SuccessKPI

2026 INDUSTRY BENCHMARK REPORT

Benchmarking the 2026 State of Contact Center Maturity

Plans and strategy are ready.
Execution is elusive.

400
contact center leaders

7
maturity pillars

3
global regions

PRESENTED BY SuccessKPI & CMSWIRE

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Survey fielded May–June 2026 · 400 respondents · United States, UK/Ireland and APAC · C-suite, VP and Director level

INTRODUCTION

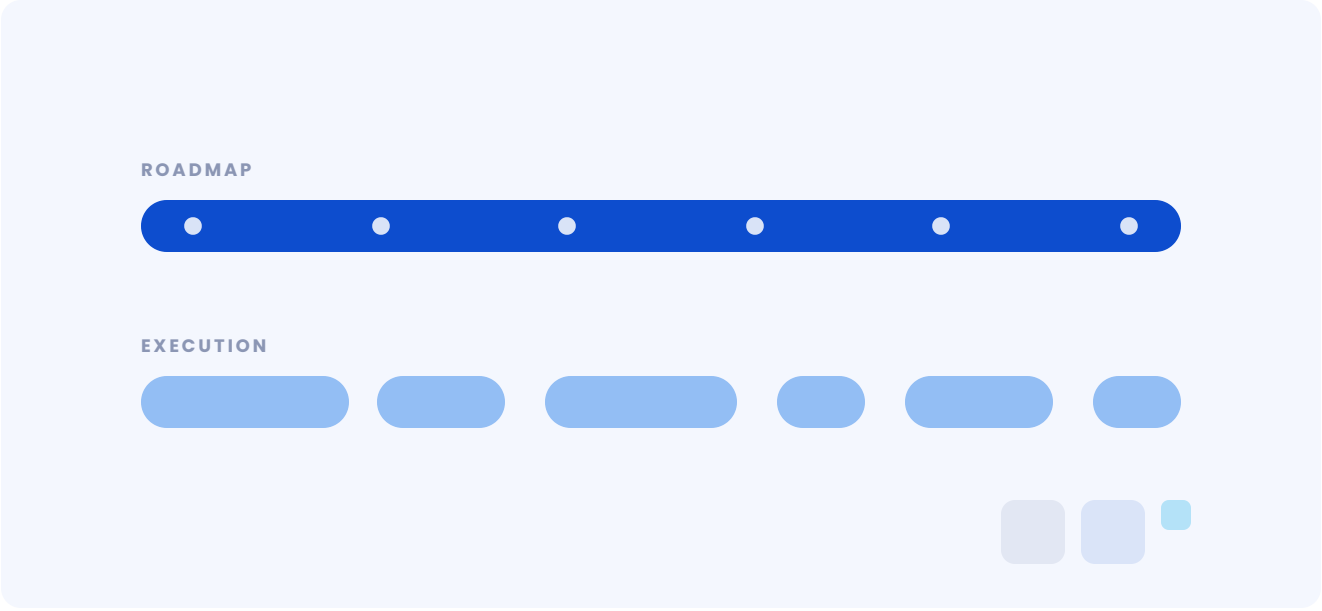
Introduction / Summary

We asked 400 contact center leaders about the tools they use and provide to their agents. We then assessed transformation maturity across 7 areas.

Here's what we found: While organizations excel at making future plans and roadmaps, many struggle heavily with execution. Contact centers are mostly doing well with the "plug and play" capabilities of tools used to improve the customer and agent experience, but lag significantly in complex, cross-functional implementations like automation and real-time intelligence.

Contact centers are in transition

While many are increasingly developing formal roadmaps for AI and CX transformation, only a handful have high levels of maturity. A significant portion of the industry remains focused on cost efficiency rather than strategic value. Further, there's widespread fragmentation in omnichannel delivery and workflow automation.



Contact centers need to take a holistic approach to AI implementation to fully realize its transformational benefits. Academic research shows that AI adoption can provide demonstrable productivity gains for contact center agents — particularly newer ones. However, without taking a strategic approach, pilots will fail, tools will be siloed, and agent adoption will lag.

Companies are adding AI agents, but these agentics need governance and adjustments not unlike their human counterparts. And most organizations do not currently have the level of analytics or data to properly govern all of these interactions.

We created this industry benchmark to help contact centers understand where they stand relative to their industry peers and identify transformation priorities around AI adoption and transformation. This report examines what contact centers are doing right, where they struggle, and how they can improve as they go on their way to true omnichannel orchestration, real-time guidance, and seamless customer and agent experiences.

> Organizations excel at defining strategy and creating future roadmaps. But they often struggle with execution.

Plan

Formal AI, CX and automation roadmaps are now the norm across all three regions.

Execute

Omnichannel delivery and workflow automation remain fragmented and largely manual.

Govern

AI agents are arriving faster than the data and analytics needed to oversee them.

METHODOLOGY

The Benchmark Explained

HOW WE DEFINE MATURITY

The organization's ability to leverage contact center and customer experience data for decision-making — measuring how effectively it captures, analyzes and applies insights to improve performance, customer experience, and strategic outcomes.

That's a mouthful, but what it really comes down to is this: How is your contact center operating currently, and do you have the means to analyze and improve over time?

Our contact center maturity benchmark represents a holistic view of where organizations actually are. Rather than simply ask for their opinions, we drilled down into how organizations were thinking about CX, AX, and AI implementation. What follows is a comprehensive outline of the state of contact center performance.

Survey questions were grouped into 7 pillars. Questions were weighted and scored from 1–5, with 1 being the lowest score and 5 the highest. Throughout this report, the benchmarking scores reported represent the overall average scores among all respondents.

The seven pillars

01 Strategy

02 Customer Experience (CX), Channels, and Automation

03 AI, Analytics, and Quality Management

04 Real-Time Intelligence and Agent Assistance

05 Workforce Management and Operational Agility

06 Agent Experience (AX)

07 Reporting, Measurement, and Value Realization

AT A GLANCE

Contact Center Benchmark Overview

Strategy is the most mature pillar. Customer experience, channels and automation is the least — and the only pillar to score below "Good."



01	Strategy	3.61	GOOD
02	Customer Experience (CX), Channels, and Automation	2.88	FAIR
03	AI, Analytics, and Quality Management	3.13	GOOD
04	Real-Time Intelligence and Agent Assistance	3.02	GOOD
05	Workforce Management and Operational Agility	3.11	GOOD
06	Agent Experience (AX)	3.10	GOOD
07	Reporting, Measurement, and Value Realization	3.03	GOOD

BENCHMARK LEGEND **5** Excellent **4** Very Good **3** Good **2** Fair **1** Poor

FINDINGS

Key Takeaways

01 **The most mature pillar is Strategy.**
Organizations have their plans in place. However, few have the technology in place to make it happen, or aren't yet seeing results.

02 **The least mature pillars span execution.**
Customer experience channels and automation; real-time intelligence and agent assistance; and reporting, measurement, and value realization.

03 **The contact center is still seen as a cost center.**
There's still a broad industry perception of the contact center as simple operational support, rather than as a **revenue value driver**
.

04 **Hybrid workforce, without the guardrails.**
Many contact centers are moving toward a hybrid workforce model, integrating human agents with autonomous agentic AI, but **don't have the governance and data to support** this move.

05 **A definite omnichannel gap.**
Between organizations reporting a fully unified journey and those whose systems are disconnected or siloed. Many **struggle to deliver a seamless omnichannel experience**.

06 **More agents means more complexity.**
Midsize organizations have the resources to invest and the amount of complexity matches their resources. Organizations with more than 5,000 agents report more difficulties with integration and adoption.

> CX channels and automation; real time intelligence and agent assistance; and reporting, measurement, and value realization are all areas with the least maturity in the contact center.

MATURITY PILLAR 1

Strategy

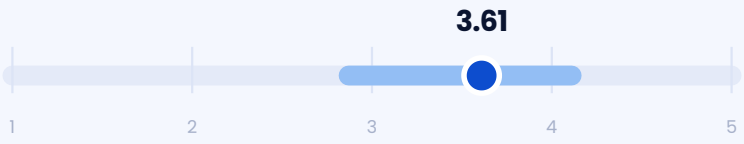
This pillar assesses whether the contact center operates as a strategic business function or a reactive cost center. It evaluates leadership vision, investment prioritization, and any presence of a forward-looking transformation roadmap.

COMBINED MEAN SCORE

3.61

GOOD

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **2.87** High **4.11**

The positioning of the contact center within the enterprise often dictates its investment appetite and transformation speed. The prevalence of formal planning suggests a high appetite for transformation, although execution varies (as we'll see throughout some of the other pillars).

What do teams get right in this pillar?

Of our 7 pillars for contact center maturity, this is the area where organizations are the furthest along. The majority of respondent organizations have defined roadmaps for contact center transformation across a broad number of areas, including automation, AI, and CX.

In addition to having plans in place, there's broad executive alignment around just what transformation should look like. Among respondent organizations, only 8.75% have no clear ownership, while more than 50% have executive or cross-functional leadership team ownership. Another 20% share responsibility for contact center strategy and CX outcomes across two functions (Figure 1).

Who is primarily responsible for contact center strategy and CX outcomes?



FIGURE 1

Where do teams struggle in this pillar?

The biggest missed opportunity in the Strategy pillar is the continued inability for organizations to make the connection between contact center operations, improved customer experiences, and improved business outcomes. Too many still view the contact center as a cost center, rather than a strategic driver of business value. While slightly more than half of all organizations see the strategic value in the contact center, it's barely the majority opinion (Figure 2).

How is your contact center primarily positioned within your organization?



FIGURE 2

Having so many organizations unable to see the inherent business value of the contact center could explain how investments are made for this business function. A full 15.25% of organizations approach their contact center investment as either reactive or issue-based. A further 17.25% of organizations base their investments on short-term needs. Only a quarter base their approach on a combination of enterprise strategy and measurable outcomes (Figure 3).

How are investment decisions for contact center improvements prioritized?



FIGURE 3

Are there any notable differences across regions or org size?

There are no noticeable differences among organizations of different sizes. Small, medium, and large contact centers[1] all have similar levels of maturity regarding strategy.

However, there's an opportunity for the UK/Ireland region to improve their strategy in this area, specifically concerning roadmaps. While the three regions have similar AI roadmap adoption rates, CX and automation roadmap adoption rate at contact centers in the UK/Ireland lag behind contact centers in either the U.S. or APAC (Figure 4).

Presence of a defined roadmap for contact center transformation (by geographical region)

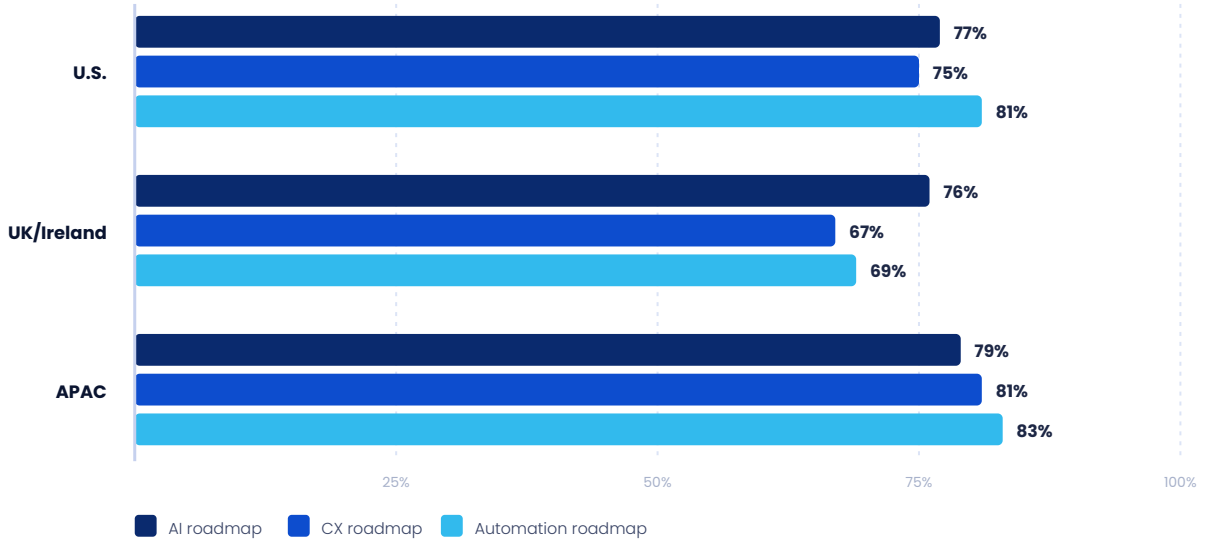


FIGURE 4

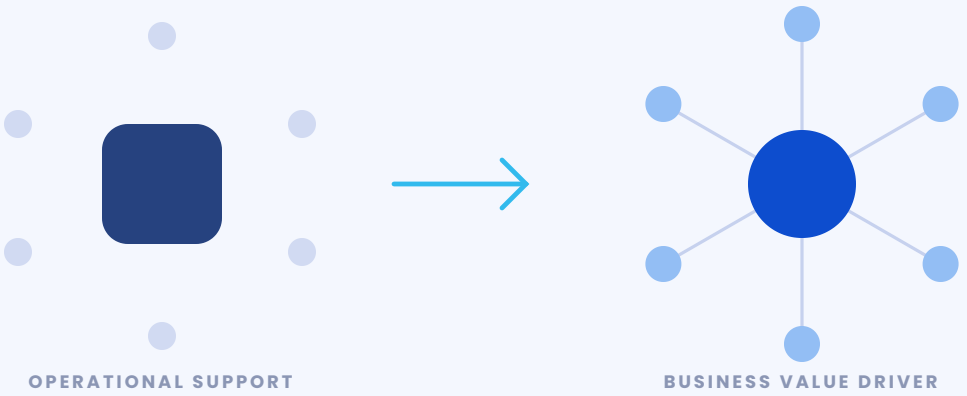
[1] For the purposes of this survey analysis, "Organization size" is divided in the following manner: Small — organizations with less than 2,000 agents; Medium — 2,000–5,000 agents; Large — more than 5,000 agents.

> Contact center outcomes drive business success… or failure.

How can your teams improve in this benchmarking area?

For many, strategy is their strongest pillar. However, this doesn't mean it can't be improved.

If your organization isn't as far along with their strategy for contact center transformation, you need to shift the executive mindset. Recognize that because contact centers are a frequent point of customer interaction, their outcomes will drive business success… or failure.



MATURITY PILLAR 2

Customer Experience (CX), Channels, and Automation

This pillar focuses on the end-to-end customer journey. How well does the contact center deliver consistent, frictionless experiences across all channels? How effectively does automation and self-service reduce effort while maintaining quality?

COMBINED MEAN SCORE

2.88

FAIR

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **2.24** High **3.38**

Having a plan for transformation is one thing; executing it is another. The modern contact center isn't just a phone bank anymore: agents are working in voice, live chat, co-browsers, email, text messaging, and a host of other channels (usually several concurrently). Customers can (and do) move between channels and expect that their interactions, history, and information will move with them. It's up to contact centers to optimize their omnichannel experiences to make that happen.

But, as one of the weakest pillars in our model, respondent organizations are telling us that creating seamless omnichannels and automating workflows is a lot easier said than done.

This doesn't mean that organizations should attempt to automate everything: If you couldn't automate a process without AI, you can't succeed in automating it with AI. However, having clear steps and guidelines will allow contact centers to progress in this pillar.

What do teams get right in this pillar?

The organizations with self-service options in place have seen demonstrable success in this pillar. Of leaders, 27.25% believe their automation is highly effective and resolves most interactions. Further, an overwhelming majority of contact centers have at least a basic level of self-service in place. Only 1 in 10 organizations report having minimal-to-no self-service support for their customers.

Where do teams struggle in this pillar?

Although organizations believe their automation is highly effective, there's a disconnect between belief and execution. The data tells us organizations struggle at creating seamless experiences. Only 23.25% report a fully unified omnichannel journey. Meanwhile, 22.75% admit to disconnected or repetitive interactions across channels. While 60% of respondent organizations have some extent of a seamless experience, 40% say their customers have experiences that are limited, disconnected, or repetitive as they move across systems. The ability to interconnect systems has advanced dramatically in the last two decades, yet this problem still persists.

23.25%
report a fully unified omnichannel journey

40%
deliver limited, disconnected or repetitive journeys

<3%
run fully automated, AI-driven workflows

Automating workflows across systems remains a challenge for many — 67% of organizations rely on either manual processes or limited automation. Meanwhile, the number of organizations with fully automated, AI-driven workflows is quite small at less than three percent (Figure 5).

How extensively are workflows automated across systems?

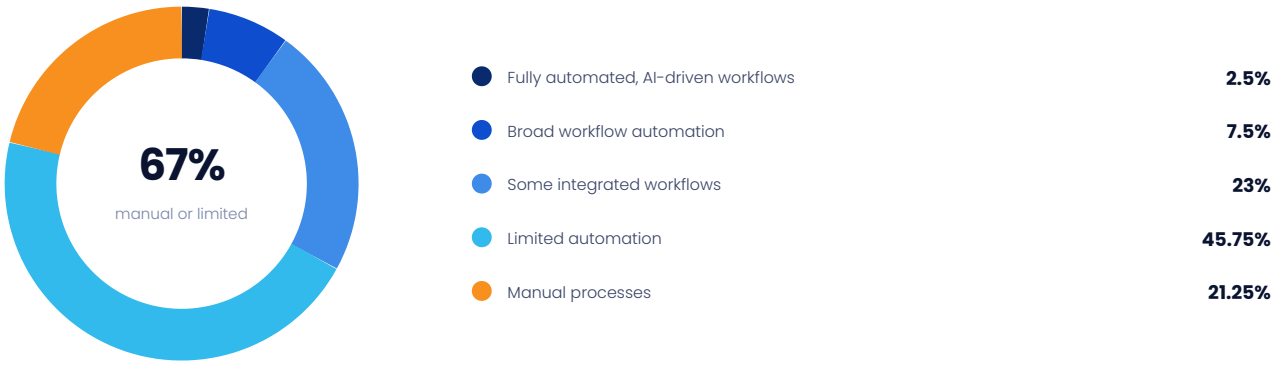


FIGURE 5

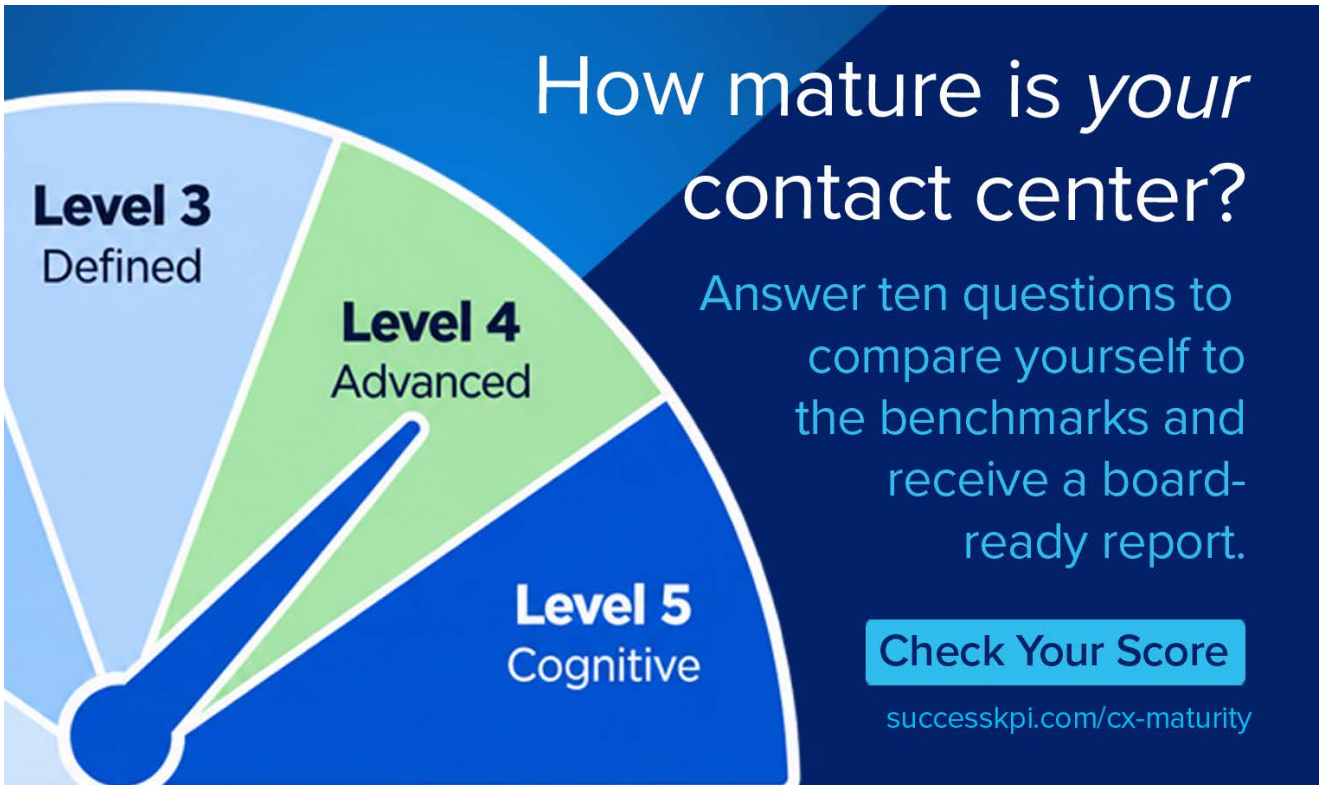
Are there any notable differences across regions or org size?

Large organizations report a more seamless experience across channels, although organizations of all sizes are struggling. Overall, 54.27% of Large organizations struggle to deliver a seamless channel experience, compared to 63.45% of Midsize organizations and 59.53% of Small organizations.

> If you can't automate a process without AI, you can't succeed in automating it with AI.

How can your teams improve in this benchmarking area?

The desire exists. The drive is there. The outcomes are positive...when they happen. But there's a wide gap between wanting to automate and having done so. Customers are going to move between channels, but many contact centers aren't providing a seamless experience for them. Now is the time to review your current systems and identify areas where upgrading could improve omnichannel orchestration. Organizations that invest more in omnichannel and workflow automation capabilities will soon see results. At the same time, organizations without the internal expertise to map out and think through process steps won't be able to magically solve everything with AI.



MATURITY PILLAR 3

AI, Analytics, and Quality Management

This pillar addresses the analytical intelligence layer of the contact center: how well AI is deployed to monitor quality, extract insight from 100% of interactions, evaluate AI agents, and drive continuous improvement. Automated Quality Management (AQM) and conversation analytics are natural complements, as both depend on the same underlying AI and data infrastructure.

COMBINED MEAN SCORE

3.13

GOOD

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **2.79** High **3.58**

Governance and quality management have always been an important part of overseeing the contact center. This will only increase in importance as contact centers start to deploy AI agents to address tasks. While agentic agent vendors are becoming ubiquitous, many contact centers are just now starting to explore adding AI agents. As they roll them out, leaders will need to identify policies and processes for governing how they manage calls, and for keeping humans in the loop.

As we've previously seen, contact centers have knowledge bases for agents (or are in the process of building and connecting them to different systems). What about insights and other analytical capabilities? We've seen how coaching and performance feedback isn't often set up to be delivered in the moment. And a data-based governance layer for AI agents is nascent. Which begs the question: are contact centers capturing the analytics they need to make recommendations?

What do teams get right in this pillar?

Some analytics are available, but how often they're used varies greatly. There's extensive use of interaction analytics among respondent organizations. The majority of respondents seem to be using interaction analytics to make strategic decisions, from business insights and trends to agent guidance and continuous improvement (Figure 6). That said, only a little over a third of businesses seem to be doing this. Further, many are also using insights from QA/analytics. For 36% of organizations, insights from QA/analytics are embedded in continuous improvement processes. That's not terrible, but it also means that there are a lot of organizations who have plenty of work to do here.

How are insights from quality/analytics used?

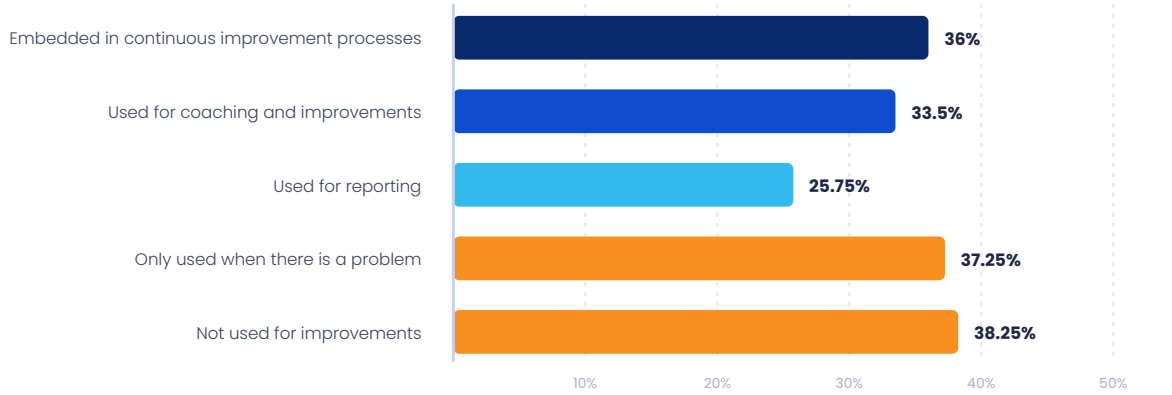


FIGURE 6

Where do teams struggle in this pillar?

Quality monitoring isn't as automated as it could be. At nearly half of organizations, quality monitoring is manual or limited.

Further, overall AI adoption across contact center operations seems to be sluggish, with 38.25% of organizations still in limited pilots. An additional 43.75% are only in the early adoption phase.

Are there any notable differences across regions or org size?

Despite leading the world in AI production, contact centers in the U.S. seem to be lagging behind adopting AI across contact center operations. Nearly a quarter of respondent organizations in both the UK/Ireland and APAC report either "broad adoption" or "full integration" of AI. Compare that to one in 10 contact centers in the U.S. (Figure 7).

Respondents could select more than one option, so values in Figure 6 do not total 100%.

Level of AI adoption across contact center operations (by geographical region)[2]

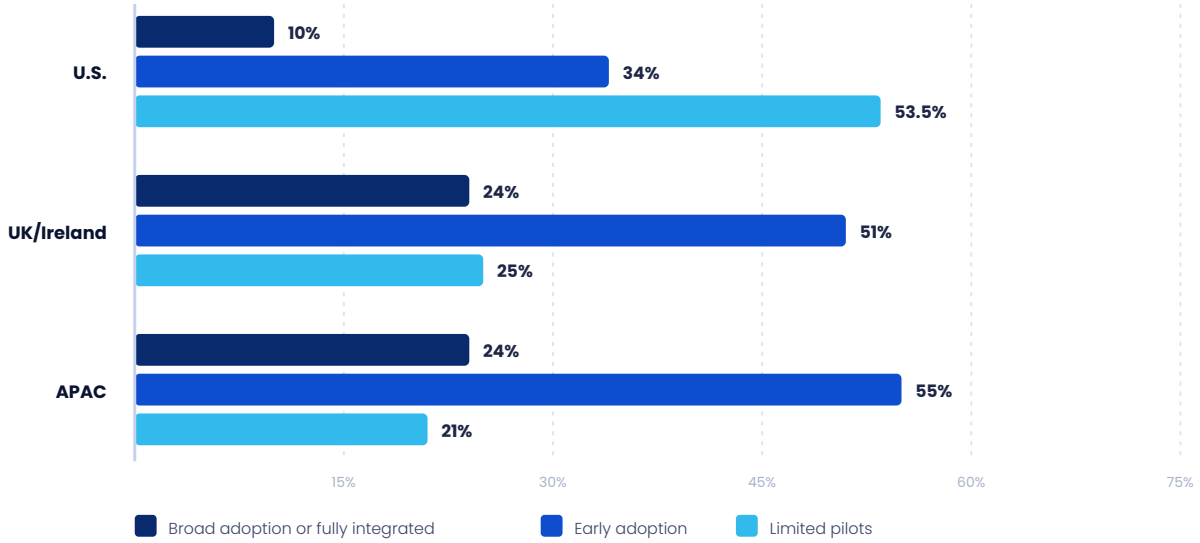


FIGURE 7

> You need to be evaluating, QA'ing, and revising your agentic agents just like your human agents.

How can your teams improve in this benchmarking area?

Gathering insights and analytics, using insights to coach agents on performance, and practicing quality monitoring can have a host of downstream benefits, such as finding system inefficiencies and improving the overall agent experience.

Further, you need to be evaluating, QA'ing, and revising your agentic agents just like your human agents. Establishing guardrails and updating as needed will ensure your agentic agents don't behave in a manner that would be detrimental to the business.

Organizations have started to make progress, but (as with previous pillars), there is always more to do. Continue to make use of the insights your organization gains from QA and analytics. Explore how to better or more extensively automate quality monitoring.

~50%
monitor quality manually, or in a limited way

38.25%
are still running limited AI pilots

43.75%
are only in early AI adoption

[2] Not shown: "No AI."

MATURITY PILLAR 4

Real-Time Intelligence and Agent Assistance

This pillar captures the in-interaction capability layer: how well the contact center equips agents with the right information and guidance, at the right time, during the customer contact. Combining knowledge management with real-time AI assistance reflects how inseparable these two capabilities are in modern contact centers.

COMBINED MEAN SCORE

3.02

GOOD

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **2.66** High **3.27**

When customers get in touch with the contact center, they want their issues resolved quickly. Preferably by as few people as possible. It's up to organizations to support agents to meet these customer expectations. As our benchmarking data shows, while there is room for improvement, organizations are doing a lot right in this area.

What do teams get right in this pillar?

Although organizations might struggle delivering omnichannel customer experiences, they have had greater success at centralizing knowledge bases. Only 11.25% of organizations possess no integration or force agents into manual lookups. The rest have embraced centralization to some degree (Figure 8).

How well are your customer systems integrated to support agents and customer data lookups during interactions?



FIGURE 8

Making data centralized or otherwise connected also translates into better avenues of knowledge access. Only 32.75% of organizations rely on static or manual knowledge lookup. The rest have more dynamic options, including AI-driven knowledge delivery (23.25%) or a fully searchable knowledge platform (23%).

Where do teams struggle in this pillar?

Although organizations are making great strides in centralizing data, making it available across systems, and removing the barriers to agent access, they could stand to implement, improve or encourage the use of real-time guidance. It's only a core part of every interaction at 2% of organizations. At 48.5% of organizations, real-time guidance is rarely used, if at all. With customers wanting answers in the moment, and agents frequently having access to customer data, it's a matter of taking the next step and using that data to provide proactive guidance in the moment, every interaction.

Some organizations also have a ways to go proving the impact knowledge tools have on agent efficiency. A full 38.25% of organizations say their agent support tools have a minimal or nonexistent impact, while others are able to show better gains (Figure 9).

If you have implemented any agent support tools, what impact have they had on agent efficiency?[3]



FIGURE 9

Are there any notable differences across regions or org size?

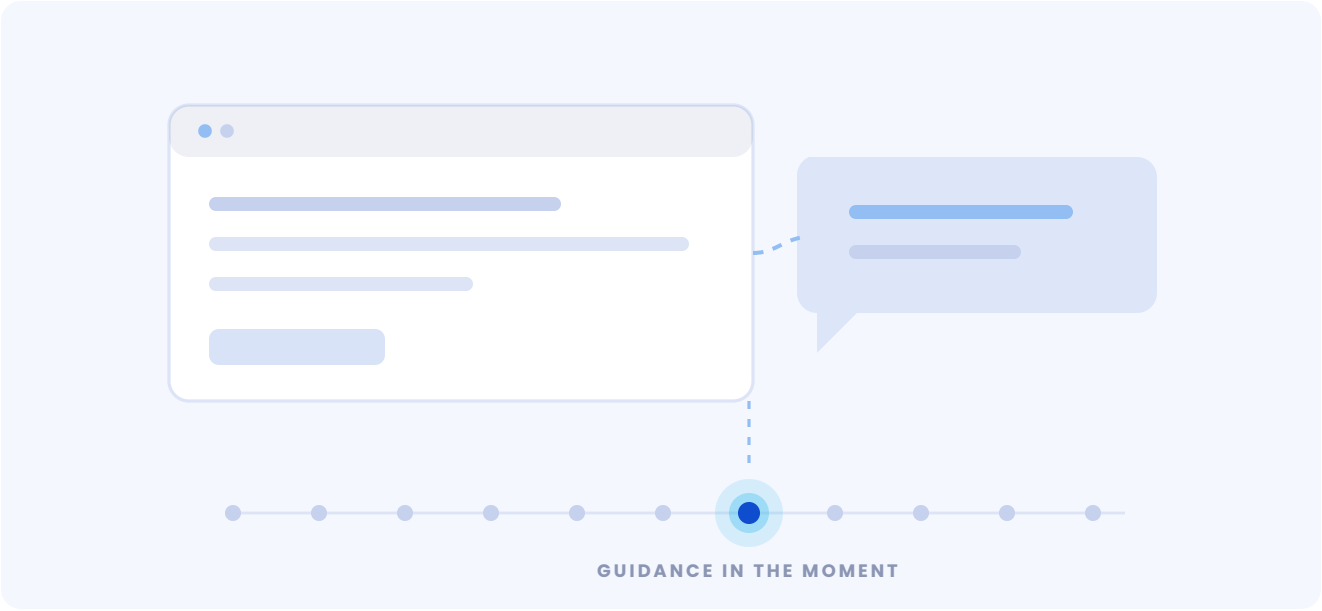
Contact centers in the UK and Ireland seem to have a slight edge over other geographical regions when it comes to having integrated customer systems that support agents during interactions. Of our respondent organizations, 50% in the UK/Ireland say data is either conversation aware and dynamically driven to agents or used to power AI-driven next-best-action guidance. Compare this to 42.5% of respondent organizations in the U.S. and just 34% in APAC who say the same thing.

Interestingly, Small (20.63%) and Midsize (16.65%) organizations are more likely to offer real-time guidance to agents during customer interactions than Large (9.3%) organizations.

[3] As defined in this question, "improving agent efficiency" includes the following: reduced handle time, improved first-contact resolution, reduced agent cognitive load, and improved customer experience.

How can your teams improve in this benchmarking area?

Organizations are putting in the work. They're centralizing knowledge bases and making knowledge more easily accessible to agents. Now, they need to take the next steps: get the right knowledge into agents' hands at the right time. Tools that provide proactive, real-time guidance will help here, as the sooner agents answer their customers' questions, the sooner customers will leave every interaction satisfied.



MATURITY PILLAR 5

Workforce Management and Operational Agility

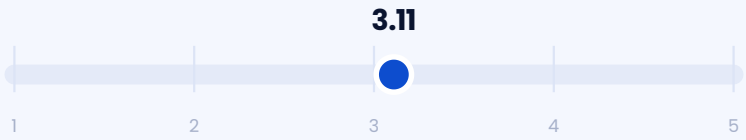
This pillar captures the maturity of organizational workforce planning. How well does the organization forecast, schedule, and manage capacity?

COMBINED MEAN SCORE

3.11

GOOD

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **3.11** High **3.12**

This was the most consistent pillar among the areas we benchmarked. There were no wild swings between high and low scores among the questions in this area. When it comes to workforce management, organizations have made a good start giving agents more control over their own shifts and using more advanced forecasting tools.

What do teams get right in this pillar?

Nearly half of respondent organizations are using advanced forecasting tools. More than 44% of organizations are using either an advanced forecasting tool or AI-driven predictive forecasting.

Plenty of research has been done that connects agent satisfaction to customer experience. The happier agents are, the more engaged they'll be, which often means better experience on the customer side. Being in control of their own schedules is often a part of that. Thankfully, call centers have almost all bought into scheduling flexibility as an industry. Only 16.25% of organizations call their scheduling fixed. However, plenty could go farther, as only 1 in 5 have advanced capabilities that are dynamic and employee-driven (Figure 10).

How flexible are your scheduling practices?



FIGURE 10

Where do teams struggle in this pillar?

Organizations often struggle transitioning their operational changes from a reactive model to a proactive one. At 38.25% of organizations, operational changes and monitoring adjustments are either manual or reactive, as opposed to being fully automated or happening in real time.

Are there any notable differences across regions or org size?

Once again, we're seeing Midsize organizations hit the sweet spot of optimization. More Midsize organizations (53.11%) are likely to have "advanced forecasting integrated with contact center and other systems" and "AI-driven predictive forecasting" compared to either Small (44.45%) or Large (34.88%) organizations. Small organizations might not have the budget for advanced tools and Large organizations might face operational complexity that doesn't allow them to be as agile as they might like.

53.11%	44.45%	34.88%
Midsize orgs with advanced or AI-driven forecasting	Small organizations	Large organizations

How can your teams improve in this benchmarking area?

Call centers are on the right track regarding forecasting and operational agility. Now, they need to keep making progress. Continue to give agents control and flexibility over their own schedules. Assess how real-time automation could improve your operational changes and update as necessary.

> When agents are in control of their own schedules, they're happier and more engaged. That often means better experiences on the customer side.

MATURITY PILLAR 6

Agent Experience (AX)

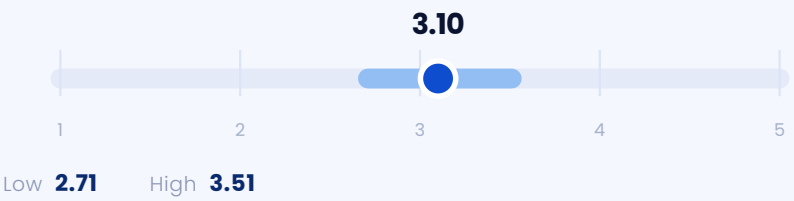
This pillar explores the agent experience, and how organizations shape AX every day, capturing the human engagement dimension of workforce management.

COMBINED MEAN SCORE

3.10

GOOD

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **2.71** High **3.51**

Happy agents are more engaged and more committed to delivering exceptional customer experiences. At the same time, a tight labor market and attrition rates that remain high means organizations must do all they can to keep agents engaged. However, coaching maturity is shockingly low. Sure, contact centers might be collecting analytics on agent performance, but many of them aren't using that data to inform agents of their performance or suggest areas of improvement in the moment.

What do teams get right in this pillar?

In the previous pillar, we saw how contact centers had a lot of flexibility in their scheduling practices. We see similar progress made in this pillar as well. 57.75% of respondents say their agents have a moderate-to-high level of control over their schedules.

Between scheduling flexibility and access to tools that give them proactive data and knowledge, the majority of agents seem satisfied. Net agent satisfaction with the tools they use is 57%.

Where do teams struggle in this pillar?

Coaching and performance feedback is an important part of the agent experience. Agents can't improve if they don't know what they did right…or wrong. Yet among respondent organizations, 14.5% have an informal or reactive coaching structure, rather than a dynamic, proactive one. Without being able to combine data collection with analytics and workforce management, organizations will continue to experience high attrition rates as agents get discouraged and move on.

Are there any notable differences across regions or org size?

Call centers in both the U.S. (46%) and the UK/Ireland (43%) are more likely to have flexible scheduling practices than those in APAC (37%). However, both the UK/Ireland and APAC are more likely to say that agents have a high or very high level of control over their schedules. Contact centers in the U.S. are more likely to say the control that agents have is "moderate" or "limited" (Figure 11).

How much control do agents have over their schedules/work? (by geographical region)

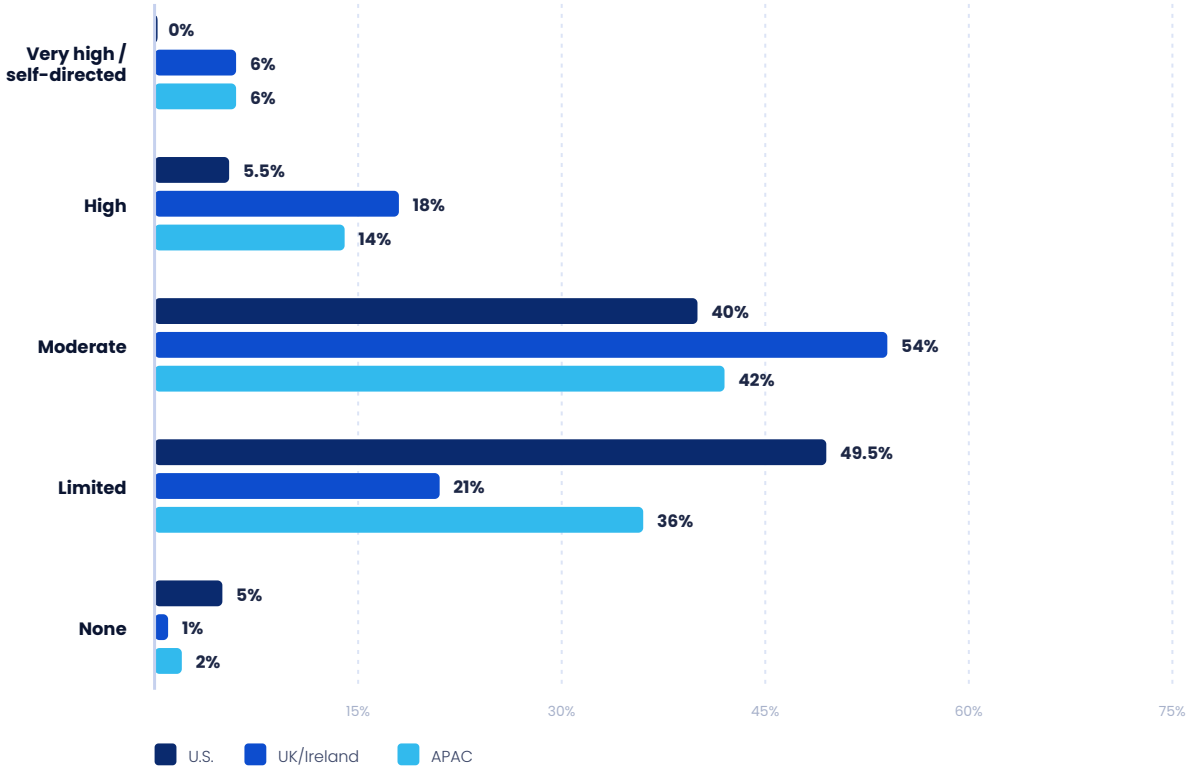


FIGURE 11

How can your teams improve in this benchmarking area?

Contact centers have made a lot of progress giving agents flexibility over their own schedules. Now is the time to go further and build coaching and performance feedback into the workflow so it's continuous, happens in real time, and is informed by interaction insights. Agents need to know they're hitting performance targets and should be given the option to improve in the moment if they're slipping.

Speaking of targets, consider adjusting your agent metrics. As self-service and other AI tools solve the easy answers, agents will be left with the most challenging customer issues. In this environment, Average Handle Time (AHT) will no longer be a reliable metric of agent success. First Contact Resolution or overall Customer Satisfaction (CSAT) will be more accurate measurements of contact center ability.

RETHINK THE METRIC

As AI absorbs the simple contacts, **Average Handle Time stops measuring agent skill** and starts measuring contact difficulty. First Contact Resolution and CSAT are the more honest signals of contact center ability.

> Organizations must do all they can to keep agents engaged, given today's tight labor market and high attrition rates.

MATURITY PILLAR 7

Reporting, Measurement, and Value Realization

This pillar evaluates how organizations measure, communicate, and act on performance — from operational dashboards to strategic business outcomes. It assesses whether contact centers can connect the dots between CX investment, operational performance, and enterprise value.

COMBINED MEAN SCORE

3.03

GOOD

SCORE RANGE ACROSS THIS PILLAR'S QUESTIONS



Low **2.59** High **3.24**

Insights without action do no one any good. For contact centers to move the needle on agent and customer satisfaction, they'll need to take the information and data they have and use it to make strategic decisions. Are they?

What do teams get right in this pillar?

According to respondent organizations, plenty are using analytics and insights to support decision making. At 26.25% of organizations, analytics are integrated and continuously used. Further, 20.5% say analytics are used to provide timely insights.

Where do teams struggle in this pillar?

Organizations have historically struggled with siloed or unusable data. The integration of AI adds another wrinkle to making sure data is usable. In this area, organizations don't seem ready. At 53% of respondent organizations, data isn't well organized or centralized enough for AI usage.

The majority of organizations are also having difficulty with integrating reporting or analytics systems. Of respondent organizations, 52.25% call their reporting and analytics systems integration either limited (44.75%) or nonexistent (7.25%). Finally, organizations are also challenged by using insights for decision making in the moment. For 40.75%, real-time data is being used only occasionally or not at all for decisions.

Are there any notable differences across regions or org size?

Midsize organizations (51.73%) are more likely than either Small (42.85%) or Large (44.96%) organizations to effectively use analytics and reporting tools to support operational decision-making (Figure 12).

How effectively do your contact center analytics and reporting tools support operational decision-making? (by organization size)

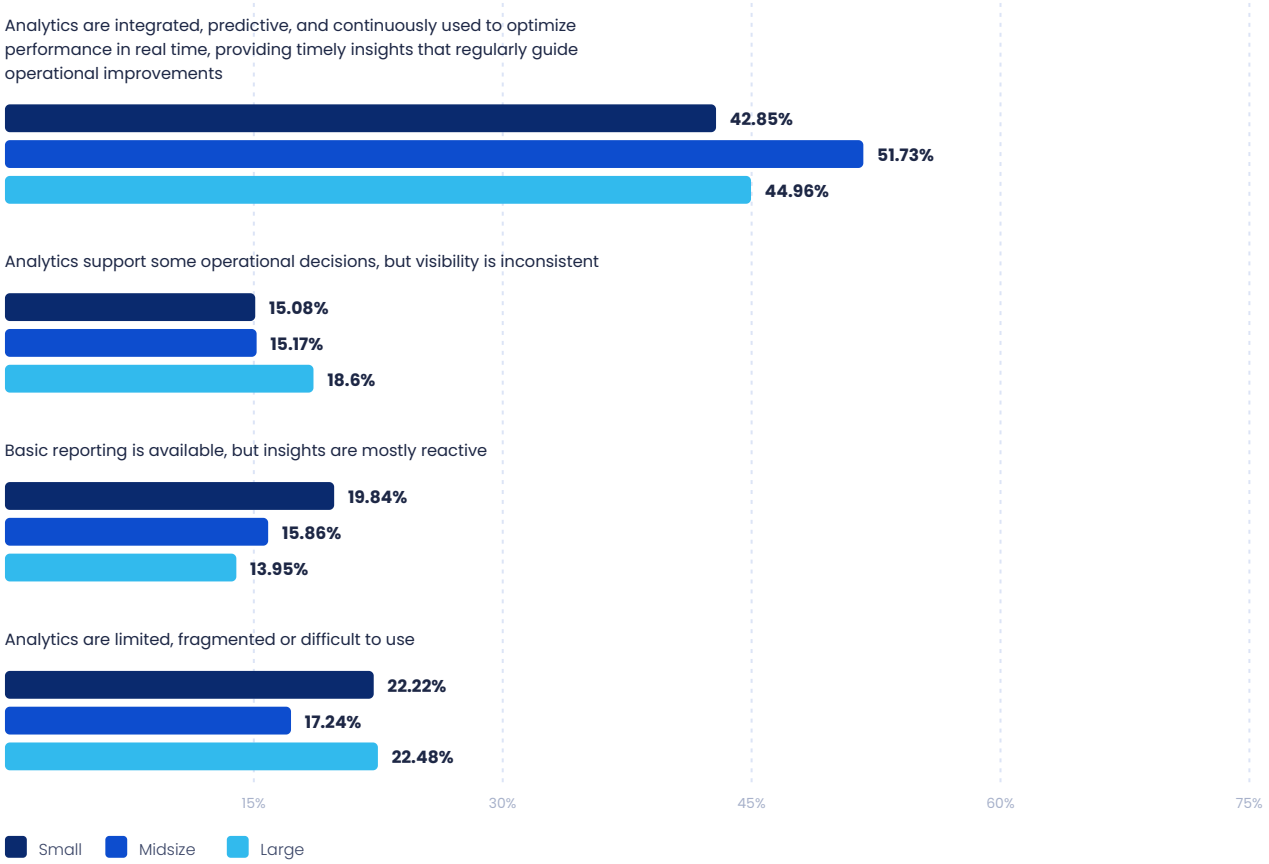


FIGURE 12

ACTION PLAN

5 Steps to a More Mature Contact Center

If your organization wants to boost its contact center maturity, here are five things you can do to address deficiencies across pillars.

1. **Close the omnichannel gap**
   Review current systems and identify where upgrading improves orchestration across channels.

2. **Realign AI expectations**
   If a process can't be automated without AI, it won't succeed with AI either.

3. **Establish robust AI governance for a hybrid workforce**
   Evaluate, QA and revise agentic agents on the same cadence as human agents.

4. **Redefine agent metrics to reflect new realities**
   Shift from Average Handle Time toward First Contact Resolution and CSAT.

5. **Make more things happen in real time**
   From in-the-moment agent guidance to strategic decisions driven by live insight.

> 53% say their data isn't well organized or centralized enough for AI usage.

IN CLOSING

Conclusion

The data reveals a market in transition.

While organizations are increasingly developing formal roadmaps for AI, AX, and CX transformation, only a minority have high levels of maturity. A significant portion of the industry remains focused on cost efficiency rather than strategic value, with widespread fragmentation in omnichannel delivery and workflow automation.

This transformation illusion illustrates how organizations excel at defining strategy and creating future roadmaps. But at the same time, they often struggle with execution, connecting disparate systems, or offering guidance in real time. Contact centers have successfully adopted some capabilities, but they face significant maturity gaps when it comes to implementing cross-functional initiatives like workflow automation or real-time intelligence.

As the industry navigates the early stages of AI adoption, leaders must bridge the gap between their strategic visions and the reality of their operational deployments.

THE TRANSFORMATION ILLUSION

Strategy scores highest of all seven pillars at **3.61**. Customer experience, channels and automation — where strategy has to become execution — scores lowest at **2.88**. That distance is the story of the 2026 contact center.

APPENDIX

Demographics & Methodology

SURVEY NAME	SURVEY DATES	NUMBER OF RESPONDENTS
Contact Center Maturity Benchmarking	May–June 2026	400

RESPONDENT LEVEL		GEOGRAPHIC DISTRIBUTION		ORGANIZATION SIZE	
C-suite	**25.25%**	USA	**50%**	Small (<2,000 agents)	**31.75%**
VP	**12.5%**	UK/Ireland	**25%**	Medium (2,000–5,000)	**36.25%**
Director	**62.75%**	APAC	**25%**	Large (>5,000 agents)	**32.25%**

Survey methodology

The survey was conducted online in June 2026. All responses were required and aggregated to ensure confidentiality. Numbers may not total 100% due to rounding.

ABOUT

About the partners

SuccessKPI

SuccessKPI is the performance platform for agentic and human customer experience, enabling an AI governance layer for contact centers. The company's cloud-native platform unifies Workforce Engagement Management, analytics, quality management, automation, and operational intelligence to help organizations optimize performance, improve customer outcomes, reduce risk, and accelerate business results. SuccessKPI is trusted by some of the world's largest government, BPO, financial, healthcare, and technology contact centers in the United States, Europe, and Latin America. With over 180 integrations and recognition as a leader in Frost & Sullivan's WEM Frost Radar™ and CRM Magazine's Industry Leader Awards, SuccessKPI continues to set the standard for AI-driven contact center optimization solutions.

CMSWIRE

CMSWire, a native digital publication from Simpler Media Group, serves a global audience of sophisticated digital customer experience professionals.

simpler MEDIA

SMG is a B2B technology information and research services company serving a 7 million+ strong community of global digital business leaders. Our flagship publication, CMSWire, is complemented by our Reworked and VKTR publications. Our research division produces a range of annual state of the industry reports, quarterly market segment guides and a range of focused industry insights briefs. We offer performance marketing, custom research, content development and custom event production services directly to our clients.

SuccessKPI

WHERE DOES YOUR CONTACT CENTER STAND?

Turn the benchmark into a baseline.

SuccessKPI unifies workforce engagement, analytics, quality management and automation into one governance layer — so the gap between your roadmap and your operations becomes measurable, then closable.

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