned customers to expect answers and follow-through that are immediate, accurate, and seamless. Any breakdown in the journey, especially during fulfillment and post-interaction work, will have a negative impact on the customer. This has elevated WFM from a supporting function to a strategic CX enabler and differentiator. Organizations can no longer rely on disconnected systems, manual processes, or static planning models. They need platforms that sense, predict, adapt, and treat WFM as an intelligence layer rather than a scheduling engine.

AI Becomes the Nervous System of WFM

AI is now embedded across most WFM modules, transforming the function from a periodic planning exercise into an adaptive, intelligence-driven operating model. AI now gives WFM solutions the ability to detect operational signals, process them in context, and trigger coordinated responses for the organization. Across the market, AI is elevating forecasting, scheduling, intraday management, adherence, capacity planning, and self-service into systems that continuously learn and adapt to real-time conditions. Forecasting engines no longer rely on a single model; AI evaluates multiple algorithms in parallel and automatically selects the best-fit approach for each interval, channel, and scenario. Scheduling engines evaluate millions of combinations to balance demand, skills, preferences, and labor rules, while automating many of the adjustments that previously required manual intervention.

Intraday management becomes proactive rather than reactive, with AI predicting deviations before they occur and recommending or automatically executing the right adjustments. Real-time adherence shifts from manual compliance checks to proactive stabilization. Capacity planning becomes more precise as AI models long-term staffing needs for multiskilled human and digital resources. Even routing is being reshaped, with context-aware engines evaluating sentiment, complexity, and predicted outcomes to determine the best resource for each interaction.

AI is also transforming how leaders consume and act on operational data. Static reports and dashboards are being replaced by analytics platforms that surface insights, automatically highlighting emerging risks, identifying performance drivers, and advising leaders where attention is needed. AI now serves not only as the engine powering WFM, but also as the advisor interpreting conditions and guiding the next best move.

The Shift to Continuous Optimization

Modern WFM platforms are moving beyond traditional planning cycles to become persistent listeners of internal and external activities. They ingest signals from customer analytics, bot performance, sentiment engines, internal chatter, and external events and use it to continuously update forecasts, schedules, and intraday plans. This shift from static planning to dynamic orchestration represents one of the most consequential changes in the market. To operate effectively in this new environment, WFM must plug into the broader AI orchestration layer that coordinates signals, decisions, and actions across the CX

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ecosystem, ensuring that workforce adjustments remain aligned with real-time customer and operational context. Instead of relying on fixed schedules and periodic reforecasts, leading platforms can now reoptimize staffing requirements continuously, as conditions evolve, blending human and digital resources in real-time to maintain service levels, operational balance, and cost. For example, when a bot's fallback rate (also known as transfer rate) spikes, modern WFM solutions don't wait for queues to build. They detect the pattern, predict the downstream impact on volume and handle time, and automatically realign staffing requirements, pulling in cross-skilled agents, adjusting breaks, and recommending temporary skill shifts before service levels are at risk.

AI enables WFM to fuse signals that were previously siloed or not considered, such as channel switching, sentiment shifts, customer intent, and operational risk, and translate and reflect them as immediate operational adjustments. Intraday engines can simulate multiple scenarios in parallel, anticipate the impact of emerging patterns, and trigger automated interventions such as micro- or block-schedule changes, skill reassignments, or digital deflection strategies. The result is a WFM function that is becoming predictive, context-aware, adaptive, and deeply integrated with routing and performance systems. The platforms that succeed in this new era will be those that use AI not to replace human decision-making, but to enhance accuracy, reduce manual effort, and enable real-time adaptability across increasingly complex hybrid operations.

Bringing the Back Office into the CX Flow

The back office is an essential contributor to the CX and the overall customer journey. While AI has accelerated the front office, the back office remains constrained by outdated systems, manual processes, and fragmented workflows. This creates a widening gap between customer expectations and operational execution as the back-office is not keeping up. AI-accelerated intake in the front office increases the volume and velocity of work entering the system, but without workforce management in the back office, work slows, stalls, or breaks down during fulfillment, the moment where customer promises are kept or broken.

WFM platforms must now account for work that behaves differently from traditional contact-center interactions: asynchronous, multi-step, effort-based work that is often distributed across teams and time zones. Modern WFM platforms need to have the ability to forecast and schedule this type of work, manage SLAs and backlogs, track aging and effort, and provide visibility into work-in-progress, all while aligning front- and back-office operations through shared AI signals and governance. The back office should no longer be a second thought or adjacent function. It is a core part of delivering a complete, reliable customer journey. And a complete WFM platform must support it just as fully as those of the customer-facing contact center.

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A Competitive Landscape in Motion

The WFM competitive landscape is shifting rapidly as existing vendors strive to align with the new AI-driven operating environment and new AI-native platforms emerge with architectures built to address the needs of AI-first CX organizations. GenAI is accelerating this shift, setting new expectations for the modernization of legacy workflows, simplifying configuration, and automating routine planning tasks, effectively raising the performance bar for both incumbents and new entrants. Modern cloud-native WFM providers are rebuilding their platforms around AI-driven forecasting, dynamic scheduling, real-time intraday optimization, and streamlined agent experience capabilities. Legacy enterprise WFM suites are modernizing to stay relevant, often using AI to extend the capabilities of older modules as they rebuild core components. This divergence has created a clear contrast: newer AI-native platforms emphasize ease of use, rapid setup, and simplified administration, while older enterprise suites remain more feature-rich but carry significant complexity and technical debt.

At the same time, adjacent CX platforms, from contact center as a service (CCaaS) and customer relationship management (CRM) to workflow automation, are expanding into WFM to create unified front-to-back operating environments in response to customer requests. CRM platforms are extending into workforce-adjacent capabilities such as work assignment, case routing, capacity modeling, and back-office work orchestration, but continue to rely on WFM partners for full forecasting and scheduling. CCaaS platforms, meanwhile, are expanding their native WFM modules to support real-time forecasting, scheduling, intraday management, and AI-driven routing, increasingly positioning WFM as an integrated component of their broader CX operating stack.

This dual-movement fragmentation, driven by AI-native entrants and specialized optimization tools on one side and consolidation driven by CCaaS, CRM, and workflow platforms absorbing more of the WFM functional stack on the other, reflects a market in transition. The traditional competitive boundaries are dissolving and giving way to a more dynamic and opportunistic market. Vendors are expanding and broadening their capabilities, competing not just on features but on AI maturity, architectural flexibility, and strategic vision as they strive to remain relevant in the fast-changing CX market. What is clear is that enterprise demand for WFM remains strong. Organizations are no longer content to extend legacy platforms with slowly delivered incremental upgrades. They are showing strong interest in solutions that are flexible, built on modern AI infrastructure, and capable of evolving alongside rapidly changing CX organizations.

Navigating a Market in Transition

Driven by AI, the speed and nature of change in the WFM market have outpaced the assumptions, architectures, and operating models that defined the previous era for CX organizations, and it can't happen soon enough. What worked as recently as three years ago, including static forecasts, rules-based scheduling, and slow-moving intraday management, is not sufficient to meet the needs of modern AI-powered contact centers where hybrid

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human-digital workforces, fast-changing channel dynamics, and increased customer expectations require platforms that can sense, adapt, and optimize continuously while considering the needs of their human workforce. This report provides a forward-looking analysis of where the market is heading, how vendors are responding, and what capabilities will matter most in the next two to five years. It is designed to help CX executives, WFM leaders, and operations managers navigate a market in transition and make decisions that position their organizations for what comes next at a time when WFM is a strategic operating and optimization system for contact center and back-office environments.

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IV. WFM MARKET TENDS AND CHALLENGES

The WFM market is entering a period of accelerated reinvention. Investment levels are high, but the focus has shifted: buyers now expect AI-first capabilities, intuitive experiences, and solutions that support increasingly complex hybrid and asynchronous operating environments. As demand rises across first-time adopters, SMBs, and large enterprises, the limitations of legacy architectures are becoming more visible, and organizations are seeking tools that keep pace with rising operational complexity.

The market is being redefined by a distinction between AI-native platforms and AI-enabled incumbents. Vendors are updating forecasting, scheduling, intraday management, self-service, and employee experience capabilities to meet growing expectations for WFM to work more smoothly alongside AI-driven tools and automated workflows. As organizations expand their use of AI across customer-facing and operational functions, WFM is being asked to provide better visibility, coordination, and alignment between human and automated resources. This shift is increasing demand for modern WFM architectures that support more flexible, distributed, and AI-supported operating models.

IV.I WFM MARKET TRENDS

AI is now the primary engine of WFM innovation. While AI-enhanced forecasting has been standard for years, the current development wave is transforming scheduling, intraday optimization, real-time adherence, agent self-service, and long-term planning. The competitive landscape is expanding as well. New AI-first entrants are reshaping expectations for usability and automation, while established vendors are releasing modernized capabilities on top of older, evolving architectures. Many of the WFM vendors are extending their platforms to more effectively support asynchronous interactions and back-office workflows, both to meet operational needs and to expand their total addressable market.

2026 WFM Market Trends

AI-driven forecasting and scheduling are becoming more adaptive, incorporating shrinkage, real-time conditions, and flexible scheduling models, while also shifting toward predicting human-handled activity as AI increasingly absorbs routine interactions.
Autonomous intraday optimization is expanding as systems increasingly predict conditions and recommend or execute adjustments to staffing, routing, and break structures in coordination with AI-based routing models.
Real-time analytics are becoming more actionable, giving supervisors clearer visibility into adherence, productivity, and CX metrics and enabling faster interventions.
Data transparency is gaining importance as organizations adopt unified data layers and incorporate external signals, such as weather patterns, macro-level demand indicators, and public event data, to improve forecasting accuracy and AI-driven decisioning.

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Unified data strategies are improving cross-system connectivity, enabling WFM to support more coordinated decision-making across CX, operations, and enterprise functions.
Mobile and API ecosystems are maturing, enabling deeper integrations and more flexible access for planners, supervisors, and agents.
WFM platform expansion continues as more vendors integrate adjacent capabilities such as coaching and performance insights.
Consolidation in adjacent CX and WEM segments is raising expectations for WFM to integrate more tightly and align more closely with broader platform strategies, even as the WFM market continues to grow with new AI-first providers.
Vendors are prioritizing ease-of-use improvements, focusing on simpler setup and easier day-to-day management so WFM is more accessible to planners, supervisors, and first-time adopters.
Hybrid and asynchronous workforce support is expanding as platforms improve their ability to manage digital interactions, back-office tasks, and distributed work patterns.
Employee experience remains a central driver of innovation, shaping investments in scheduling flexibility, self-service, and agent empowerment.
Wellbeing-aware scheduling is emerging as platforms explore ways to incorporate agent wellness signals into more responsive break management and workload balancing.

Source: DMG Consulting LLC, May 2026

IV.II WFM MARKET CHALLENGES

WFM remains one of the most complex applications to use in the contact center ecosystem. Vendors face ongoing pressure to simplify administration without sacrificing the necessary sophistication to manage increasingly dynamic, omnichannel, multi-site, and AI-supported operations. Architectural differences between AI-native and AI-enabled platforms are becoming more apparent, prompting buyers to assess which approach offers the most sustainable path to modernization and scale. Even with mature forecasting and modeling practices in place, many organizations struggle to operationalize AI-driven routing and real-time adaptive intraday management because their processes, tools, and operating models were built around a static schedule-adjustment paradigm rather than continuous, real-time coordination. As AI-driven routing and automated workflows expand, WFM is being asked to coordinate a broader mix of human and automated resources, increasing the need for transparency, governance, and trust in AI-generated decisions. At the same time, usability expectations are on the rise, especially among SMBs and first-time adopters, intensifying pressure on vendors to deliver simpler setup, clearer workflows, and lower total cost of ownership. Together, these challenges highlight the balance required between innovation and operational reality and the need for modern AI-first architecture that can support both.

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2026 WFM Market Challenges

AI-native vs. AI-enabled positioning is becoming harder to differentiate, creating friction for buyers as they assess how deeply platforms integrate with AI-based routing, forecasting, and real-time optimization engines.
Functional disparity across WFM offerings is increasing as some platforms continue to follow traditional WFM paradigms while newer AI-first solutions take fundamentally different architectural and operational approaches, making like-for-like evaluation more difficult for buyers.
WFM vendors face pressure to balance innovation with customer-requested enhancements, which can slow delivery of more strategic capabilities.
Many WFM solutions still do not forecast or model AI agents and bots, creating gaps in capacity planning and contributing to inconsistent performance across platforms.
Data quality and integration complexity remain significant obstacles, particularly for organizations working to unify contact center, CX, CRM, and enterprise AI data sources.
Legacy technology stacks limit vendors' ability to deliver new capabilities quickly and adapt to more dynamic operating models.
As WFM expands beyond the contact center, organizations must also address operational silos that limit data flow and reduce the effectiveness of enterprise-wide workforce planning.
Enterprise-wide resource management needs are growing as organizations look to coordinate staffing and workload across front office, back office, and operational functions.
Skill gaps within WFM teams are becoming more visible as AI-enabled operating models increase the need for analytical reasoning, scenario-based decision-making, exception handling, and cross-functional coordination.
Demand for AI decisioning transparency is increasing, especially around automated scheduling, intraday actions, and performance insights.
Analytics that lag behind new features create gaps in insight, adoption, and value realization.
Usability gaps remain, as many solutions still require more expertise than SMBs or spreadsheet-first teams possess, reinforcing the need for simpler setup and easier day-to-day management, especially as WFM adapts to AI-driven routing and decisioning.
Misconceptions that AI will replace human agents are slowing WFM investment, even as hybrid AI-human operations increase the need for more advanced forecasting, scheduling, and intraday management.
Cost reduction pressure persists, even as organizations work to improve both the employee and customer experience.

Source: DMG Consulting LLC, May 2026

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V. WHY WFM STILL MATTERS IN THE AI ERA

The rapid rise of AI, machine learning (ML), generative AI, and agentic automation in contact centers and CX organizations has led some leaders to question whether WFM still has a place in the modern CX ecosystem. The assumption is that as AI automates more interactions, the need for human agents, and therefore the need for WFM, will diminish. This perception has gained traction, but it has also been decisively debunked. AI is not eliminating the need for WFM; AI is fundamentally transforming what WFM is and how it operates. As organizations integrate AI into their CX operations, they must confront a new reality: the workforce is evolving, the work itself is changing, and WFM is becoming the operational intelligence layer that keeps the entire system aligned, stable, and performing at scale.

AI agents and multimodal conversational systems now handle a growing share of routine inquiries and transactional tasks, but they do not operate without constraints. Digital agents have concurrency limits, throughput ceilings, latency patterns, and escalation triggers. They behave like capacity-bearing resources that must be forecasted, scheduled, monitored, and optimized. WFM becomes the intelligence layer that anticipates when automation will reach its limits, when human expertise will be required, and how to align total capacity with demand across digital and human channels. In doing so, WFM evolves beyond traditional planning and becomes a real-time orchestration engine that actively shapes how work moves, how resources are deployed, and how the operation maintains stability at scale.

As AI automates routine inquiry and transaction handling, human agents are increasingly responsible for complex, high-value, and emotionally charged issues. This shift requires WFM to evolve its forecasting, scheduling, intraday management, and long-term planning capabilities. Instead of projecting total volume, WFM must anticipate the nature of human-handled activity, the cognitive load, the specialized skills required, the emotional intensity of escalations, and the unpredictable patterns that emerge when automation hands off work that exceeds its capabilities.

At the same time, CX organizations must rethink the profile of the human agent. The emerging role resembles a “customer success advisor” or “brand ambassador,” someone who demonstrates AI fluency, critical thinking, judgment, analytical capability, and the ability to own the customer relationship and journey. This represents a profound shift from entry-level roles defined by script adherence and a focus on handling speed. Training programs must evolve to reinforce AI collaboration skills, embed ethical decision-making frameworks, and cultivate adaptive communication strategies. WFM becomes the system that protects these high-skill resources through intelligent scheduling, equitable workload distribution, and support for well-being and burnout prevention.

The operating environment itself is also changing. Traditional skill-based scheduling assumes a relatively stable and predictable flow of work. AI-driven routing does not. Newly emerging real-time adaptive intelligent routing models take scheduling from a pre-planned,

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static function to a dynamic, in-the-moment optimization process. Routing engines can override planned schedules and trigger real-time intraday changes, prompting WFM to rebalance staffing, redistribute work, and protect service levels as conditions shift. This new model requires WFM systems to integrate seamlessly in real-time with AI routing engines, provide transparency and auditability, and support continuous re-optimization to increase organizational confidence in automated decisions. WFM becomes the real-time stabilizer, continuously monitoring performance across both human and digital resources, identifying when either requires adjustment, and aligning staffing or routing before service levels are impacted.

AI initiatives also depend on massive volumes of high-quality data. Contact centers and CX organizations generate the customer, operational, and performance data that fuel enterprise AI models. To support this, organizations must eliminate data silos and ensure that contact center, CX, CRM, and WFM data can be shared across the enterprise. As human agents take on more complex responsibilities like building relationships, driving loyalty, and increasing revenue, tracking the full customer journey becomes even more critical. WFM provides essential signals about capacity, skills, backlog, SLA exposure, and resource availability. This data is required to plan and allocate resources effectively and to deliver the personalized experiences customers expect.

The customer journey itself depends on WFM more than ever. Today's journey spans channels, modalities, and departments, moving between AI and human agents and often crossing from the front office into the back office. The journey breaks when these handoffs are not forecasted, staffed, or aligned. WFM becomes the connective tissue that ensures every transition, bot to human, simple to complex, front office to back office, is predictable, staffed, and executed with consistency. It ensures that the entire journey, not just the first interaction, is delivered with accuracy, follow-through, and reliability. It becomes the operational safeguard that protects the promises made at the front door.

AI is not replacing WFM; it is transforming it into an intelligent, real-time strategic optimization and engagement engine. WFM becomes the system that orchestrates hybrid human/AI workforces, predicts when automation will reach capacity, aligns skills and expertise with demand, stabilizes service levels in volatile conditions, protects fairness and well-being, and ensures that customer outcomes are delivered consistently and reliably. It influences how organizations act, how fast they move, and how reliably they deliver outcomes. It becomes a strategic enabler essential for future-proofing CX operations in the AI era.

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VI. OPERATIONAL BENEFITS OF AI IN WFM

AI strengthens workforce management by delivering measurable improvements across every operational layer. It reduces manual effort, improves planning precision, and accelerates intraday responsiveness, creating a more stable, efficient, and supportive operation. Modern AI-enabled WFM platforms continuously learn from real-time internal and external signals, adapt to shifting customer behaviors and operational trends, and recalibrate forecasts and staffing needs in response to evolving patterns. With more reliable forecasts, more accurate schedules, and better alignment between staffing and demand, organizations reduce overstaffing, understaffing, and the cost volatility they cause. These improvements free leaders and planners to focus on higher-value activities and decisions rather than day-to-day firefighting.

Customers feel the impact of AI through faster, more reliable, and more consistent service. AI-enabled WFM improves self-service accuracy and containment, reduces wait times, and helps frontline teams respond more quickly during peak periods. Intelligent routing engines evaluate customer context, sentiment, complexity, and resource availability in real time to ensure each interaction reaches the most appropriately skilled resource, whether human or AI. This reduces transfers, repeat contacts, and friction. AI also strengthens end-to-end journey quality by aligning staffing, routing, and workflow execution so customers experience smoother, more predictable interactions from start to finish.

Employees experience greater stability, flexibility, and support. AI improves schedule accuracy, reduces workload volatility, and creates a healthier pace or cadence for frontline teams. Intelligent schedule recommendations and automated shift adjustments provide employees with more control over their worktime while maintaining coverage. AI also monitors operational signals that indicate workload strain or emerging burnout risks, prompting adjustments that protect employee well-being and maintain sustainable performance. Real-time guidance and automated intraday adjustments help employees stay on track without feeling micromanaged. The result is a more humane, empowering work environment that reduces burnout, strengthens engagement, helps reduce attrition, and makes the organization an employer of choice.

Supervisors gain a more manageable, insight-rich operation. AI reduces the burden of manual monitoring by surfacing early signals of performance drift, workload strain, and emerging adherence issues. Beyond answering natural-language questions, AI proactively uncovers patterns and insights supervisors may not know to look for, helping them catch issues before they escalate. Instead of sifting through multiple dashboards or stepping in only after issues have already begun to influence outcomes, supervisors receive timely, actionable guidance that supports earlier and more effective intervention. Automated adjustments and real-time recommendations reduce administrative overhead, giving supervisors more time to coach, support, and develop their teams. The result is a more consistent, fair, and proactive supervisory environment that strengthens team performance and improves the overall employee experience.

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For resource planners, AI transforms the planning function from reactive management to proactive strategic orchestration. Planners gain access to richer signals, continuously improving forecasts, and automated recommendations that reduce manual effort and improve decision quality. AI monitors real-time performance, predicts deviations before they occur, and surfaces the right actions at the right moment. Intraday teams can rebalance staffing, adjust schedules, and redirect work faster and with greater confidence. These capabilities elevate the planning role and give teams more influence across the business.

Long-term capacity planners realize one of the strongest lifts from AI. AI models long-range staffing needs using historical patterns, hiring trends, attrition signals, and business forecasts. With continuously refreshed long-range plans and advanced scenario simulations, planners can evaluate risks, sensitivities, and tradeoffs before they impact the business. AI reduces the manual work of reconciling assumptions and updating long-range models, freeing planners to focus on strategic decisions. It also strengthens alignment with finance and operations by providing a shared data-driven view of demand, capacity, labor needs, and training requirements, supporting more accurate budget planning, hiring strategies, and readiness plans. The result is a more predictable planning horizon that supports smarter hiring decisions, more intentional training cycles, and a more resilient operating model.

Executives benefit from a clearer, more stable view of the business. AI reduces operational noise and variability, strengthening financial planning and improving confidence in service delivery. Leaders gain real-time visibility into performance, demand, backlog, and capacity, giving them a more predictable operation that is easier to steer and scale. AI also provides sharper insights into emerging risks, operational constraints, and the downstream impact of decisions, enabling leaders to act earlier and with greater precision. With stronger alignment between customer expectations and operational execution, executives can shift their focus from managing risk to accelerating growth and advancing the organization's strategic agenda.

Figure 1 translates these themes into clear, practical benefits across the core pillars of efficiency and cost reduction, accuracy and predictive precision, and employee experience and empowerment.

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
Forecasting & Planning			
Uses internal and external signals to improve forecasting	• Reduces manual modeling effort and rework • Improves SLA adherence • Reduces cost of overstaffing and understaffing through better demand pattern alignment • Reduces overtime spend through more accurate staffing	• Produces more reliable forecasts grounded in richer/more accurate data • Improves forecast accuracy through AI-driven model selection • Enhances preparedness by aligning staffing and skills to predicted interaction patterns	• Gives agents clearer expectations and reduces stress by aligning work with anticipated demand • Reduces reliance on mandatory overtime
Applies multiple AI-enabled algorithms and simulations	• Automates and simplifies complex modeling tasks • Reduces manual modeling tasks and redirects effort to higher-value strategic work • Reduces cost of over-/under-staffing across channels	• Selects the most accurate model for each scenario • Reduces variance between forecasted and actual staffing needs	• Reduces last-minute OT/VTO requests • Improves fairness through more stable schedules
Handles digital, asynchronous, and long-duration interactions	• Reduces misallocation and overstaffing • Lowers cost of inaccurate digital	• Improves accuracy of forecasting and staffing requirements for non-voice and blended channels	• Creates fairer workloads and reduces agent frustration

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
	staffing assumptions	• Improves accuracy of asynchronous forecasting	• Reduces burnout caused by digital backlog spikes
Models concurrency across channels	• Optimizes staffing levels and reduces overstaffing • Reduces unnecessary buffer staffing	• Improves capacity planning for multichannel environments • Improves precision of concurrency modeling	• Grounds staffing in real-world concurrency limits and behavior • Reduces staff burnout • Improves service consistency during peak concurrency
Predicts backlog aging and SLA exposure	• Reduces penalties from missed SLAs and escalations • Reduces cost and disruption of emergency recovery labor	• Provides early warning signals for proactive adjustments • Improves accuracy of backlog aging predictions	• Prevents backlog buildup • Reduces customer frustration and escalations
Improves long-term capacity planning	• Reduces over- and understaffing • Reduces unnecessary labor costs and hiring volatility	• Improves budget accuracy, hiring plans, and long-term headcount forecasting	• Provides more predictable schedules and hiring stability • Strengthens employer-of-choice positioning
Anticipates and properly plans for bot-to-human escalations	• Reduces surprise labor spikes and last-minute staffing changes	• Improves routing and staffing accuracy • Improves accuracy of escalation forecasting	• Protects agents from sudden overload and last-minute schedule changes

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
	• Lowers cost of unplanned escalations		• Improves morale by reducing chaotic handoffs
Identifies volume anomalies and emerging patterns	• Enables faster operational response while reducing wasted labor and avoidable time loss • Reduces cost and disruption of forecast corrections	• Stabilizes forecasts by catching anomalies early • Improves predictive precision for unexpected events	• Ensures properly skilled agents are available • Reduces agent stress by preventing sudden workload spikes caused by anomalies
Scheduling & Intraday Management			
Produces more accurate schedules	• Reduces labor waste from overstaffing • Minimizes understaffing-related overtime	• Improves schedule accuracy and alignment to demand	• Provides more predictable schedules and reduces last-minute changes • Improves work/life balance through schedule stability
Automates real-time adherence actions	• Reduces manual intraday adjustments • Reduces the cost of SLA-driven escalations	• Improves real-time staffing accuracy • Enhances precision of intraday adjustments	• Reduces agent disruption by minimizing last-minute schedule changes
Delivers more precise intraday management	• Reduces time spent on manual monitoring and adjustments • Reduces cost of intraday firefighting	• Improves intraday forecast accuracy	• Creates smoother, more stable workdays for agents • Reduces stress caused by

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
			• unpredictable intraday changes
Responds faster to volume volatility	• Reduces emergency staffing costs and unplanned overtime • Reduces negative impact and cost of reactive schedule changes	• Improves responsiveness to sudden volume shifts	• Protects agents from overload during spikes • Reduces service degradation during spikes
Improves schedule adherence and shrinkage modeling	• Reduces shrinkage-related labor waste • Reduces cost of adherence-related escalations	• Improves schedule adherence accuracy and variance prediction	• Supports fairer performance expectations • Improves transparency into adherence drivers
Automates complex schedule changes and multi-party trades	• Reduces manual administrative time and rework • Reduces cost of schedule correction cycles • Frees supervisors to dedicate their time to assisting customers and employees	• Ensures accurate rule-based schedule changes	• Strengthens fairness by applying schedule rules consistently • Reduces scheduling complaints and friction • Gives agents more flexibility and control over their schedules • Strengthens engagement through self-directed scheduling • Reduces absenteeism

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
Optimizes break/lunch timing dynamically	• Reduces coverage gaps and unnecessary overtime • Reduces negative impact and cost of mid-day staffing imbalances	• Ensures that breaks and lunches are in adherence to all external and internal requirements • Improves alignment of breaks to real-time demand • Automates wellness breaks when agent stress levels rise	• Supports agent wellness through better-timed breaks • Reduces fatigue through optimized break placement
Balances workloads to support agent wellness	• Reduces employee burnout-related attrition costs • Reduces cost of uneven workload distribution	• Improves workload distribution accuracy	• Strengthens employer-of-choice positioning through fairness • Improves employee retention by reducing burnout
Self-Service & Employee Empowerment			
Improves self-service accuracy and containment	• Reduces manual intervention and administrative workload • Reduces cost of schedule correction cycles	• Improves accuracy of automated schedule changes	• Expands agent autonomy and reduces friction • Improves satisfaction through faster self-service
Gives agents control over their schedules	• Reduces scheduling disputes • Reduces cost of manual approvals	• Ensures accurate and timely rules-based approvals	• Increases employee scheduling flexibility • Supports employer-of-choice status

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
			• Improves empowerment through schedule ownership
Supports mobile self-service for schedule changes and PTO	• Reduces time spent on manual PTO processing • Reduces negative impact of delayed PTO approvals	• Improves accuracy of PTO balances and rules • Improves accuracy of skill-based staffing coverage during peak intervals	• Provides convenience and transparency for agents • Enhances EX through mobile accessibility
Enables agents to select channels, shifts, and preferences	• Reduces mismatch-related employee turnover costs • Reduces cost of preference-related reassignments	• Improves preference-based scheduling accuracy	• Strengthens engagement and retention • Supports hyper-personalized employee experiences
Provides real-time performance visibility for self-coaching	• Reduces supervisor coaching time • Reduces cost of performance-related escalations	• Improves timeliness and accuracy of performance insights	• Empowers agents to self-correct and develop • Improves fairness through transparent performance data
Reduces burnout and attrition through fairness and flexibility	• Lowers hiring and training costs tied to attrition • Reduces cost of absenteeism	• Improves accuracy of workload distribution	• Enhances employee well-being and long-term retention • Strengthens employer-of-choice positioning
Operational Efficiency & Governance			

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
Reduces WFM administrative effort	• Cuts time spent on manual tasks and rework • Reduces cost of administrative backlog	• Improves accuracy of administrative processes	• Frees supervisors to focus on coaching and development • Improves EX by reducing administrative burden
Reduces rework and errors	• Lowers cost of corrections and duplicated effort • Reduces cost of inconsistent data	• Improves data accuracy across workflows	• Reduces frustration caused by inconsistent and unfair processes • Improves trust in WFM outputs
Automates low-value manual tasks	• Reduces labor hours spent on repetitive tasks • Reduces cost of manual processing errors	• Ensures consistent rules-based execution	• Allows agents and supervisors to focus on higher-value work • Improves EX by eliminating tedious repetitive tasks
Improves data consistency and governance	• Reduces cost of data cleanup and reconciliation • Reduces cost and impact of reporting inaccuracies	• Strengthens accuracy of reporting and forecasting	• Builds trust in system-generated schedules and insights • Improves transparency across teams
Enhances transparency across teams and workflows	• Reduces errors and rework caused by unclear communication	• Improves visibility into staffing and performance	• Supports fairness and clarity for agents

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Figure 1: Benefits of AI-Enabled WFM			
	BENEFITS		
AI-ENABLED WFM CAPABILITY	**EFFICIENCY & COST REDUCTION**	**ACCURACY & PREDICTIVE PRECISION**	**EMPLOYEE EXPERIENCE & EMPOWERMENT**
	• Reduces wasted effort caused by misaligned teams		• Improves cross-team collaboration
Supports compliance through consistent rule application	• Reduces risk and cost of compliance penalties • Reduces cost of manual compliance checks	• Ensures accurate application of labor/work rules	• Protects agents from scheduling violations • Improves trust in scheduling fairness
Enables AI-driven staffing and routing recommendations	• Reduces cost of misrouted interactions and inefficiencies • Reduces cost of manual routing decisions	• Improves precision of staffing and routing decisions	• Ensures agents receive work aligned to their skills and capacity • Reduces agent frustration by preventing misrouted or mismatched interactions

Source: DMG Consulting LLC, May 2026

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VII. WFM COMPETITIVE LANDSCAPE

The WFM competitive landscape is undergoing its most significant transformation in the history of this market. The three influential forces driving the transformation of the WFM market are: the inclusion of AI throughout these applications, architecture modernization that enables more scalable and accessible intelligence, and the shift toward continuous optimization, where WFM moves from static planning to real-time, AI-driven adjustments. Nearly all advancements in forecasting, scheduling, intraday management, supervisor experience, and employee experience trace back to these drivers. They define how vendors differentiate, how platforms evolve, and how enterprises evaluate the next generation of WFM solutions.

Vendors are no longer competing on the strength of forecasting models or scheduling features; they are competing on architectural foundations, AI maturity, automation depth, and their ability to operate as part of a broader, intelligence-driven CX ecosystem. The shift toward hybrid human/AI operations has exposed meaningful differences in how platforms ingest internal and external signals, make decisions, and execute real time adjustments. These differences now account for the competitive advantages. Some providers are rebuilding their platforms around continuous optimization and AI-driven orchestration, while others are extending legacy modules by layering AI-enabled decisioning and integration frameworks on top of older architectures to support modernization. Meanwhile, CCaaS, CRM, and workflow automation platform providers are expanding into WFM, blurring traditional boundaries and accelerating functional convergence across forecasting, scheduling, intraday management, intelligent and adaptive routing, and back-office work orchestration.

WFM VENDOR CATEGORIES

Competitors in the current WFM market have stratified into distinct groups based on their architectural foundations, primary go-to-market approach, and the depth to which AI is embedded across their platforms. Some providers span multiple areas, but each group reflects the dominant trajectory shaping a vendor's strategy and product. Together, these categories reveal how the market is reorganizing as WFM shifts from a planning discipline to an intelligence-driven orchestration layer. Figure 2 illustrates the six major categories of vendors competing in the WFM market.

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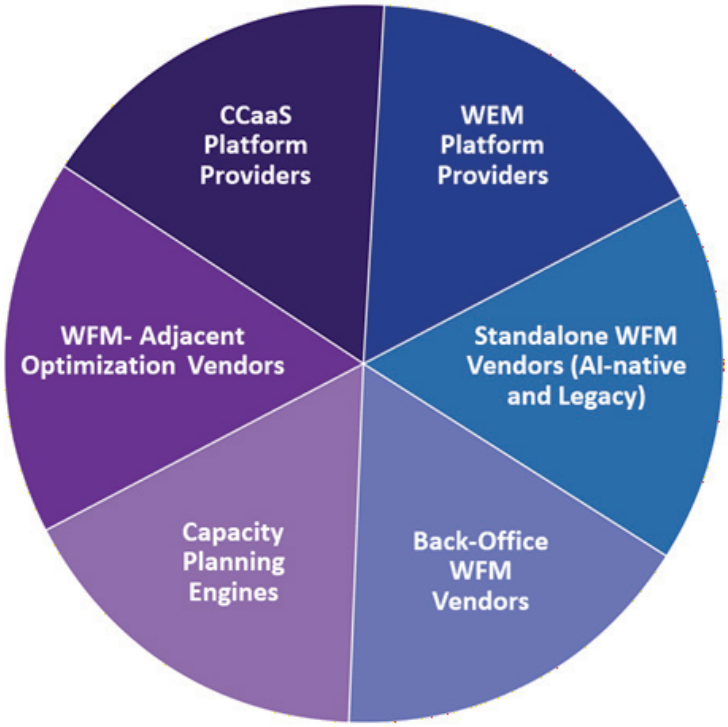
Figure 2: WFM Vendor Categories



Source: DMG Consulting LLC, May 2026

CCaaS Platforms with Native WFM: These vendors lead with cloud contact center infrastructure and position WFM as an integrated component of their broader CX platform. Native WFM capabilities, whether built in-house or acquired, benefit from unified data, shared routing intelligence, and simplified deployment. Increasingly, these platforms are extending WFM into real-time forecasting, automated intraday adjustments, and AI-driven resource selection, making them attractive to organizations seeking consolidated CX operating environments. Example vendors include Amazon Connect, Bright Pattern, Dialpad (Surfboard), Five9, Genesys, NiCE (NiCE Workforce Management (WFM)), Puzzel, RingCentral (CommunityWFM), Talkdesk, UJET, and Zendesk (Tymeshift).

WEM Platform Providers (Legacy WFM in Transition): These vendors offer broad workforce engagement management (WEM) platforms in which WFM is one of 12 modules along with quality management (QM), analytics-enabled quality management (AQM), conversation analytics (CA), coaching, performance management, and more. The modules are integrated, mature and feature-rich. Many are modernizing legacy architectures to support AI-driven forecasting, intraday optimization, and supervisor copilots, but the pace of this varies. Their competitive position increasingly depends on how quickly they evolve older components into AI-enabled adaptive, intelligence-driven workflows. Example vendors include Aspect, Calabrio, NiCE (NiCE Workforce Management (IEX)), SuccessKPI, and Verint. (Verint and Calabrio merged on November

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26, 2025, and operate under the Verint name, but they continue to sell Verint and Calabrio WFM products separately as they are targeted toward different audiences.)

Standalone WFM Providers (AI-native and legacy):

- **AI-Native New Entrants:** Built on modern cloud and AI technology and infrastructure, these platforms are built from the ground up using real-time intelligence, automation, analytics, and hybrid workforce orchestration. They differentiate through ease of use, rapid deployment, and AI-first design and architecture. Example vendors include Assembled and Cisne.

- **Legacy Standalone WFM:** Established platforms with deep and broad functionality and integrations, modernized to incorporate AI throughout their modules and an improved user experience (UX). Their competitive strength lies in their maturity and sophistication, although architectural modernization remains a key determinant of future market relevance. Example vendors include Peopleware (unification of injixo and InVision's WFM platform), Pipkins, Quinyx, and SuccessKPI.

- **Back-Office WFM Solutions:** These platforms specialize in case-based, multi-step, non-real-time workflows across back-office and operational support functions. They focus on handling asynchronous work items that typically need to account for backlog dynamics, work item aging, multi-skill capacity planning, and SLA-driven prioritization. Increasingly, they are adding AI-driven work classification, effort prediction, and automated work distribution to align with front-office orchestration. Example vendors include ActiveOps, NiCE Back-Office WFM, OpenConnect, Skedulo, and Verint Back-Office WFM.

- **Capacity Planning and Forecasting Engines:** These vendors focus on long-range modeling, scenario planning, and enterprise-level forecasting across multiple functions. They are increasingly incorporating (or built from the ground up) AI-driven modeling, external signal ingestion, and digital labor forecasting to support hybrid human/AI long-term workforce planning. Their strength lies in their strategic modeling depth and accuracy rather than real-time execution. Example vendors include Anaplan, CCmath, deepNUMBERS, Real Numbers, UKG Pro Workforce Planning, and Workday Adaptive Planning.

- **Adjacent WFM Providers (Intraday Automation Optimization):** These vendors do not offer full WFM platforms but provide specialized capabilities to enhance or extend WFM by addressing intraday automation, real-time anomaly detection, and agent time optimization. They play a critical role in enabling the orchestration layer of the solution by providing real-time automation and optimization capabilities that traditional WFM suites often lack. Example vendors include Intradiem and Q-Story.

These categories reflect a competitive landscape defined by architectural divergence, domain expertise, expanding adjacencies, and the growing role of AI-driven innovation

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and decisioning. The vendors are differentiated by the breadth of their WFM capabilities, as well as on how effectively they can modernize their platforms, embed AI into operational workflows, and support continuous optimization across increasingly complex hybrid operations. As the market continues to evolve, the distinction between AI-native and AI-enabled platforms and the ability to deliver real-time orchestration across both front- and back-office environments will increasingly influence competitive advantage.

COMPETITIVE DYNAMICS AND AREAS OF DIFFERENTIATION

The WFM competitive landscape is evolving rapidly, and legacy market labels no longer appropriately reflect the scope of current offerings. In this environment, the market is best understood through vendors' strategic trajectories. While most providers are advancing toward more intelligent and adaptive operating models, the depth and direction of innovation vary significantly, creating clear points of differentiation across all WFM vendor categories. These trajectories are increasingly defined by how quickly each vendor can modernize its architecture, deepen integration, and operationalize AI as its core decisioning layer. More than feature breadth, this pace is now the real source of competitive separation.

Across the market, vendors are investing in AI-assisted decision support, real-time automation, and more intuitive supervisor and agent experiences; however, their approaches diverge in meaningful ways. Some platforms are moving beyond traditional planning workflows toward orchestration of hybrid human and AI workforces, introducing capabilities like dynamic handoffs, configurable routing rules, concurrency modeling, and automated intraday adjustments. A growing number of platforms are also positioning WFM as the system of record for capacity planning across humans, bots, AI agents, and outsourced resources, reflecting the shift toward orchestrating hybrid workforces rather than managing human-only staffing. Other vendors remain more planning-centric, focusing on incremental improvements in forecasting accuracy, scheduling precision, and usability.

An emerging and increasingly important capability is AI-assisted intraday optimization. Several vendors are developing engines that detect anomalies, make recommended actions, or automatically adjust staffing, routing, or break structures based on real-time conditions. The depth of automation varies widely: some platforms offer fully autonomous actions, while others provide WFM administrators with insights that still require manual execution. Real-time automation is also expanding beyond the contact center, with more platforms applying anomaly detection, automated adjustments, and workload balancing to back-office and enterprise workflows. This divergence is becoming a key differentiator for organizations seeking to build more adaptive, low-touch operations.

Another area of competitive differentiation is the emergence of back-office WFM as a core capability. WFM solutions that can orchestrate case-based, multi-step, and

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asynchronous work have an advantage as enterprises expand their use of WFM beyond the contact center. This includes improved handling of asynchronous channels, which increasingly require the same real-time intelligence, prioritization, and workload balancing as voice and digital interactions.

Supervisor experience modernization is also a growing area of competitive divergence. Many vendors are introducing AI copilots, real-time insights, and mobile supervisor apps designed to streamline decision making and reduce manual oversight. Supervisor experiences are increasingly centered around AI-supported assistants and automated recommendations that relieve supervisors from providing manual oversight to allow them to be more strategic and engaged in exception-based decision making. The quality of these experiences, and the degree to which they are integrated into core WFM workflows, varies considerably, influencing both adoption and operational impact.

Architecture modernization is also reshaping the landscape. Cloud-native and API-first platforms are accelerating innovation through dynamic scaling, expanded integration pathways, and developer ecosystems. Modernization efforts increasingly include expanded cloud availability, regulated-environment support, higher tenant capacity, and enhanced developer tools, all of which enable faster delivery of AI-driven capabilities. Vendors who are modernizing legacy architectures are making progress, but differences in scalability, deployment flexibility, and data accessibility influence the speed at which new AI capabilities can be delivered.

Forecasting innovation is another area where the offerings diverge. Some are advancing toward multi-model forecasting, external signal ingestion, model evaluation, and digital labor forecasting. Next-generation forecasting increasingly incorporates accuracy auditing, concurrency modeling, and multi-signal intelligence to support more complex hybrid operations. Others continue to rely on more traditional forecasting models, creating functional gaps in environments where AI agents, asynchronous work, and multi-step digital interactions are becoming more prevalent.

Finally, employee experience and scheduling flexibility continue to influence competitive positioning. Vendors are expanding preference-based scheduling, self-service, wellness-aware scheduling, and more flexible time-off management, capabilities that will quickly become baseline expectations rather than differentiators. The real variation now lies in the sophistication and configurability of these functions, which determines suitability for complex or distributed workforce environments.

Together, these dynamics illustrate a market in transition where WFM is migrating from a planning tool to an AI-enabled intelligent and real-time orchestration layer that coordinates humans, bots, and AI agents across increasingly complex workflows. Vendors that combine architectural modernization, deep AI-assisted decisioning, and intuitive user experiences are emerging as the leaders in this next phase of workforce management. The following vendor profiles reflect the competitive dynamics, differentiation, and planned innovation of WFM solutions in the market.

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VIII. WFM VENDOR ANALYSES

VIII.1 Aspect

VIII.2 Assembled

VIII.3 Bright Pattern

VIII.4 Cisne

VIII.5 deepNUMBERS

VIII.6 Intradiem

VIII.7 NiCE (NiCE Workforce Management (IEX)}

VIII.8 NiCE (NiCE Workforce Management (WFM))

VIII.9 SuccessKPI

VIII.10 Verint

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VIII.1 Aspect

Founded in 1973, Aspect is one of the longest-tenured workforce management (WFM) providers in the market, offering a WFM solution that supports forecasting and scheduling for large and operationally complex contact centers. Aspect has undergone several ownership transitions, including a 2021 merger with Noble Systems to form Alvaria, followed by a 2024 organizational restructuring that re-established Aspect as a standalone business unit. This change positioned Aspect to focus its efforts on its core product portfolio, which includes WFM, performance management, quality, and gamification.

With approximately 240 employees, Aspect supports a broad enterprise customer base across financial services, healthcare, insurance, telecommunications, retail, utilities, and business process outsourcers (BPOs). Aspect positions its WFM platform as a proven and feature-rich system purpose-built for complex and often highly regulated operational environments, while modernizing its modules and enhancing its analytical and modeling capabilities through artificial intelligence (AI)/machine learning (ML) advancements delivered under Aspect Intelligence.

Aspect Workforce Core Platform

Aspect WFM is a mature, configuration-rich platform that supports workforce planning, scheduling, and intraday management. The platform is being modernized incrementally through Aspect Intelligence, which enhances its analytical and modeling capabilities through artificial intelligence and machine learning . Aspect Intelligence adds an AI- and automation-driven layer that builds on existing forecasting, scheduling, and intraday execution capabilities by turning insights into action faster, helping teams anticipate demand, surface risks earlier, and respond more consistently with less manual effort. This modernization strengthens the core platform rather than replacing it and is embedded in the cloud offering, as well as being available as an enhancement for premise-based deployments. The platform's core modules include:

Forecasting: The forecasting engine uses configurable forecasting groups to model interaction volumes across voice, digital, and back-office work types. It supports short-, mid-, and long-term forecasts and provides the ability to run multiple scenarios, apply different statistical models, and incorporate adjustments for seasonality, recurring patterns, and known events (marketing campaigns, holidays).

Scheduling: The rules-driven scheduling engine leverages shift templates, segment rules, work rules, and staffing scenarios to generate optimized schedules across channels and skill groups. It supports both automated and manual schedule creation and provides scenario testing via the built-in Scheduling Wizard. WFM administrators can incorporate employee preferences, labor-law constraints, and service-level requirements into schedules.

Real-Time Intraday Management: Intraday management tools provide a continuous comparison between forecasted, scheduled, and actual performance across voice, digital,

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and back-office queues. The system highlights variances and identifies staffing gaps to support adjustments to activities, breaks, and assignments.

Real-Time Adherence (RTA): RTA provides real-time visibility into agent states, schedule compliance, and exceptions handling. Color-coded indicators and configurable alerts enable supervisors to quickly identify out-of-adherence agents and take corrective action to support day-to-day operations.

Agent Self-Service: Integrated self-service tools allow employees to submit schedule preferences, bid on shifts, and request time off. WFM administrators can configure eligibility rules, bidding windows, and fairness criteria to ensure equitable and fair treatment and alignment with operational requirements.

Performance and Activity Tracking: An optional module that captures activity, productivity metrics, and schedule compliance to support coaching and operational reviews.

Innovation and Roadmap: Aspect's innovation strategy is evolutionary, strengthening its proven WFM capabilities while layering in intelligence, automation, and more intuitive user experiences to improve outcomes for all stakeholders. These cloud-first initiatives align with Aspect's three-year vision to advance human-centered design and lead with Aspect Intelligence. Recent releases have focused on automating manual workflows and expanding predictive intelligence, including real-time schedule updates, schedule trading, real-time notifications, an expanded mobile app, a new Developer Portal, and the first generation of AI-driven forecasting within the Forecast Dashboard. Near-term development centers on expanding multi-model and omnichannel forecasting and automating time-intensive workflows such as offering OT or VTO, alongside enhancements to call volume forecasting, autonomous adherence monitoring, performance metrics, real-time adherence stability, and supervisor capabilities. Platform-level investments in dynamic scaling and new integrations further increase operational flexibility and enterprise readiness, while future enhancements emphasize deeper multi-model forecasting, HRIS integration, and AI-driven schedule suggestions that adapt staffing to real-world conditions.

User Experience (UX): Aspect's UX groups related functions and settings within unified screens, creating a predictable navigation structure across core WFM tasks. Screen layouts surface the most relevant operational information, enabling users to interpret conditions and take action. Built-in wizards guide users through forecasting setup, schedule generation, and scenario testing. Aspect Intelligence is being introduced into these screens and workflows, delivering contextual insights and recommendations without requiring users to learn new interfaces.

Net-Net: Aspect is pursuing a modernization path within a traditional WFM paradigm by layering AI, guided workflows, and incremental enhancements onto a longstanding and configuration-rich platform that is aligned with classic enterprise WFM practices. This approach preserves the proven workflows and configurability that existing customers rely on, while gradually introducing more adaptive and intelligence-driven capabilities.

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VIII.2 ASSEMBLED

Assembled, founded in 2018 and headquartered in San Francisco, is a newer entrant in the workforce management sector. The privately held company has grown to roughly 140 employees and serves customers across fintech, healthcare, e-commerce, and travel. Assembled recently established its European presence with a London office and is expanding across the region, with customers in the UK and Ireland, Germany, Spain, Estonia, Switzerland, and the Netherlands, as well as in North America. Its customer base spans digital-native brands and traditional enterprises undergoing modernization, reflecting its ability to support both AI-forward and legacy environments.

Assembled initially had a strong focus on case- and ticket-based workflows before expanding its capabilities across contact center and back-office environments. The company positions itself as a modern WFM platform built for the AI era, emphasizing data integrity, ease of configuration, agentic workflows, and strong customer collaboration and partnership.

Assembled Platform

Assembled offers a broad set of AI-enabled platform capabilities, including an AI Forecaster, AI Scheduler, real-time adherence automation, and an AI Scheduling Assistant. The company rebuilt its scheduling engine this past year, starting with new algorithms to support more flexible, rules-driven, and automated schedule generation. The new scheduler incorporates compliance requirements, labor laws, shift patterns, recurring events, and agent preferences. Assembled WFM also includes long-term capacity planning, shift-swap functionality, and an allocation capability for distributing workloads across multiple clients based on forecast, performance, and specialization for business process outsourcers (BPOs).

Assembled's real-time adherence automation module is generally available. It uses browser-based state tracking, URL whitelisting, and precision event monitoring to automatically detect adherence deviations and trigger corrective actions. These actions include notifying agents of upcoming or ending events, flagging out-of-state activities, and enabling automated adjustments to keep schedules aligned with the plan. The adherence automation is designed to reduce manual oversight and close the loop between planned schedules and real-time agent behaviors.

Innovation and Roadmap: In parallel, Assembled is piloting its AI Real-Time Analyst (AI RTA) module. The module continuously monitors real-time volume, staffing, and service level agreement (SLA) risk, and it can automatically trigger operational adjustments without requiring manual analyst intervention. These automation actions include shifting agents between channels; advancing or delaying breaks and meetings; reallocating work across queues; recommending voluntary time off or overtime; and dynamically adjusting staffing distribution based on predicted SLA impact. The AI RTA layer also continuously reforecasts

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throughout the day, detecting spikes, outages, or callouts and instantly recalculating headcount needs for the remaining intervals.

Emerging features like dynamic handoffs and configurable handoff rules will enable the system to proactively reroute work between AI agents, human agents, and other internal teams based on predicted complexity, performance thresholds, or SLA risk. These capabilities reflect Assembled's shift toward orchestration of hybrid human-and-AI workforces, moving beyond traditional WFM paradigms toward AI-assisted decisioning and modern work routing. This orchestration layer is designed to serve as the system of record for capacity across human agents, AI agents, and BPOs.

User Experience (UX): Assembled's UX design reflects its strategic focus on delivering an intelligent and easy-to-use solution. The interface is clean and uncluttered, with workflows designed to surface recommended next actions rather than requiring users to search through menus or dashboards. AI-generated recommendations appear as contextual guidance with clear explanations, showing analysts why the system suggests a particular forecast, adjustment, or schedule change. The platform is purpose-built for hybrid human-AI operations with navigation, visual cues, notifications, and decision touchpoints designed to address the needs of modern contact centers. Additional UX innovations of automated real-time adherence tracking and notifications further streamline frontline operations and reduce manual oversight. Assembled's WFM platform also includes a conversational AI bot that feeds real-time performance signals directly into WFM workflows, allowing the system to orchestrate AI and human work from a central decisioning layer.

Net-Net: Assembled WFM is an AI-enabled modern solution intentionally designed to break away from the traditional WFM paradigm; with innovation driven by real-world customer feedback and its focus on solving real operational pain points, it is purpose-built for the front and back-office hybrid AI/human workforce.

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VIII.3 Bright Pattern

Bright Pattern, founded in 2012 and headquartered in San Francisco, is a privately held contact center as a service (CCaaS) vendor serving mid-market and enterprise organizations across a broad range of industries, including business process outsourcers (BPOs), financial services, government, healthcare, high-tech, insurance, retail, travel, and utilities.

With approximately 150 employees, the company delivers a unified AI-powered platform designed to simplify omnichannel operations. In Q2 2025, Bright Pattern launched its first natively built workforce management (WFM) solution, positioned as a CCaaS-embedded alternative for mid-market organizations in the 50- to 500-agent range seeking cost-effective and easy-to-use alternatives to complex WFM solutions.

Bright Pattern Workforce Management

Bright Pattern Workforce Management delivers a cohesive set of AI-powered forecasting, scheduling, intraday, adherence, and agent-facing capabilities built natively into its CCaaS platform. The integration provides a unified operational model across voice, chat, and email, enabling organizations to manage omnichannel staffing needs without relying on external WFM connectors.

Bright Pattern's forecasting engine supports the XGBoost algorithm, among others. A guided five-step workflow structures the forecasting process, incorporating data validation, seasonality adjustments, service-level targets, occupancy, concurrency, and shrinkage. Workforce planners can compare multiple scenarios and apply interval-level overrides to refine the forecasts.

The scheduling engine supports both template-based and demand-driven models, with flexible start times, variable shift lengths, split shifts, and cross-midnight coverage. It evaluates agent skills, weekly patterns, and organizational work rules to generate optimized schedules aligned with forecasted demand. Shrinkage is incorporated directly into staffing requirements, and work rules can be configured at the team or departmental levels to support diverse labor models and time-zone requirements.

Intraday management provides real-time visibility into a contact center's performance against plan, enabling planners to monitor volume, average handle time (AHT), staffing, and service levels throughout the day. Reforecasting and schedule re-optimization can be initiated as conditions change, with the system automatically repositioning breaks and meals based on updated demand. Real-time adherence complements intraday management by comparing scheduled agent states against actual activity. The system highlights real-time exceptions and allows supervisors to excuse or correct deviations.

Agent self-service is available through both desktop and mobile channels, providing schedule visibility, paid time off (PTO) balance tracking, and request submission.

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Automated PTO approval rules can be configured based on staffing thresholds and individual balances.

Long-term planning, hiring management, workspace allocation, and outbound forecasting are delivered through partnerships. This approach allows organizations to extend the WFM footprint while maintaining Bright Pattern as their operational hub.

Innovation and Roadmap: Bright Pattern's innovation strategy centers on integrating more AI into its native WFM capabilities and expanding automation to align with the operational needs of mid-market and enterprise contact centers. The 12- to 18-month roadmap focuses on strengthening core functionality and expanding AI capabilities to areas such as schedule optimization and change automation. Key initiatives include preference-based scheduling and an enhanced rules engine to support sophisticated validation logic and automated recommendations.

The company is also investing in supporting asynchronous work, enabling organizations to more effectively forecast and schedule digital and multi-step interactions. Additional enhancements include agent profile templates to streamline shift generation for common agent profiles, expanded time-off management features such as accrual rules and balance import/export, and AI-driven schedule-optimization suggestions and change automation.

User Experience (UX): Bright Pattern WFM leverages the platform's unified administrative model to deliver a role-specific experience across all user functions. The UX reflects a pragmatic design philosophy: guided workflows for planners, focused operational views for supervisors, and accessible self-service for agents. Core tasks are easy to locate and act on, keeping the experience intuitive for mid-market teams. The interface is fully integrated with the broader CCaaS platform, reducing administrative overhead and accelerating onboarding.

Net-Net: Bright Pattern WFM delivers native forecasting, scheduling, intraday management, and adherence capabilities as integrated modules within their CCaaS platform. Its intuitive UX and expanding functional depth position it as a solid option for contact centers seeking an affordable and unified alternative to standalone WFM suites. The innovation roadmap reflects an intentional effort to evolve Bright Pattern WFM toward greater automation and operational intelligence, with a defined path toward creating a more complete mid-market solution.

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VIII.4 Cisne

Cisne, a new contact center WFM startup established in 2025 and headquartered in Fort Lauderdale, Florida, was founded by the original developers of Authority Software – a custom WEM solution with deep contact center roots. Drawing on years of domain experience, the team brings a clear view of the longstanding complexities, limitations, and usability challenges inherent in legacy WFM tools. Cisne enters the market with the advantage of a modern, built-from-scratch native AI architecture designed to address these issues directly.

The company is privately held with a small, focused team, and its early go-to-market efforts center on service-intensive verticals such as retail, e-commerce, travel, hospitality, and technology support environments where contact center performance and WFM precision directly shape customer experience outcomes. Cisne's first product launch is expected on April 30, 2026, marking the company's initial entry into the market.

Cisne WFM

Cisne is built on an AI-native platform with intelligence embedded directly into all operational processes, including forecasting, scheduling, shift generation, and intraday management. Cisne is powered by seven autonomous guard railed AI agents, Alpha, Bridget, Bob, Cal, Porter, Rita, and Stafford. known internally as Swandroids. Each one is responsible for a distinct WFM function and designed to collaborate through a shared state model to move WFM processes forward with speed, transparency, and human-centered control.

When a forecasting workflow is initiated, Cisne's AI Hub activates the Swandroids, coordinating their roles as each stage of the WFM lifecycle progresses. Bridget serves as the model control plane (MCP) and application programming interface (API) orchestration specialist, responsible for connectivity, data flows, and integration with external systems. Bridget ensures that every Swandroid operates on synchronized, compliant, and up-to-date information.

The process begins with Alpha, the system guide and configuration specialist, interpreting voice or text instructions, validating intents, and assembling the parameters required to begin planning. Alpha also governs eligibility rules, determining which recommendations can be automated and which require human review. Next, Cal, the forecasting specialist, evaluates data patterns, smooths anomalies, and selects the most appropriate forecasting method. Cal explains the rationale behind each recommendation and operates Cisne's simulation engine to test forecast scenarios. Cal also manages the forecast audit function, quantifying avoidable costs and identifying external influences that may have affected forecasting accuracy. Bob, the template and pattern builder, maintains Cisne's library of shift templates, pattern sets, and scheduling components. These building blocks provide the components needed to generate schedules for the forecast.

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Once the forecast and templates are in place, Stafford, the scheduling and shift-generation specialist, constructs optimized schedules based on the planner's selected prioritization strategy – whether it is balanced coverage, agent well-being, peak performance, or cost efficiency. Stafford can autonomously generate schedules or support planners who prefer to do this manually. Stafford summarizes the basis for each recommendation and ensures all schedules comply with labor rules, preferences, and organizational policies. Once schedules are finalized, Porter deploys them to teams and provides planners with coverage summaries, key insights, and weekly analysis. Porter also serves as Cisne's reporting and analytics specialist, surfacing performance drivers, variances, and opportunities for improvement.

In real time, Cisne's intraday command center coordinates four Swandroids working in concert: Rita monitors live conditions; Cal continuously reforecasts based on emerging patterns; Alpha evaluates signals and determines which actions are eligible for automation; and Stafford adjusts staffing and communicates changes to agents as conditions shift. The system generates an AI-powered summary explaining what is happening, why it matters, and the projected impact on both human agents and operational performance. Intraday views can be filtered by Live, Intraday, Adherence, Decisions, Wellness, and Signals, each supported by AI-generated recommendations with confidence indicators.

User Experience: Cisne is designed for a modern, minimal user experience that eliminates the complexity inherent in legacy WFM tools. The platform prioritizes clarity, guided workflows, and conversational interaction, allowing planners to work the way they think rather than navigating configuration screens. The AI operates in an advisory role rather than dictating actions, making its reasoning visible and explaining how each recommendation is derived.

Built on a native AI architecture and launching on Google's Gemini and Vertex AI platforms, Cisne is designed to deploy in a single day. The solution's Command Center provisions all users, roles, queues, contact types, and core data structures using either pre-loaded operational models or the client's own data. The Command Center centralizes system-wide configuration and continuously monitors the health of all Swandroids, ensuring the platform remains responsive and synchronized.

Net-Net: Cisne's usability-first approach – modern interface, conversational workflows, and human-adjacent Swandroid personas – makes the traditionally complex WFM process intuitive and transparent, allowing planners to focus on strategic decisions and outcomes rather than mechanics. The company's core design principle is straightforward: AI should feel effortless and supportive, keeping planners in control while the system handles the complexity and heavy lifting.

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VIII.5 deepNUMBERS

Founded in 2018 and headquartered in Gothenburg, Sweden, deepNUMBERS is a simulation-first WFM technology. Built by two longtime workforce-management practitioners, they set out to re-architect the mathematics behind forecasting and scheduling, challenging the static models and erlang-based algorithms that have long been the underpinning for WFM solutions. The company and platform were created around a clear belief: real-world operations require simulation-driven, data-adaptive decisioning to reflect how work actually behaves.

deepNUMBERS is a privately held company with a small senior engineering team that supports a customer base of roughly 15–20 organizations in the United States and Canada. Their sweet spot is contact centers of 100–400 agents, particularly in retail, e-commerce, and business services. For smaller operations with as few as 20 employees, deepNUMBERS offers a streamlined tele-answering service (TAS) option. The company's objective is to provide the mathematical rigor typically found only in large-enterprise WFM platforms for small and mid-sized contact centers.

The simTree Platform

The company's core product, simTree, is a cloud-based WFM solution that models work arrival patterns, skills, variability, staffing constraints, routing rules, and other operational dynamics. Their simulation-based approach gives contact center planners a realistic, interval-level view of how their environment will behave. simTree incorporates advanced forecasting, multi-skill modeling, and scenario simulation to test the impact of operational changes before they occur. simTree's core capabilities include:

Simulation-driven forecasting: Models arrival patterns, variability, and operational dynamics using full-environment simulation to produce interval-level requirements.

Multi-skill and multi-queue modeling: Captures the behavior of blended environments, including skill interactions, routing impacts, and cross-utilization, to enable accurate staffing for complex teams.

Scenario and sensitivity analysis: Allows planners to test operational change impact on volumes, staffing levels, policies, and routing rules before implementation, showing how each variable affects service levels and staffing requirements.

Automated schedule generation: Leverages simulation outputs to generate schedules aligned with operational behavior, improving coverage accuracy without adding complexity.

Intraday adaptability: Delivers updated requirements and staffing needs as conditions shift, reflecting real-time operational dynamics throughout the day.

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Adherence visibility: Provides supervisors with a clear view of how actual agent behavior compares to planned schedules, enabling them to make timely corrective actions.

Agent application: A dedicated agent interface for viewing schedules, submitting schedule preferences, and managing time-off requests.

Time management: simTree includes a built-in time clock and pay roll calculations supporting time differentials. It also keeps track of flex time and vacation day totals.

Innovation and Roadmap: deepNUMBERS' near-term roadmap focuses on making simTree easier to configure and adapt out-of-the-box. Key areas of development include self-scheduling to give agents more flexibility, AI-driven rule automation to reduce manual setup, and improved simulation feedback to help planners understand why specific staffing outcomes occur. The company is also expanding automation across planning and intraday workflows and developing a supervisor app designed to provide managers with real-time operational insights.

User Experience: deepNUMBERS offers a streamlined browser-based interface designed for planners, supervisors, and agents. The planner workspace focuses on building forecasts, running simulations, and generating schedules with minimal complexity. It gives supervisors clear visibility into staffing requirements, coverage, and intraday changes. The solution also includes an agent-facing experience, which is a simple, intuitive interface that enables frontline users to easily access core schedule information.

Net-Net: deepNUMBERS is committed to delivering a WFM solution built on the principles of simplicity and simulation. Its core strength is in translating sophisticated modeling and concepts into a form that planners and supervisors can readily use. It also cuts down on configuration complexity by simplifying the rules and settings that tend to add friction to planning workflows, delivering clarity without sacrificing rigor. The solution's simulation-first architecture represents a genuine departure from the erlang-based and linear models that are foundational throughout the WFM market.

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VIII.6 Intradiem

Founded in 1995 with corporate roots in in Alpharetta, Georgia, Intradiem is a fully remote company and early pioneer built on a simple but transformative insight: idle time for a structured workforce is not downtime – it's latent capacity. Today, Intradiem positions itself as the real-time workforce automation provider for structured workforces by using data, and artificial intelligence (AI) decisioning to turn real-time operational signals into immediate action across both the front and back office.

Intradiem is a privately held company with approximately 230 employees. The company serves large enterprises across financial services, healthcare, insurance, retail, telecommunications, and technology. Its automation platform is frequently deployed across multi-vendor ecosystems, orchestrating both internal teams and outsourced operations. Intradiem's footprint is strongest in North America, and the company also supports customers in the United Kingdom and a few international markets.

The Real-Time Workforce Automation Platform

The Intradiem Real-Time Workforce Automation Platform continuously monitors operational signals and makes automated actions that optimize work capacity, protect service levels, and support agent well-being. The core component of their application is Harmoniq, a Dynamic Workforce Orchestration engine, which reallocates time and tasks in real-time to keep operations aligned with live demand. Platform functional capabilities are:

Real-Time Automation Engine: continuously ingests live data from the ACD, WFM, desktop, HRIS, and more, triggering automated actions based on rules, thresholds, and operational conditions. This is the platform's central orchestration layer.

Real-Time Adherence Automation: monitors schedule compliance, detects deviations and unplanned absences, and initiates automated interventions such as alerts, nudges, or schedule adjustments.

Automated Schedule Optimization: uses automation to create or revamp schedules so staffing aligns with forecasted workload and business rules, improving utilization and reducing labor spending.

Automated Training Delivery: identifies and accumulates micro-windows of idle time in the day and injects training, updates, or communications without harming service levels, ensuring development time is protected.

Automated Coaching Delivery: surfaces intraday segments of time for coaching, reducing cancellations and ensuring coaching commitments are met consistently.

Agent Well-Being Automation: detects agent fatigue signals and workload imbalances, triggering interventions such as additional breaks or task redistribution to reduce burnout.

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Off-Phone Task Automation: allocates time for back-office tasks, training activities or handling of administrative items without compromising service levels when real-time conditions allow.

Time-Off and Shift Automation: automates paid-time-off (PTO) approvals, shift changes, and intraday schedule adjustments based on real-time staffing conditions, improving flexibility and reducing manual overhead.

Emerging Capabilities:

Intradiem is extending its real-time automation engine into back-office operations with:

Real-time user productivity tracking: unifies signals from legacy systems and desktop activity to reveal idle time, bottlenecks, and process drag, allowing the platform to trigger automated interventions that keep work moving.

Queue Optimizer for front and back offices: To dynamically redistribute work, balance load, and maintain momentum across multi-step, asynchronous workflows.

User Experience (UX): Intradiem's UX is designed to make real-time automation feel assistive, transparent, and human-centered. The interface surfaces what most matters in the moment with clear prompts, intuitive controls, and real-time visibility that help supervisors and agents understand why an action was triggered, keeping humans in the loop. The user interface (UI) acts as functional scaffolding for the automation engine: it reduces cognitive load, minimizes friction, and makes it easy to accept, decline, or adjust automated recommendations. The system is designed to operate as a reliable co-pilot that enhances human judgment.

Net-Net: Intradiem is evolving into a real-time Dynamic Workforce Orchestration layer powered by Harmoniq, its core rules engine, and extending its capabilities beyond the contact center into the back office. Its mission is to bring real-time visibility, standardized data, and automated interventions to low-visibility workflows throughout an enterprise. By applying its continuous monitoring and in-the-moment optimization capabilities to asynchronous, multi-step back-office tasks, the platform is positioning itself as a cross-enterprise operational engine built to support the hybrid AI/human workforce.

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VIII.7 NiCE (NiCE Workforce Management (IEX))

Founded in 1984 and headquartered in Ra'anana, Israel, NiCE is recognized as a longstanding leader in customer experience (CX) technology. The company combines decades of domain expertise and large-scale CX operations with an AI-first strategy. With over 10,000 employees worldwide, NiCE continues to expand its cloud-based platform with a focus on intelligence, scalability, and continuous reinvention.

NiCE serves more than 27,000 enterprise customers globally across industries where CX, compliance, and high-volume contact-center operations are mission-critical. NiCE's strategic direction centers on leadership in AI-driven CX transformation, positioning its offerings as engines for proactive, predictive, and unified customer engagement at scale.

NiCE Workforce Management (IEX) Platform Overview

NiCE Workforce Management (IEX), the company's flagship WFM platform, is purpose-built for large, complex, enterprise-scale CX operations. The cloud-based platform delivers advanced forecasting, optimized scheduling, real-time management, and AI-driven orchestration across the full WFM lifecycle, from long-term capacity planning to intraday optimization, anchored by a suite of AI and machine-learning capabilities.

Forecasting and scheduling: The platform uses advanced algorithms, simulations, and historical data to automatically select the best-fit model for predicting workload and generating optimized schedules that account for skills, preferences, compliance, and key performance indicators (KPIs). This automation improves forecast accuracy and coverage alignment while reducing manual effort, overtime, and overstaffing.

Dynamic intraday operations and real-time management: The platform enables organizations to adapt to spikes, outages, employee callouts, or unexpected volume shifts. Robust real-time tools allow rapid reallocation of resources, schedule adjustments, and scenario modeling to achieve service level agreements (SLAs).

Enhanced Strategic Planner (ESP): A long-range headcount planning module that uses AI-generated IEX forecasts, interactive modeling, and shrinkage simulation to help organizations plan staffing with precision. Integrated with the core platform, it captures daily metrics, supports strategic "what-if" modeling, and writes selected plans directly into tactical schedules. ESP can also apply forecast adjustments into the active IEX forecast to bridge strategic planning with daily operations. (ESP is an optional add-on to NiCE Workforce Management IEX.)

Employee Engagement Manager (EEM): EEM is the intelligent automation layer that proactively resolves staffing needs. It adjusts schedules in real time based on demand, availability, and constraints; automates shift changes; fills gaps; and supports employee self-service. EEM applies AI-driven rules to trigger actions and surface insights. It delivers real-time performance feedback by monitoring employee states and surfacing coaching

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opportunities to employees and supervisors. (EEM is an optional add-on to NiCE Workforce Management IEX.)

Real-time adherence and performance monitoring: This display provides in-the-moment visibility into schedule compliance and SLA risk.

Dashboards and customizable reports: The reporting module surfaces actionable insights, enabling supervisors and analysts to quickly identify deviations and intervene to maintain service objectives.

Innovation and Roadmap: NiCE's innovation strategy follows a phased multi-track model that advances the platform's architecture and core capabilities on several fronts simultaneously. Key investment areas include:

AI-Driven Enhancements: continued expansion of AI capabilities across forecasting, scheduling, and real-time optimization, including Copilot for Workforce Managers and a conversational AI assistant in NiCE Supervisor WebStation.

Customer-Requested Features: ongoing refinements to system usability, workflow efficiency, operational controls, and strategic product enhancements like the New Hire Learning Curve capability in ESP to model employee ramp-up time during onboarding.

The roadmap includes iterative releases to strengthen performance, expand integration pathways, and extend automation across adjacent processes. NiCE continues to advance IEX through targeted improvements such as block scheduling enhancements, forecast audit summaries, and expanded reporting and export capabilities. Incremental releases are complemented by ongoing performance improvements, security hardening, and tighter integration with EEM and ESP to extend automation and improve cross-suite orchestration.

User Experience (UX): NiCE IEX's UX reflects its maturity and breadth: workflows are designed for high-volume, high-complexity environments, supported by an extensive rule framework and enterprise-grade controls. The interface delivers information-rich screens built for operational depth that include automation, visualizations, reporting, and governance features appropriate for large, global, and often highly regulated operations. NiCE strives to maintain a balance between technology-driven innovation and customer-requested enhancements. This approach ensures that AI-driven augmentation accelerates the product's trajectory while remaining grounded in practical user needs.

Net-Net: NiCE Workforce Management (IEX) is a market-leading, enterprise-grade WFM platform built for scale, complexity, and operational rigor. With AI-based forecasting, machine-learning scheduling, real-time adherence, long-term workforce planning, and intelligent intraday automation through EEM, it delivers a comprehensive end-to-end workforce management solution. Its depth, configurability, and proven performance make it a trusted system of record for large contact centers seeking stability, precision, and operational accountability, strengthened by AI-driven augmentation and underpinned by robust governance frameworks.

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VIII.8 NiCE (NiCE Workforce Management (WFM))

NiCE, founded in 1984 and headquartered in Ra'anana, Israel, is a global leader in customer experience (CX) and operational intelligence with decades of deep domain expertise. Its portfolio spans CX, contact center, AI, automation, and analytics, supporting enterprises across financial services, healthcare, telecommunications, retail, government, and other highly regulated industries. NiCE has executed a shift to an AI-first strategy and continues to expand its cloud-based CX platform while delivering the enterprise-grade reliability and scalability required by large and complex customers. This combination of longstanding domain expertise and forward-looking investment positions NiCE as a leading vendor in the CX market, including workforce management.

NiCE Workforce Management Platform

NiCE Workforce Management (WFM) is a unified, cloud-native platform, built on decades of deep domain expertise. NiCE WFM supports the full workforce management lifecycle with AI-driven intelligence. The product integrates natively with NiCE CXone and supports leading third-party contact center as a service (CCaaS) solutions. NiCE WFM accommodates a broad variety of users with its three packaged offerings—basic, advanced, and premium—which allow organizations to adopt it at their current maturity level and scale capability, depth, and automation as their operational complexity grows.

NiCE WFM Platform

NiCE WFM is a scalable workforce management platform with AI-driven forecasting, intelligent scheduling, real-time intraday management and automation, and agent-focused engagement. Its forecasting and scheduling capabilities leverage advanced algorithms, simulations, and historical data to select the best-fit model and optimize coverage across skills, preferences, compliance rules, and KPIs. Intraday, real-time management, and real-time adherence tools surface risk indicators early and enable rapid adaptation to address spikes, outages, callouts, or unexpected volume shifts. Agent mobile-friendly self-service tools support schedule management, time-off requests, shift bidding, and real-time updates, strengthening employee engagement and autonomy. Dashboards and customizable analytics provide actionable insights and recommendations across forecasting, scheduling, adherence, and intraday performance, enabling supervisors and analysts to intervene quickly to address dynamic conditions. The Enhanced Strategic Planner (ESP) application delivers long-term forecasting, scenario modeling, and shrinkage simulation. ESP is available with the premium license.

Innovation and Roadmap: NiCE WFM's roadmap reflects sustained strategic investment across three priorities: accelerating AI-first CX product innovation, expanding to support more complex environments across the enterprise, and delivering customer-requested enhancements. The enhancements will improve forecasting accuracy, scheduling precision, and day-to-day operational efficiency for workforce planners and agents alike. In parallel with these roadmap-level enhancements, NiCE is advancing its core planning and

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scheduling workflows. Time-off management is becoming more flexible and policy-aligned, with custom time groups, configurable full-time-equivalent (FTE) values, multi-activity time-off rules, and clearer administrative controls. Everyday planning task enhancements include activity comments in schedule exports, improved staffing simulations, and a simplified ability to edit or delete future activities.

NiCE is strengthening the platform's intelligence layer and modernizing its architecture to support more predictive, automated, and scalable workforce planning. AI-guided extra-hours optimization, Copilot-driven insights, and new-hire learning-curve modeling reflect a shift toward more intelligent and predictive workforce planning. These upcoming capabilities will be underpinned by ongoing architectural modernization, including expanded cloud availability, support for regulated environments where data must remain local, and increased platform capacity from 5,000 to 10,000 agents within a single tenant.

AI-driven enhancements include the continued expansion of AI capabilities across forecasting, scheduling, and real-time optimization, including the Cognitive Load Scheduling Optimizer, which uses Recurrent Neural Network (RNN) models to analyze average speed of response and message intensity to assess an agent's ability to handle concurrency during the schedule generation process. Copilot for Workforce Managers is a conversational AI assistant available within the Intraday screen that will surface operational insights, recommend scheduling adjustments, and execute schedule changes.

User Experience (UX): NiCE WFM's UX reflects a modern cloud-native design. Workflows are built to support both straightforward and complex environments, with rule frameworks and controls that scale with organizational needs. The interface is designed around functionality, grouping related capabilities intuitively to avoid unnecessary screens or layers. The UX balances information density with accessibility. Visualizations, automation, and reporting features are organized to support efficient and precise day-to-day operational decision-making.

Net-Net: NiCE WFM is a flexible, cloud-native platform built to support organizations across a wide spectrum of scale and complexity. With AI-based forecasting, intelligent scheduling, real-time management, and an agent experience, which includes a native mobile application, NiCE WFM delivers a comprehensive end-to-end workforce management solution. Its packaged offerings allow organizations to adopt the capabilities that align with their operational maturity. Ongoing investments in AI, automation, and high-scale performance reinforce its enterprise readiness. As the platform continues to integrate new AI-driven capabilities and scale to expand more complex environments across the front, middle, and back office, NiCE WFM is positioning itself as a modern, scalable, and rapidly evolving solution for enterprises requiring both operational rigor and a commitment to ongoing innovation.

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VIII.9 SuccessKPI

Founded in 2015, SuccessKPI is a cloud-native customer experience (CX) intelligence provider offering a platform that unifies analytics, quality management, AI automation, and workforce management (WFM). Headquartered in Chantilly, Virginia, with a workforce of more than 200, the company delivers its cloud-based platform primarily through contact center as a service (CCaaS) partners.

SuccessKPI serves a diverse global customer base across financial services, healthcare, insurance, retail, telecommunications, and public-sector verticals. SuccessKPI WFM is positioned as a modern, insight-driven, and easy-to-use alternative to traditional WFM suites. It leverages a unified data model, performs AI-assisted forecasting, and uses automated workflows to reduce manual effort and improve operational responsiveness.

SuccessKPI Workforce Management

SuccessKPI WFM is organized around the traditional pillars of workforce management and delivers them in a practical, function-first model aligned with real-life operational workflows. The WFM modules are integrated with the platform's analytics, evaluations, and playbooks, empowering organizations to align staffing decisions with CX signals and operational performance within a fully integrated intelligence platform. SuccessKPI WFM supports inbound and outbound voice, digital, and asynchronous channels.

Forecasting: SuccessKPI's forecasting supports long- and short-term planning through configurable forecast periods, curated historical data, and automated outlier detection using a two-standard-deviation method. The system forecasts using route paths, allowing teams to model demand based on how interactions flow through multiple skills and channels. Skill Groups define the structure the system uses to express staffing requirements. The forecasting engine uses these groups to translate demand into the specific skills, languages, and media types required for each interval. Forecasts incorporate shrinkage, occupancy, and target service quality objectives (SQOs) into staffing calculations and use the best algorithm and the most appropriate model for each dataset.

Scheduling: SuccessKPI generates schedules by combining forecasted demand with Workgroup rules, which define working hours and scheduling constraints. The system assigns agents based on the route paths they are qualified to handle, to ensure coverage meets inbound and outbound staffing requirements. Workplans provide shift templates and can support multiple variations (fixed or flexible schedules, sliding or recurring tasks, and different start-time or break-times) Tasks and Task Categories define the activities, durations, and agent states used throughout the day. The scheduling environment offers single- and multi-agent views, graph and grid modes, revision logs, and publishing controls to support day-to-day planning and adjustments.

Intraday Management: Intraday management focuses on interval-level performance, providing real-time visibility into coverage, interaction volume, and SQO risk across queues, skills, campaigns and channels. Because forecasting and scheduling are tied to route paths,

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intraday teams can quickly pinpoint coverage mismatches and take corrective action by adjusting schedules, reallocating work, or triggering short-term reforecasting.

Adherence: The system compares scheduled tasks and shifts against real-time agent states, using the Task Categories and Tasks framework to provide visibility into employee compliance and variances.

Reporting and Analytics: WFM data flows into SuccessKPI's broader business intelligence (BI) analytics environment, enabling reporting on forecast accuracy, staffing requirements, schedule performance, and agent activity. Dashboards supported by the underlying data model provide visibility across channels, skills, queues, and campaigns, allowing WFM metrics to be analyzed alongside evaluations, playbooks, and automation insights.

I**nnovation and Roadmap:** SuccessKPI's innovation strategy follows two parallel paths. The first focuses on WFM-specific enhancements that strengthen forecasting accuracy, expand practical automation, improve intraday intelligence, and maintain a clean, role-based user experience. The second centers on broader platform innovation, including AI-driven scoring, generative insights, and "invisibly integrated" AI that elevates quality, coaching, and operational intelligence across the contact center stack.

Planned enhancements include expanded model evaluation, route-path intelligence, and automated accuracy checks that reduce manual tuning for analysts. SuccessKPI is developing an AI-powered intraday optimization engine that proactively analyzes live operational data, detects variances, surfaces anomalies, triggers alerts, and recommends or automates corrective actions to keep staffing aligned with real-time conditions. Other deliverables include intelligent time-off optimization, which uses AI-driven models and business rules to recommend/automate OT and VTO opportunities, and a dedicated mobile app for real-time workforce engagement and decisioning. The mobile app provides a consistent role-aware experience that gives agents and supervisors personalized insights, timely notifications, and recommended actions, so they can respond dynamically as conditions shift.

User Experience (UX): SuccessKPI delivers a streamlined, browser-based UI with consistent layouts that reduce cognitive load as users move between modules and screens. Role-based views surface only what each user needs, keeping navigation focused. Agents have web-based capability for reviewing schedules and managing self-service actions. Schedules can be rendered on mobile devices.

Net-Net: SuccessKPI WFM is a practical, function-first solution designed to deliver real operational value without the complexity of legacy suites. Its design is grounded in real-life workflows and shaped directly by customer feedback, resulting in a clean, role-based experience that supports both frontline teams and operational leaders. Built on a modern, cloud-native architecture, the solution benefits from a shared data layer that connects WFM with BI analytics, evaluations, and automation, enabling staffing decisions to be informed by real-time CX signals. The roadmap reflects a balanced approach, advancing AI-driven intelligence and automation while maintaining usability, clarity, and alignment with how modern contact centers actually work.

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VIII.10 Verint

Post-Merger Identity

Verint, founded as Verint Systems in 1994, has long been a major provider of workforce management (WFM), customer engagement, and CX automation technologies. In November 2025, Thoma Bravo, the private equity firm that owns Calabrio, acquired Verint Systems and combined the two organizations under a single operating structure. The unified company now operates as Verint, supported by consolidated product, engineering, and marketing organizations. This merger brings together two established WFM product platforms and represents a notable shift within the broader workforce engagement market.

Go-to-Market Strategy

Verint's WFM go-to-market strategy is to continue to offer both the Verint and Calabrio solutions, with each targeted at distinct segments of the market. The company has committed to maintaining both platforms as independent, supported solutions, with no consolidation or migration planned. Verint Enterprise WFM is positioned for large and complex organizations, while Calabrio WFM is their offering for smaller less complex organizations. As part of this approach, the former Verint WFM Essentials customer base will uplift to the Verint Enterprise application, and Verint WFM Professional customers will continue to be supported on their current solution, moving to the Calabrio or Verint platform if needed by the organization. To support this strategy, Verint is making its shared AI available across both Verint and Calabrio platforms (e.g. Verint Bots available to Calabrio customers and Workforce Intelligence available to Verint customers). Providing a consistent path for ongoing innovation regardless of which solution a customer uses.

Verint Enterprise WFM

Verint Enterprise WFM is the company's large enterprise platform, delivering omnichannel forecasting, multiskill scheduling, real-time adaptive intraday management, adherence, long-term planning, and agent self-service across contact center, back-office, and branch environments. The platform incorporates Verint's AI-powered- bots, including TimeFlex Bot, Interviewing Bot and Copilot Bot, which extend automation across forecasting, scheduling, and workflow orchestration. Designed for complex, multi-site operations, Verint Enterprise WFM supports advanced scheduling rules, global/union requirements, and deep configurability.

Calabrio WFM + Workforce Intelligence

Calabrio WFM + Workforce Intelligence is the midmarket cloud-native suite providing omnichannel forecasting, multi-skill scheduling, real-time intraday management, adherence, agent self-service, and analytics. Through Verint's shared AI and automation layer, the platform now integrates select Verint bots, including TimeFlex Bot and additional automation components to enable AI-driven scheduling and workflow enhancements

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without architectural changes. The solution emphasizes usability, rapid deployment, simplified administration, and streamlined configuration for midmarket operations.

Platform Architecture & Innovation Strategy

A central outcome of the merger is a unified AI and automation layer that spans both WFM platforms. This shared layer enables cross-platform delivery of new capabilities through an overlay model, allowing Verint to introduce innovation consistently without requiring architectural convergence. The approach preserves the independence of each platform's underlying foundation and functionality while ensuring customers benefit from a common stream of enhancements. The shared components sit above both platforms, enabling innovation to be introduced without disrupting existing deployments. This architectural model allows for a faster release cadence and provides a unified mechanism for delivering automation, AI-driven insights, and workflow enhancements across the combined customer base.

Innovation Roadmap: The unified roadmap reflects the shift to a shared innovation layer and emphasizes accelerated delivery across both platforms. Near-term priorities focus on expanding the availability of AI-powered bots, enhancing automation within scheduling and forecasting workflows, and extending cross-platform capabilities. Verint is also prioritizing updates that leverage its enterprise architecture, including performance improvements, expanded application programming interface (API) coverage, and deeper integration of analytics and automation components. The roadmap also includes continued investment in back-office workflows and extending automation and forecasting capabilities beyond the contact center.

Mid-term priorities include broader adoption of the shared AI ecosystem, incremental user experience (UX) alignment where appropriate, and enhancements that strengthen interoperability across the two platforms. Verint is also developing a new long-term planning feature that will be the first automation component built natively for both platforms. This capability addresses a shared customer need, particularly among Calabrio users, and serves as an early example of how the unified AI layer enables cross-platform innovation. While both the Verint and Calabrio WFM products will remain independent, the roadmap is structured to allow innovation to be delivered consistently, regardless of platform. Long-term roadmap themes point toward continued expansion of the shared AI ecosystem, deeper workflow automation, and sustained investment in core system enhancements to support broader innovation across both WFM solutions.

Net-Net: The new Verint enters its next stage with a clear WFM go-to-market strategy, a dual platform commitment, and an innovation layer that spans both product lines. The company has aligned its product, engineering, and go-to-market teams under a single operating structure, designed to support consistent execution across the combined portfolios. The merger also creates a larger workforce engagement (WEM) competitor with the scale, domain expertise, and AI assets needed to invest in ongoing R&D and remain competitive in a market increasingly shaped by AI.

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IX. ANALYST PERSPECTIVE: THE FUTURE DIRECTION OF THE WFM MARKET

Many of the drivers and shifts defining the current WFM market were anticipated in DMG's 2020 report, *Future Contact Center Outlook, 2025–2040*. DMG predicted that WFM would become the "central nervous system" (also known as the orchestration layer) for enterprise scheduling, that AI-enabled adaptive forecasting and scheduling would replace traditional models, and that real-time capabilities would redefine the scheduling, intraday management, and staff planning paradigms. These predictions addressed architectural, technological, and operational shifts that have since materialized in many of the WFM platforms: shifts accelerated by the rise of hybrid human/AI workforces and the infusion of AI, intelligence, and automation into core WFM modules.

How the Market Will Evolve

Over the next five years, WFM will continue its evolution from a planning discipline into an intelligence layer that orchestrates the handling of work and resources across the enterprise. This transition is being propelled by a set of foundational drivers that are reshaping the field at its core. These drivers explain not only what is changing, but why the next era of WFM will look fundamentally different from the last.

Architecture modernization is enabling this shift. Cloud-native, API-first platforms are unlocking internal and external data sources and signals, flexible deployment options, more scalable implementations, and deeper integration pathways. As modernization accelerates, architectural lineage will increasingly determine the pace of innovation, the depth of automation, and the ability to support continuous optimization. The distinction between AI-native and AI-enabled platforms will become more pronounced and will determine how quickly organizations can adopt new operating models and innovation.

At the same time, organizations are moving toward the adoption of hybrid human/AI workforce models. WFM is becoming the orchestration layer that manages resources and capacity across humans, bots, and AI agents as a unified labor pool. As AI absorbs simpler tasks and human agents focus on higher-complexity interactions, WFM must continuously forecast, schedule, and rebalance work across all labor types. This hybrid model introduces new operational complexity that cannot be managed without adaptive, intelligence driven WFM, and it is redefining the role and importance of WFM from a staffing tool into an enterprise-level orchestration layer.

Real-time intelligence is also transforming the sector. Static schedules and manual intraday adjustments are giving way to continuous optimization. AI-enabled platforms are shifting forecasting from historical pattern-matching to continuously learning systems that adapt to real-time signals, emerging behaviors, and changing channel dynamics. Intraday management is moving from reactive firefighting to proactive stabilization, with AI predicting deviations before they occur and recommending or executing adjustments. Supervisor experiences will become AI-driven, with copilots surfacing insights, recommending actions, and automating routine interventions.

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Data unification is becoming a prerequisite for this evolution. Unified data layers are essential for accurate forecasting, routing, and optimization. Vendors unable to unify data across channels and systems will face limitations in delivering real-time intelligence, constraining their ability to support enterprise-level orchestration.

Finally, ecosystem convergence is reshaping the operational landscape. The boundaries between WFM, WEM, routing, and automation are narrowing as platforms converge around shared data, routing intelligence, AI-driven decisioning, and orchestration. This convergence will extend WFM beyond the contact center into back-office, mid-office, field service, retail, and knowledge work, with organizations expecting unified visibility and end-to-end alignment throughout the customer journey, across all work types.

These forces are driving WFM's transformation into a real-time, intelligence-driven operating and resource orchestration layer that coordinates work across channels, roles, functions, and labor types. They impact how the market will evolve and why WFM is becoming a foundational enterprise system for the next era of customer and employee operations. Architectural readiness, AI maturity, and the ability to ingest and act on real-time signals will determine which organizations and platforms are best positioned to thrive as WFM shifts from a scheduling utility to an enterprise-wide orchestration layer.

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X. BOTTOM LINE: GUIDANCE FOR BUYERS AND VENDORS

The evolution of WFM is creating a new set of priorities for the industry. Buyers and vendors alike must recalibrate their workforce strategies to align with the next generation of WFM which is defined by AI, automation, and real-time orchestration and decisioning. Buyers must rethink how they evaluate and select WFM platforms, while vendors must accelerate modernization to remain competitive.

Buyers

Organizations evaluating WFM platforms should prioritize architectural lineage and AI maturity as primary decision criteria. Modern, cloud-native open platforms will deliver faster innovation cycles, deeper automation and intelligence, and more real-time and adaptive operating models, while legacy platforms are likely to offer functional depth and stability but slower innovation and modernization. Companies looking to purchase WFM should assess each vendor's ability to provide:

- Real-time orchestration across human and digital labor and resources
- Seamless orchestration of front-, mid-, and back-office work
- Unified data models that enable accurate and audited forecasting, scheduling, and cross-functional visibility
- AI-assisted decisioning embedded into forecasting, scheduling, and intraday workflows
- Automated real-time intraday adjustments for staffing, volume, and workflow changes
- Scalable and open architectures capable of ingesting signals from internal CCaaS, CRM, workflow, and automation systems, and externally from third-party resources
- Supervisor experiences that simplify and automate monitoring and oversight while accelerating decision making
- Agent experiences that enhance autonomy, flexibility, fairness, self-service, and make an organization an employer of choice
- Accurate long-term capacity planning that simplifies the process and reduces operating costs

Navigating a diverse and fragmented vendor landscape requires a shift from feature-based evaluation to architecture-, intelligence-, and value-based evaluation. The platforms best positioned for the future will be those that can continuously learn, adapt, and optimize in real-time as well as rapidly bring new AI-enabled innovations to the market.

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Vendors

Vendors competing in the WFM market must invest in their future. Legacy providers need to position their offering for modernization, whether by updating their 20 – 30-year-old architecture or embedding a layer to enable them to more rapidly introduce innovations, many of which will be based on AI technologies. Competitive advantage will increasingly be defined by:

AI maturity: the depth of intelligence embedded into workflows for core modules, including forecasting, scheduling, and intraday management

Data accessibility: the ability to unify data and internal and external signals across channels and systems

Hybrid workforce orchestration: coordinating humans, bots, and AI agents as a single labor pool to optimize operational performance

Real-time intelligence: detecting anomalies, predicting deviations, automating adjustments, and auditing outcomes

Ecosystem integration: participating in broader CX, routing, and automation environments

Easy-to-use interfaces for WFM administrators, department managers and supervisors, and agents

Self-service app to empower and enable agents to have direct input into setting and updating their schedules and to reduce shrinkage and attrition

Platforms that cannot deliver real-time intelligence across both front- and back-office environments will lose relevance as organizations shift toward adaptive, low-touch operations. Vendors that combine modern architectures with deep AI-assisted decisioning and automation will shape the next era of the market.

Long-Term Implications of AI-Driven WFM

AI-driven WFM will redefine how organizations structure, manage, and optimize work. The function will expand beyond the contact center into back-office, mid-office, field service, retail, and knowledge work, becoming the system of record for enterprise capacity. As hybrid human/AI workforces become the norm, WFM will serve as the operational intelligence and orchestration layer that ensures the right work reaches the right resource at the right time. This shift has long-term implications, including:

- Operational models will become more intelligent and autonomous
- Supervisors will move from manual oversight to a model centered on proactive insights, automated interventions, and exception-based management

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- Forecasting will address digital labor, internal and external signals, and multimodal channels and models

- Workflows will be orchestrated end-to-end across functions, roles, and channels to deliver an optimized experience throughout the customer journey

Organizations should treat WFM modernization as a strategic priority, not a deferred initiative. The transition to AI-driven operations is well on its way, and the gap between modern and legacy platforms is widening rapidly. Buyers and vendors who delay action risk falling behind and should take decisive steps to position themselves for an AI-driven future, where WFM will become more important than ever before.

If you're considering whether it's time to replace your current WFM solution and need guidance evaluating the solutions, it would be our pleasure to help. Please reach out to us at dmgconsult.com.

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