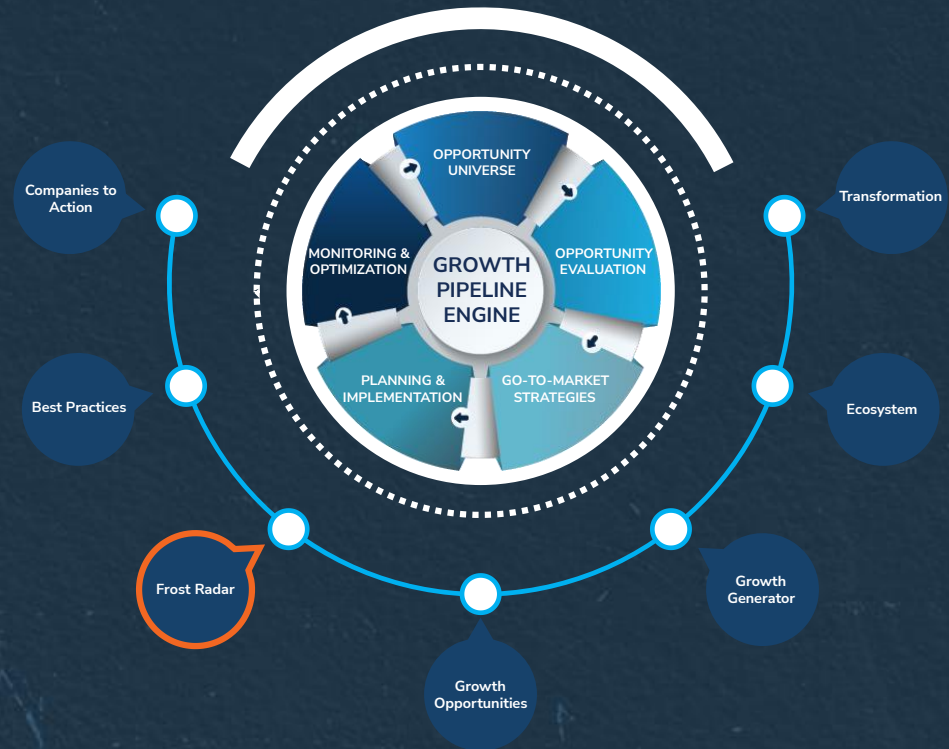


Frost Radar™: Customer Experience Platforms in Asia-Pacific, 2026

A Benchmarking System to Spark
Companies to Action - Innovation
That Fuels New Deal Flow and
Growth Pipelines

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Strategic Imperative and Growth Environment



Strategic Imperative

- Customer experience (CX) platforms serve as the operational and intelligence layer through which organizations manage, orchestrate, and continuously optimize customer interactions across every channel and touchpoint. As contact centers evolve beyond traditional voice interactions to include digital self-service, AI-driven resolutions, and proactive customer engagement, CX platforms are transforming into integrated orchestration platforms that manage and optimize the entire customer journey.
- Customers across Asia-Pacific (APAC) expect empathetic, personalized, and consistent experiences across voice, digital, chat, social, messaging, and self-service channels. This is especially important because of the diverse messaging ecosystems and digital commerce in the region and is prompting organizations to modernize CX platforms and orchestration capabilities rather than rely on fragmented contact center tools. Organizations are entering a decisive CX transformation stage as customer expectations increase and journeys become more complex.
- CX is increasingly viewed as a strategic differentiator rather than a support function. Organizations are moving beyond basic contact handling to platforms that unify customer data, predict intent, personalize interactions and workflows, and orchestrate journeys across touchpoints. A consolidated orchestration hub simplifies workflows, reduces swivel-chair operations, and equips agents with real-time insights. Open APIs, prebuilt connectors, and ecosystem marketplaces that facilitate integration with existing IT environments with minimal effort help service providers accelerate time to value.
- A large percentage of contact centers in the region remains on-premises, but migration to cloud and hybrid platforms is accelerating because organizations need scalability, flexibility, faster deployment, and easier access to artificial intelligence (AI) and automation capabilities. Cloud and hybrid contact center solutions offer flexibility and modernize CX delivery.

Strategic Imperative (continued)

- Sovereignty is evolving from a focus on data residency to a broader requirement for operational control. Enterprise buyers seek assurance that customer data, interaction records, AI-generated insights, operational metadata, and support activities remain governed within defined regional or national boundaries. This shift is particularly important in banking, financial services and insurance (BFSI), government, healthcare, telecommunications, and other highly regulated industries, which are looking to adopt AI-powered omnichannel engagement while maintaining regulatory compliance, resilience, auditability, security, and local control.
- APAC is undergoing a tech-driven transformation, with investments accelerating in AI, automation, and analytics. Organizations are prioritizing AI solutions that deliver measurable outcomes, integrate seamlessly with existing workflows, and meet requirements for security, governance, reliability, and compliance. AI is moving beyond simple task assistance to end-to-end automation of complex workflows. This includes the deployment of agentic AI, where autonomous AI agents manage decisions and processes alongside human agents. Production-grade AI deployments are happening as organizations shift their focus from proof-of-concept (POC) initiatives to scalable, business-critical applications.
- Organizations are under pressure to improve service quality while controlling operating costs. As digital technologies free up human capacity, they must empower more emotionally nuanced interactions. Evaluation of return on investment (ROI) should look beyond the cost metric, including the impact on Net Promoter Score (NPS)/customer satisfaction (CSAT) score, loyalty, conversion rates, brand value, and revenue. This is pushing adoption of platforms that combine self-service, workforce engagement management (WEM)/workforce management (WFM), customer relationship management (CRM), analytics, and automation to improve productivity without adding headcount.

Growth Environment

- Frost & Sullivan expects APAC CX platform revenue to reach \$1.93 billion in 2030 at an 8.9% five-year compound annual growth rate. The shift from legacy, on-premises infrastructure to cloud-based CX platforms is a major industry driver, with many organizations still in the early stages of their transformation journey. The shift to cloud and hybrid deployment models is one of the main growth opportunities.
- Growth is propelled by the modernization of legacy contact centers, accelerating cloud migration, the adoption of AI-enabled customer engagement capabilities, the demand for omnichannel and customer journey orchestration and unified CX intelligence, and the need to balance cost optimization with operational efficiency. The region's diverse market dynamics, regulatory complexity and data residency needs, and strategic importance as both a customer growth market and a global contact center hub are contributing factors.
- Investment in contact center-as-a-service (CCaaS), communications infrastructure, and communications platform-as-a-service (CPaaS) solutions are accelerating across the region. Flexible, composable platforms enable rapid deployment of new experiences, support embedded communications, and integrate seamlessly with local digital and partner ecosystems.
- Complex cultural, language, dialect, regulatory, and currency differences make strategy execution in each subregion even more challenging. This creates demand for flexible platforms that support multilingual service, local compliance, hybrid infrastructure, and varied customer engagement maturity levels. Regardless of country-specific nuances, organizations are seeking cost-effective cloud solutions that deliver greater scalability, intelligent analytics, enhanced AI-powered innovation, and seamless omnichannel capabilities to support their CX and employee experience (EX) improvement goals.

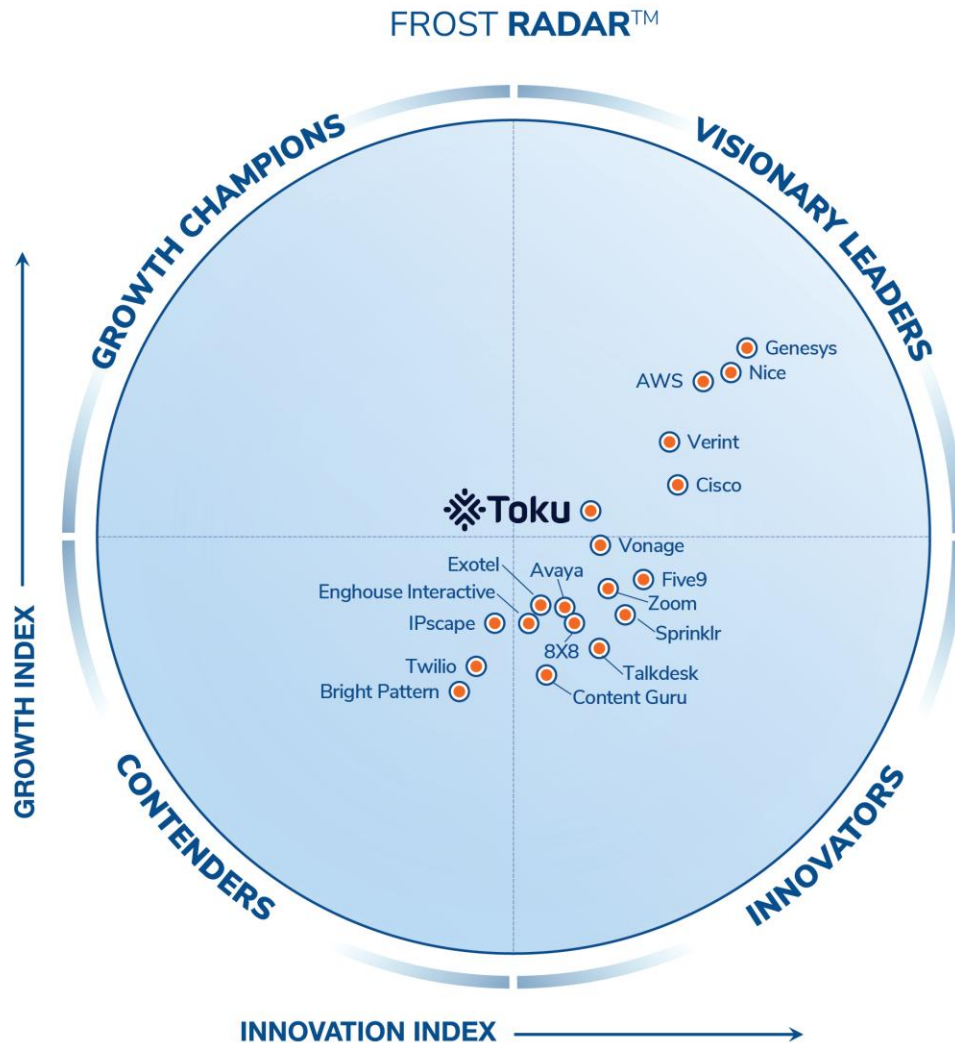
Growth Environment (continued)

- Frost & Sullivan learn during discussions with organizations in the region that fragmentation is one of their most persistent challenges. Many organizations describe their environment as a patchwork of disconnected applications, duplicated data, and siloed workflows that increase complexity, drive up costs, and hinder the delivery of seamless experiences. As a result, buyers are prioritizing platform consolidation over the addition of new point solutions. The most compelling value proposition is no longer a better stand-alone capability, but a unified platform that brings together customer engagement, AI, analytics, WFM, and automation in a single ecosystem.
- Localization is no longer a simple matter of language translation. Organizations expect CX platforms to deliver native support for local languages and dialects, in-country data residency, market-specific regulatory compliance, and culturally relevant experiences. As organizations expand AI adoption, the ability to meet these local requirements has become a key selection criterion rather than a differentiating feature.
- Frost & Sullivan studies related to this independent analysis:
 - [Global Customer Experience Platforms Market \(Premise-based and CCaaS\), Forecast to 2030](#)
 - [Frost Radar™: Customer Experience Management Services in Asia-Pacific, 2026](#)
 - [Top 10 Strategic Imperatives in the CX Industry – 2026 to 2027](#)

Frost Radar™: Customer Experience Platforms in Asia-Pacific



Frost Radar™: Customer Experience Platforms in Asia-Pacific



In a rapidly evolving and increasingly fragmented market with more than 100 qualified participants, Frost & Sullivan independently evaluated the landscape and selected just 19 companies to be benchmarked based on market share, future growth potential, and innovation capabilities in this Frost Radar™. This small, carefully chosen group represents organizations that rise above the broader market; demonstrating not only strong growth, but a clear capacity to innovate and lead. Inclusion is not simply recognition; it signals that a company is operating at the forefront of its industry.

This evaluation is led by Frost & Sullivan's experienced global analyst team, combining deep domain expertise with a rigorous, fact-based approach. Using our proprietary, multi-dimensional benchmarking methodology, applied consistently and validated by analysts. Frost & Sullivan ensures a fair, globally comparable, and defensible assessment of true market leadership.

Frost Radar™: Competitor Categories

GROWTH CHAMPIONS

- Companies that have achieved significant market growth through strong execution.
- Compete by leveraging proven technologies, scalable business models, and operational efficiency.
- Included for their ability to consistently capture demand and deliver results at scale.
- Must increase investment in innovation to sustain long-term leadership.

CONTENDERS

- Companies with focused strength in specific segments, use cases, or regions.
- Compete through deep specialization and targeted customer relevance.
- Included for demonstrating credible capabilities, though limited in scale or innovation breadth.
- Must expand both market reach and innovation capabilities to compete at scale.

VISIONARY LEADERS

- Companies that demonstrate leadership across both growth and innovation at scale.
- Compete by combining transformative innovation with disciplined execution.
- Included for their ability to shape market direction while delivering sustained growth.
- Must continue to scale innovation while defending leadership in an increasingly competitive market.

INNOVATORS

- Companies that lead in technology, product innovation, and market disruption.
- Compete by introducing differentiated solutions and shaping future use cases.
- Included for their strong innovation capabilities, despite more limited commercial scale.
- Must strengthen go-to-market execution to translate innovation into sustained growth.

Frost Radar™ Competitive Environment

- CX platforms orchestrate the complexity of modern customer interactions across multiple channels and touchpoints along the entire customer journey, delivering seamless, consistent, and personalized experiences. Providers must have a full-fledged contact center solution offering to be featured on this Frost Radar™. Providers whose focus is on adjacent solutions (e.g., CRM, WEM, or CPaaS) are not included.
- The competitive environment reflects the fundamental shift to unified CX platforms, with market leaders competing on the breadth of integrated capabilities.
- Homegrown service providers have gained market share at the regional level, like Toku, a Singapore-based cloud provider. Toku is a homegrown, APAC-first contender that fuses carrier connectivity, cloud comms, and AI into a modular 360° CX platform, giving regional enterprises a compliance-ready solution.

Frost Radar™: Companies to Action



VISIONARY LEADER

Toku

INNOVATION

- Toku is a Singapore-based provider of cloud communications and customer engagement solutions. The company's AI-powered 360° CX platform integrates licensed carrier connectivity, cloud communications APIs, customer engagement solutions, and conversational AI into a single, modular architecture. This allows enterprises to orchestrate customer interactions across voice, messaging, and digital channels while maintaining flexibility in deployment across public, private, and hybrid environments.
- Toku's innovation investment has focused less on isolated product launches and more on building a production-ready, enterprise-grade CX operating layer. It has invested heavily in Toku 3.0, its third-generation architecture, which delivers higher resiliency, multicloud and hybrid deployment flexibility, along with an enhanced orchestration layer. This orchestration layer represents a key innovation as it enables SIs and enterprises to swap and configure CX components without disruptive migrations, while also allowing country- or region-specific behavior for model selection and failover.
- Over the past two years, the company has invested in and deployed its Core AI suite (comprising transcription, summarization, sentiment analysis and conversation analytics capabilities) in production use cases that deliver immediate operational value. It also continued to enhance its integrated 360° CX platform, embedding AI directly into a stack that spans connectivity, cloud communications, customer engagement, and workflow orchestration.
- The company is expanding language coverage and industry-specific use cases, reducing reliance on third-party technologies, strengthening sovereign-cloud deployment capability, and developing agentic AI capabilities designed for controlled automation within regulated workflows.

VISIONARY LEADER

Toku (continued)

INNOVATION

- Complementing this are investments in granular sovereignty and compliance tooling, including country-level data residency, retention, and jurisdiction-specific AI model control, as well as a connectivity and voice layer designed for complex markets, such as APAC and the Middle East, that can extend to local data centers and private deployments. These capabilities are backed by ISO/IEC 27001:2022 certification with ISO/IEC 27017 and 27018 cloud controls, and four deployment models including government cloud. The innovations position Toku as a differentiated CX platform provider for complex, fragmented, and compliance-sensitive markets where innovation is measured by operational deployment and customer dependency rather than feature breadth alone.
- Through subsidiary Makimoto Technology, Toku launched Makimoto, an open-source conversational AI initiative, in April 2026 and shipped Kawa, the first open-source conversational AI infrastructure built and hosted in Singapore, on schedule on 1 July 2026. Kawa is live as a managed post-conversation transcription API with an interactive playground at makimoto.ai, keeping audio and transcripts in-country in support of Personal Data Protection Act and Monetary Authority of Singapore requirements. A real-time API and progressive open sourcing of the technology stack are planned through 2026, ahead of a containerized, self-hostable version for deployment in the customer's cloud, data center, or jurisdiction of choice. Kawa is built on a composable orchestration layer that allows individual pipeline components to be swapped without redesigning the surrounding system, Toku reports a 3.7% English transcription error rate for the service.

VISIONARY LEADER

Toku (continued)

GROWTH

- In January 2026, Toku announced the successful close of its initial public offering on the Catalist Board of the Singapore Exchange Securities Trading Limited. The listing raised total gross proceeds of SGD16.25 million (approximately US\$12.65 million) and positions the company for its next phase of growth.
- Toku has sustained strong growth momentum, with revenue increasing from US\$21.6 million in 2022 to US\$34.8 million in 2025 (a compound annual growth rate of 17.2%). While full-year growth moderated to 9.3% in 2025, performance strengthened over the course of the year, with H2 2025 revenue growth accelerating to 13.9%, compared with 4.7% in H1 2025. The value of ARR won grew 30% year on year, set against an eighth consecutive year of top-line growth.
- Growth has been driven by new market expansion, deeper penetration across APAC, investment in AI-driven capabilities, and a strengthening partner ecosystem, alongside the increasing transition of AI from experimentation to enterprise-wide production deployment, where Toku's Core AI Suite addresses enterprise requirements for reliability, compliance, governance, and operational control.
- The company is scaling in complex and underserved markets across APAC, Latin America, the Middle East, and Europe, where regulatory fragmentation, multilingual requirements, and variable telecom infrastructure create barriers for global generalist platforms.

VISIONARY LEADER

Toku (continued)

GROWTH

- The company is accelerating its transition to a higher-margin, platform-led revenue model. This includes increasing the contribution of subscriptions and licensing, reducing reliance on third-party technologies through investment in proprietary capabilities, and scaling delivery through partners to improve cost efficiency. These initiatives are intended to enhance operating leverage over time while strengthening customer lock-in through deeper platform adoption. As the platform matures, this shift in revenue mix is expected to improve margin profile and revenue predictability, reinforcing the sustainability of growth.

VISIONARY LEADER

Toku (continued)

FROST PERSPECTIVE

- Toku's footprint spans 38 countries across APAC, Latin America, the Middle East, and Europe, supported by direct relationships with more than 50 tier-1 and tier-2 carriers and deployability in more than 100 countries through carrier partnerships.
- Toku stands out in the market with its APAC-first approach, regulatory compliance, and modular design. Combining telecom connectivity, cloud contact centers, and AI, it offers enterprises a simpler path to regional deployment, addressing fragmentation through flexible platform design.
- The company offers a combination of cloud-agnostic and sovereignty-focused architecture, with a compliance aware go-to-market approach refined in some of the most complex regulatory environments. Designed from the beginning as a hybrid, cloud-agnostic platform, Toku enables deployment across multiple hyperscalers as well as local and private data centers, allowing organizations to meet stringent data residency requirements and industry-specific regulations while maintaining consistent performance across diverse markets.
- The company should expand its CX platform to include selective EX and WFM capabilities, delivered through a differentiated, AI-led approach. While WFM, QM, agent performance optimization, and EX are becoming more important in enterprise CX evaluations, the opportunity is not to replicate full suites, but to build or partner around high-value optimization layers aligned with Toku's strengths in production-grade AI, regulated workflows, multilingual environments, and complex market execution.

Best Practices & Growth Opportunities



Best Practices

1

Organizations are struggling with fragmented systems and vendor sprawl. CX platform providers should help by consolidating disjointed systems into unified, “AI-first” platforms that integrate data, knowledge, workflows, and AI models. This strategy allows for real-time decision-making and reduces architectural complexity. Providers should prioritize open, extensible platforms that integrate seamlessly with third-party applications and offer robust marketplaces.

2

Many organizations are still in the early stages of cloud transformation. Providers should serve as trusted advisors, offering flexible cloud migration models that simplify integration and data migration from legacy on-premises systems, allowing organizations to migrate at their own pace. Providers also should offer dedicated consulting and change management services to help customers minimize disruption, accelerate adoption, and achieve full value realization from their cloud investments.

3

CX platform providers should embed zero-trust security, data residency controls, sovereign cloud capabilities, and responsible AI governance into their platforms, enabling organizations (especially in regulated industries) to adopt AI with confidence. Providers that make trust a core part of their value proposition will be better positioned to win high-value sectors and drive long-term customer loyalty.

Growth Opportunities

1

To win, providers must focus on trust, measurable business outcomes, and modernization with minimal disruption. Providers can distinguish themselves by packaging capabilities into industry-specific, easy-to-consume solutions that directly address customer priorities, backed by clear ROI metrics, proven business results, and a low-risk path to transformation. Customers want partners that can reduce complexity, accelerate value realization, and deliver tangible impact—not just implement technology.

2

A strong platform alone will not create market leadership, with execution being key. Establish brand credibility through local customer success stories and measurable outcomes, and expand reach through a committed ecosystem of partners. Most competitors fall short because of execution, not technology. Make brand, proof, and partnerships central to a go-to-market strategy.

3

The most effective AI-powered solutions are built on the principle of augmenting, not replacing, human agents. Providers can differentiate by finding the right balance between human and AI/virtual agents, ensuring seamless handoffs to live agents with full context and access to back-office systems when deeper support for complex, high-value, and emotionally nuanced customer interactions is required.

Frost Radar™ Analytics



Frost Radar™: Benchmarking Future Growth Potential

2 Major Indices, 10 Analytical Ingredients, 1 Platform

Growth Index

Growth Index (GI) is a measure of a company's growth performance and track record, along with its ability to develop and execute a fully aligned growth strategy and vision; a robust growth pipeline system; and effective market, competitor, and end-user focused sales and marketing strategies.

GI1

MARKET SHARE (PREVIOUS 3 YEARS)

This is a comparison of a company's market share relative to its competitors in a given market space for the previous 3 years.

GI2

REVENUE GROWTH (PREVIOUS 3 YEARS)

This is a look at a company's revenue growth rate for the previous 3 years in the market/industry/category that forms the context for the given Frost Radar™.

GI3

GROWTH PIPELINE

This is an evaluation of the strength and leverage of a company's growth pipeline system to continuously capture, analyze, and prioritize its universe of growth opportunities.

GI4

VISION AND STRATEGY

This is an assessment of how well a company's growth strategy is aligned with its vision. Are the investments that a company is making in new products and markets consistent with the stated vision?

GI5

SALES AND MARKETING

This is a measure of the effectiveness of a company's sales and marketing efforts in helping it drive demand and achieve its growth objectives.

Frost Radar™: Benchmarking Future Growth Potential

2 Major Indices, 10 Analytical Ingredients, 1 Platform (continued)

Innovation Index

Innovation Index (II) is a measure of a company's ability to develop products/ services/ solutions (with a clear understanding of disruptive megatrends) that are globally applicable, are able to evolve and expand to serve multiple markets and are aligned to customers' changing needs.

II1

INNOVATION SCALABILITY

This determines whether an organization's innovations are globally scalable and applicable in both developing and mature markets, and also in adjacent and non-adjacent industry verticals.

II2

RESEARCH AND DEVELOPMENT

This is a measure of the efficacy of a company's R&D strategy, as determined by the size of its R&D investment and how it feeds the innovation pipeline.

II3

PRODUCT PORTFOLIO

This is a measure of a company's product portfolio, focusing on the relative contribution of new products to its annual revenue.

II4

MEGATRENDS LEVERAGE

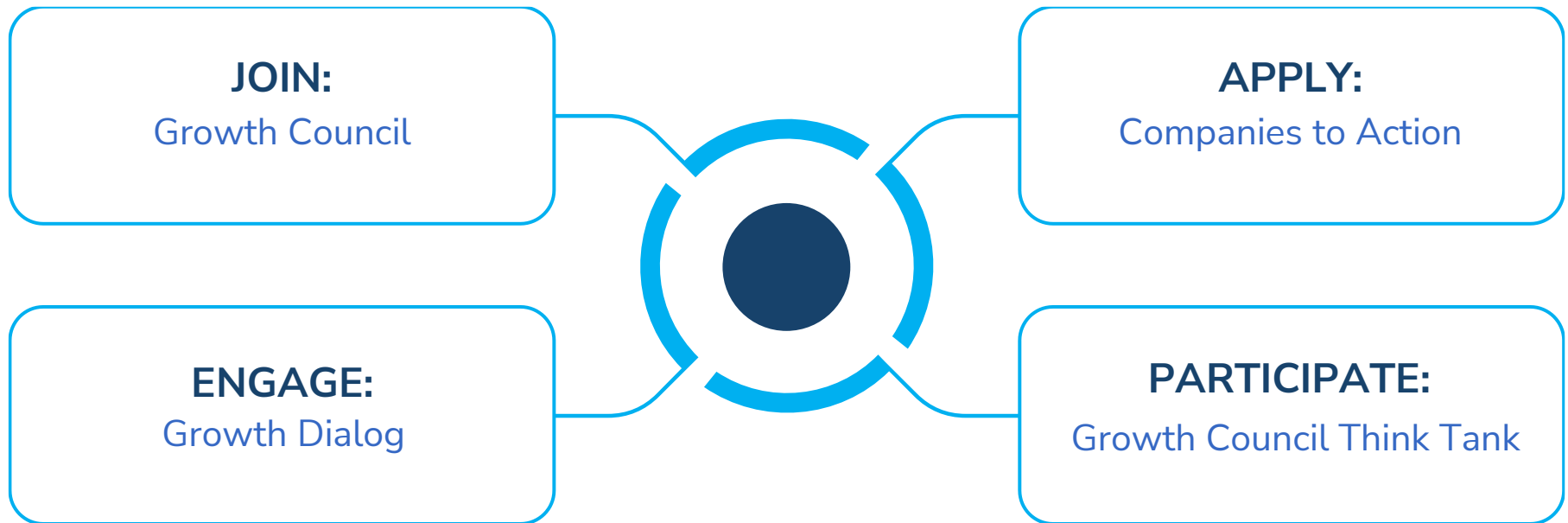
This is an assessment of a company's proactive leverage of evolving, long-term opportunities and new business models, as the foundation of its innovation pipeline. An explanation of megatrends can be found [here](#).

II5

CUSTOMER ALIGNMENT

This evaluates the applicability of a company's products/services/solutions to current and potential customers, as well as how its innovation strategy is influenced by evolving customer needs.

Next Steps



Does your current system support rapid adaptation to emerging opportunities?

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