

FROST & SULLIVAN
BEST PRACTICES



2026

NORTH AMERICAN
CUSTOMER EXPERIENCE
MANAGEMENT

**ENABLING TECHNOLOGY
LEADERSHIP**

:ubiquity

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Ubiquity excels in many of the criteria in the customer experience management space.

RECOGNITION CRITERIA	
<i>Technology Leverage</i>	<i>Customer Impact</i>
Commitment to Innovation	Price/Performance Value
Commitment to Creativity	Customer Purchase Experience
Stage Gate Efficiency	Customer Ownership Experience
Commercialization Success	Customer Service Experience
Application Diversity	Brand Equity

The Transformation of the Customer Experience Management Industry

Demand for customer experience (CX) management services continues to grow as organizations face mounting pressure to control costs, navigate rapid technological change, and manage increasingly complex digital and remote operating environments. Enterprises view customer experience as a strategic differentiator and seek partners with advanced capabilities in analytics, artificial intelligence (AI), and process automation. At the same time, the need for vertical-specific expertise, rapid scalability, and blended delivery models that combine onshore, nearshore, offshore, and remote resources favors providers with global footprints and flexible operating models.

North America remains the largest regional market for CX management services, accounting for more than 40% of global revenue at the beginning of 2025 and stabilizing at approximately 38% toward the end of the forecast horizon in 2029.¹ Regional revenue fluctuated between \$34.8 billion and \$36.0 billion, reflecting short-term contraction followed by gradual recovery.² Growth rates moved from negative levels to positive territory, reaching around 2% in later years, underscoring the resilience of the market despite economic uncertainty and structural shifts in customer engagement models.³

¹ *Global Customer Experience Management Services, Forecast to 2029*. Frost & Sullivan, 2025

² *Ibid.*

³ *Ibid.*

The industry also faces constraints that shape competitive dynamics and service evolution. Rapid shifts in customer interaction channels extend sales cycles and require continuous investment in next-generation technologies. Automation, AI, and self-service tools reduce inbound call volumes, while price-based competition intensifies in lower-value CX services. Economic uncertainty, concerns around technology return on investment, and changing channel preferences continue to pressure pricing models. In this environment, CX providers positioned as value-driven partners rather than labor-based vendors are best situated to sustain growth and long-term differentiation.

Ubiquity: Building a Technology-Driven CX Platform for Regulated Markets

Founded in 2012, Ubiquity operates as a provider of integrated business process outsourcing (BPO) services supporting front, middle, and back-office operations across regulated and digital-first organizations. The company supports banking, fintech, healthcare, retail, logistics, and digital-native platforms through bespoke CX solutions grounded in operational rigor and technology enablement.

Ubiquity serves 125 clients and more than 350 brands, supported by a full-time workforce of over 10,000 across 15 global delivery sites.⁴ Its delivery footprint spans the United States (US), Latin America, Europe, Africa, the Philippines, India, and the United Kingdom, with global headquarters in New York.

Ubiquity's commitment to innovation centers on embedding technology directly into CX delivery. The company integrates AI-enabled quality assurance, sentiment analysis, agent assist tools, real-time analytics, and automation capabilities into day-to-day operations. These tools support faster resolution, higher quality, and continuous performance improvement across channels.

Innovation at Ubiquity focuses on practical application rather than experimentation alone. The company designs solutions that improve measurable outcomes such as service levels, handle times, compliance alignment, and customer responsiveness. Internal data indicates reductions in average handle time of up to 80% for some clients and significant potential for bot-led resolution across service environments.⁵

Frost & Sullivan recognizes Ubiquity for its consistent execution of technology-enabled CX innovation, its ability to translate advanced tools into measurable operational outcomes, and its scalable global delivery model that supports complex, regulated, and digital-first organizations across industries.

Advancing CX through Creative, Human-Centered Design

Ubiquity approaches creativity as a core component of CX design. Rather than relying on standardized outsourcing models, the company builds bespoke CX programs aligned to each client's operating model, regulatory environment, and customer expectations. Clients across fintech, healthcare, retail, and other sectors consistently describe Ubiquity as a trusted BPO partner with deep domain expertise, strong execution capabilities, and a collaborative approach that extends beyond transactional service delivery. Client testimonials emphasize adaptability as a defining strength. Executives cite Ubiquity's ability to manage seasonal demand, unexpected volume spikes, and evolving service requirements with meticulous execution and responsiveness. Several organizations report meeting service-level targets for the first time after engaging the company and value the transparency of account management teams, leadership

⁴ Ubiquity Analyst Presentation, Sept 25, 2025; Internal Company Notes, Sept 2025

⁵ Internal Company Notes, September 2025

accessibility, and the speed at which new staff ramp to high performance. In regulated industries such as banking, clients describe Ubiquity as one of the strongest partners they have worked with over multi-decade careers.

Ubiquity’s creative problem-solving is evident in regulated financial services, where it redesigns digital engagement workflows to improve responsiveness and retention. For BankMobile, one of the largest digital banking platforms and banking-as-a-service providers in the US, the company supports high volumes of digital and social media interactions while improving first-call resolution, reducing email response times from one hour to 15 minutes, maintaining secure messaging response times under one minute, and scaling staffing levels to as many as 250 agents during peak periods.⁶

The company applies the same creativity to healthcare operations. In partnership with a Silicon Valley-based healthtech innovator, Ubiquity delivered a scalable and cost-effective back-office model that maintains strict compliance while supporting innovation. The engagement aligns operational delivery with broader business objectives and achieves reported results of 99% quality scores, 100% alignment on quality assurance audits, and 97% agent retention.⁷

“Frost & Sullivan recognizes Ubiquity for its consistent execution of technology-enabled CX innovation, its ability to translate advanced tools into measurable operational outcomes, and its scalable global delivery model that supports complex, regulated, and digital-first organizations across industries.”

**- Natalia Casanovas,
Best Practices Research Analyst**

Ubiquity’s ability to evolve creative concepts into sustained operations extends to logistics and fintech. For Roadie, an initial proof of concept expanded into multi-tiered support through customized audit frameworks, agent engagement initiatives, and tailored development pathways, resulting in 95% quality scores, a 49% reduction in call abandonment, and a 16% improvement in average handle time.⁸ In fintech, the company supports a digital neobank, experiencing a more than 200% surge in transaction disputes by redesigning workflows and deploying specialized subject matter experts to deliver a

99% compliance score, a 94% average quality score, and a 200% increase in productivity.⁹ Across these engagements, Ubiquity consistently integrates human empathy with data-driven insights to elevate customer service experience and strengthen outsourced and internal operations.

From Concept to Execution

Ubiquity demonstrates strong stage-gate efficiency by structuring client engagements around clear validation milestones that govern expansion decisions. The company applies defined entry, evaluation, and scale criteria to early programs, allowing clients to assess operational readiness, governance alignment, and delivery consistency before committing to broader deployment. This disciplined approach reduces execution risk while accelerating time to value.

⁶ [The loyalty-building value of hyper-responsiveness in finserv; https://www.ubiquity.com/resources/news/ubiquity-global-services-announces-expanded-partnership-with-bankmobile](https://www.ubiquity.com/resources/news/ubiquity-global-services-announces-expanded-partnership-with-bankmobile), accessed December 2025

⁷ [Healthtech Innovator Gains Operational Edge](#), accessed December 2025

⁸ [Proof-of-Concept Turns Into Multitiered Support Powerhouse](#), accessed December 2025

⁹ [Digital Neobank Triples Productivity](#), accessed December 2025

Rather than treating pilot programs as standalone experiments, Ubiquity designs them as foundations for long-term delivery. Each initial phase incorporates performance baselines, reporting frameworks, and governance structures that enable objective go or scale decisions. This methodology ensures that expansion occurs only after meeting quality, productivity, and compliance standards.

“Frost & Sullivan highlights Ubiquity’s structured expansion methodology, which guides clients from initial validation through scaled deployment by tying growth decisions to clearly defined performance, governance, and readiness thresholds.”

**- Sebastian Menutti,
Industry Director**

In logistics and fintech engagements, this stage-gated execution model enables Ubiquity to transition from limited-scope initiatives into sustained, multi-tier operations without service disruption. The company aligns process redesign, workforce planning, and quality governance with client growth trajectories, ensuring operational stability as volumes and complexity increase.

This ability to move efficiently from concept validation to commercialization strengthens Ubiquity’s value

proposition. Clients gain early proof of performance, clear visibility into execution readiness, and confidence in the company’s capacity to scale responsibly. As a result, engagements progress more quickly into expanded partnerships built on demonstrated outcomes rather than assumptions.

Frost & Sullivan highlights Ubiquity’s structured expansion methodology, which guides clients from initial validation through scaled deployment by tying growth decisions to clearly defined performance, governance, and readiness thresholds.

Driving Commercial Impact Across Diverse Applications

Ubiquity delivers commercial impact by applying a consistent CX delivery framework across various industries and operating contexts. The company supports financial services, fintech, healthcare, retail, logistics, utilities, and digital-native platforms, demonstrating the adaptability of its operating model and the scalability of its technology-enabled CX capabilities. This application diversity allows Ubiquity to extend proven practices across sectors without compromising regulatory or service requirements.

Rather than developing isolated solutions for each vertical, Ubiquity transfers execution disciplines, analytics frameworks, and quality governance models across industries. This approach enables faster commercialization of new programs, as delivery teams leverage established methodologies while tailoring workflows to industry-specific compliance and customer expectations.

In regulated environments such as healthcare and financial services, Ubiquity demonstrates its ability to commercialize CX solutions that balance compliance, service quality, and operational efficiency. These engagements validate the company’s capacity to support complex operational requirements while delivering measurable performance improvements that sustain long-term partnerships.

In consumer-facing sectors including retail and logistics, Ubiquity applies the same commercial rigor to high-volume, omnichannel environments. The company scales support operations in line with client growth trajectories, maintaining commercial performance during periods of rapid expansion and demand volatility. Across industries, this repeatable commercialization model enables Ubiquity to generate durable commercial value from CX investments.

Delivering Strong Value Across the Customer Lifecycle

Ubiquity delivers strong price-to-performance value by aligning service delivery with measurable outcomes rather than staffing volume alone. While most contracts remain full-time equivalent based, the company continues to expand outcome-based models that tie pricing directly to service quality, operational efficiency, and service-level performance, allowing clients to link investment more closely to results.

Clients report faster ramp times, improved productivity, and more stable service environments compared to their previous in-house or outsourced solutions. Revenue growth that exceeds agent growth further reflects efficiency gains embedded in Ubiquity's delivery model and its ability to scale operations without proportional increases in cost or complexity.

The customer purchase experience is strengthened by transparent communication, structured onboarding, and predictable execution. Clients express confidence in Ubiquity's ability to deploy programs quickly, integrate smoothly with existing systems, and scale without disrupting CX, citing consistent performance and reliability as key drivers of long-term engagement.

Building Lasting Ownership and Brand Loyalty

Ubiquity fosters a strong customer ownership experience by operating as an extension of client teams. Executives emphasize collaboration, accountability, and leadership accessibility as defining aspects of the relationship. This approach strengthens trust and encourages long-term partnership.

Human capital plays a central role in this experience. Ubiquity employs more than 10,000 professionals globally, supported by extensive training and development programs. Clients consistently highlight agent quality, fast ramp times, and stability as contributors to positive outcomes.

Global Great Place to Work certifications across regions reinforce the company's people-first culture. This internal alignment translates into consistent service quality and customer confidence across geographies.

Through consistent delivery, innovation, and partnership orientation, Ubiquity builds strong brand equity in regulated and high-growth markets. Clients describe the company as one of the strongest partners they have worked with over multi-decade careers, reinforcing Frost & Sullivan's recognition of Ubiquity as a CX and innovation leader.

Conclusion

Ubiquity distinguishes itself through a disciplined, technology-driven approach to customer experience (CX) that delivers measurable results across regulated and high-growth environments. The company consistently translates innovation into operational performance, applying structured execution models, scalable delivery, and data-driven insights to support complex client requirements. Its ability to move from concept to commercialization, maintain service quality under growth pressure, and adapt CX delivery across industries reflects a mature organization with strong execution credibility.

Through sustained customer value, trusted partnerships, and a people-centered operating model, Ubiquity builds durable brand equity and long-term client relationships. Clients recognize the company for its reliability, transparency, and ability to operate as an extension of their teams while supporting business evolution and growth. These strengths position Ubiquity as a clear leader in technology-enabled CX management.

For its strong overall performance, Ubiquity is presented with Frost & Sullivan's 2026 North American Enabling Technology Leadership Recognition in the customer experience management industry.

What You Need to Know about the Enabling Technology Leadership Recognition

Frost & Sullivan's Enabling Technology Leadership Recognition identifies the company that applies its technology in new ways to improve existing products and services and elevate the customer experience.

Best Practices Recognition Analysis

For the Enabling Technology Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Technology Leverage

Commitment to Innovation: Continuous emerging technology adoption and creation enables new product development and enhances product performance

Commitment to Creativity: Company leverages technology advancements to push the limits of form and function in the pursuit of white space innovation

Stage Gate Efficiency: Technology adoption enhances the stage gate process for launching new products and solutions

Commercialization: Company displays a proven track record of taking new technologies to market with a high success rate

Application Diversity: Company develops and/or integrates technology that serves multiple applications and multiple environments

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company’s long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

STEP		VALUE IMPACT	
		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan’s proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

