

FROST & SULLIVAN
BEST PRACTICES



2026

NORTH AMERICAN CUSTOMER
EXPERIENCE MANAGEMENT

**CUSTOMER VALUE
LEADERSHIP**



Table of Contents

Best Practices Criteria for World-class Performance	3
Customer Experience at the Crossroads of Innovation	3
Conclusion	10
What You Need to Know about the Customer Value Leadership Recognition	11
Best Practices Recognition Analysis	11
Business Impact	11
Customer Impact	11
Best Practices Recognition Analytics Methodology	12
Inspire the World to Support True Leaders	12
About Frost & Sullivan	13
The Growth Pipeline Generator™	13
The Innovation Generator™	13

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. Fusion CX excels in many of the criteria in the customer experience management space.

RECOGNITION CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Customer Experience at the Crossroads of Innovation

Over the past decade, customer experience management has shifted from channel-specific service to always-on, omnichannel engagement measured by outcomes, such as customer satisfaction score (CSAT), and Net Promoter Score (NPS). Academic literature highlights the integration and consistency challenges inherent to omnichannel design and execution, showcasing the need for coordinated processes and technology to deliver seamless journeys.¹ Governments and standards bodies deepen the compliance mandate: General Data Protection Regulation established global privacy norms for lawful processing, data minimization, and accountability, compelling customer experience (CX) programs to embed robust data governance. Recent European Union reports reaffirm enforcement expectations. In parallel, United States (US) agencies promote trustworthy artificial intelligence (AI) through the National Institute of Standards and Technology AI Risk Management Framework, guiding organizations to govern, measure, and manage AI risks (privacy, bias, and transparency) throughout the lifecycle.²

Talent dynamics and service delivery models have also evolved. The Bureau of Labor Statistics data show a structural shift in customer service roles and telework prevalence, reshaping workforce planning and

¹

https://www.researchgate.net/publication/354414240_Omnichannel_Customer_Experience_A_Literature_Review/fulltext/613787e5cf1e892b691a035b/Omnichannel-Customer-Experience-A-Literature-Review.pdf

² <https://www.nist.gov/itl/ai-risk-management-framework>

location strategies.³ Meanwhile, the digital economy’s rise accelerates demand for remotely deliverable services but broadens capability gaps across regions, intensifying the need for scalable, resilient CX operations. On the technology front, generative AI demonstrates real-world productivity gains (over 15% issues resolved per hour) and improved fluency for international agents, advancing speed and quality when responsibly deployed.⁴ CX programs must also uphold sectoral standards (e.g., International Organization for Standardization/International Electrotechnical Commission 27001 for Information Security Management System; payment protection in contact centers under Payment Card Industry Data Security Standard guidance), ensuring end-to-end integrity and compliance across interactions and recordings.⁵ Finally, contract models evolve toward outcome-based agreements, sharing risks and gains with key performance indicators (KPI) tied to business impact, an approach reflected in analyses of outcome-based frameworks.⁶

Fusion CX leads in this space with a tech-enabled, vertical playbook and hybrid onshore–nearshore–offshore delivery, integrating agent assist, conversational AI, accent harmonization, and automated quality into governance-ready operations.

Strategic Acquisitions for Market Penetration

Fusion CX, headquartered in Norcross, Georgia, is a global CX solutions provider delivering high-end,

“Fusion CX positions itself as a strategic partner for end-to-end CX modernization, integrating digital capabilities, AI augmentation, and omnichannel orchestration to deliver measurable business outcomes. A key differentiator is its vertical-specific playbooks, which provide tailored workflows for industries such as telecom provisioning, BFSI know-your-customer, healthcare member support, and retail order management.”

**- Sebastian Menutti,
Industry Director, Customer Experience**

integrated services across voice, email, chat, social media, and messaging channels. Founded in 2004, the company is a technology-driven CX transformation partner that leverages AI, automation, and omnichannel orchestration to deliver measurable outcomes. With a footprint spanning 40 locations in 15 countries and deep domain expertise in telecommunications (telecom), healthcare, Banking, Financial Services, and Insurance (BFSI), retail, and high-tech, Fusion CX combines hybrid delivery models with advanced proprietary platforms to ensure cost efficiency, compliance, and superior customer engagement.

Fusion CX positions itself as a strategic partner for end-to-end CX modernization, integrating digital capabilities, AI augmentation, and omnichannel orchestration to deliver measurable business outcomes. A key differentiator is its vertical-specific playbooks, which provide tailored workflows for industries such as telecom provisioning, BFSI know-your-customer, healthcare member support, and retail order management. These playbooks accelerate time-to-value for clients by embedding domain expertise and compliance-ready processes into the engagement from day one. For example, in telecom, Fusion CX demonstrates lifecycle ownership (from installation readiness to post-acquisition clean-ups), achieving

³ <https://www.bls.gov/ooh/Office-and-Administrative-Support/Customer-service-representatives.htm>

⁴ <https://academic.oup.com/qje/article/140/2/889/7990658>

⁵ <https://www.iso.org/standard/27001>

⁶ Frost Radar™: Customer Experience Management Outsourcing in North America, 2025 (Frost & Sullivan, 2025)

results such as 30% faster Ethernet installs and 100% backlog clearance within 30 days.⁷ Such outcomes emphasize the company's ability to deliver predictable, high-quality results across complex environments.

Fusion CX enhances its customer acquisition strategy with a series of targeted acquisitions that deepen its vertical expertise and delivery capabilities. Most recently, the January 2025 acquisition of S4 Communications, a US- and Philippines-based business process outsourcing (BPO) with expertise in telecom and utilities and approximately \$23.5 million in 2024 revenue, brought 900 new team members into the Fusion CX family in Houston and beyond.⁸ This deal significantly bolsters the company's presence in North American telecom and utilities markets, integrating top-tier clients and enriching the company's AI-augmented delivery model.

In March 2025, Fusion CX completed the transformative \$12 million acquisition of Sequential Technology International, a telecom- and utilities-focused provider with over 1,350 professionals across Pennsylvania, Manila, Bengaluru, Gurugram, and San Salvador.⁹ This transaction adds approximately \$38 million in annual revenue and improves the company's global reach and service depth in regulated sectors.

These strategic moves complement earlier inorganic growth through acquisitions such as Skycom (El Salvador nearshore capacity), RCC BPO (BFSI expertise), and Boomsourcing (sales-focused CX in Utah). Earlier brand builds include the acquisitions of Ameridial (healthcare), Advanced Communications Groups (ACG), and Finaccess BPO, as well as Nations Recovery Center in 2019.

Collectively, these acquisitions reflect a disciplined and thematic M&A strategy anchored in a structured playbook. They reinforce vertical specialization across telecom, utilities, healthcare, and BFSI; expand bilingual and nearshore capabilities; and integrate differentiated technological assets. Furthermore, these additions deliver meaningful scale and strategic advantage—adding nearly 2,250 employees across multiple geographies, increasing revenue by over \$60 million, and embedding enterprise-grade client portfolios within Fusion CX's unified governance and technology ecosystem.

Frost & Sullivan commends Fusion CX for its disciplined, solutions-led acquisition strategy and multi-brand approach that creates specialized entry points and accelerates enterprise client wins.

Future-ready Growth Architecture

Fusion CX witnesses accelerated growth driven by a dual-engine strategy of organic expansion and targeted acquisitions. While the broader CX industry in North America grows at an average of 4% to 6% annually, the company is outperforming this benchmark with approximately 10% organic growth and an additional 20% through inorganic moves, positioning it for around 30% year-on-year growth over the next 12 to 18 months.¹⁰

Fusion CX's acquisitions are not opportunistic; the company aligns them to its vision of strengthening vertical expertise, expanding geographic reach, and embedding advanced technological capabilities. For instance, the recent acquisition of Skycom in El Salvador enhances bilingual delivery and healthcare

⁷ Filled-in Discussion Guide Document

⁸ <https://www.fusioncx.com/news-room/fusion-cx-acquires-s4-communications-adds-900-people-in-the-us-and-the-philippines/>

⁹ <https://www.fusioncx.com/news-room/fusion-cx-acquires-sequential-technology-international-llc/>

¹⁰ Filled-in Discussion Guide Document

specialization, while Sequential Tech consolidates telecom leadership and accelerates AI-driven CX transformation.¹¹

Moreover, Fusion CX's technology-first approach is a cornerstone of its growth potential. Investments in proprietary platforms, such as AI Quality Management System (QMS), Voice and Chat AI (conversational AI), Accent Harmonizer, and Arya (agent assist), create scalable, repeatable efficiencies across client programs. These tools improve KPIs like average handle time (AHT) and CSAT and position Fusion CX as a transformation partner rather than a traditional BPO. The company's initial public offering roadmap further validates this commitment, earmarking \$7 to \$10 million for AI development to deepen automation and predictive capabilities.¹²

Geographic diversification adds another dimension to growth. Nearshore markets in Latin America, including Belize, Colombia, and El Salvador, are particularly strategic, offering cultural affinity, bilingual talent, and cost advantages. Emerging locations in Africa and Tier-3 cities in India and the Philippines are also part of Fusion CX's forward-looking delivery strategy, ensuring access to untapped talent pools and competitive pricing.¹³

Frost & Sullivan is impressed with Fusion CX's future-ready growth architecture, combining strategic acquisitions, AI investments, and geographic expansion to sustain market-leading expansion.

AI-First CX: Operational Excellence through Intelligent Automation

Fusion CX builds an operational efficiency model by blending human expertise, AI-driven automation, and global delivery optimization, enabling measurable improvements in speed, accuracy, and cost structure for clients. Unlike traditional BPO models that rely solely on labor arbitrage, the company embeds intelligent automation and real-time agent assistance into its workflows, ensuring that efficiency gains do not compromise quality or compliance.

At the core of this strategy is AI-QMS by Omind, which automates 100% of quality audits across voice and digital channels, replacing manual sampling with predictive scoring models. This system accelerates quality assurance cycles, enhances compliance visibility, and enables data-driven coaching—significantly improving accuracy and consistency at scale.

Complementing this is Accent Harmonizer, powered by Sanas, which enhances operational efficiency by reducing linguistic friction in global customer interactions. Through AI-powered accent harmonization and noise reduction, it improves customer comprehension and agent confidence, leading to faster resolutions and higher CSAT scores across multilingual programs.

Fusion CX also leverages Voice AI, its conversational AI solution, to automate routine interactions and callback-heavy processes. By handling high-volume, repetitive queries, Omind Voice AI enables human agents to focus on complex, value-added engagements, improving both productivity and customer experience outcomes.

¹¹ Frost & Sullivan Final Discussion Call with Fusion CX

¹² Ibid.

¹³ Ibid.

Supporting these capabilities is Arya, Fusion CX's agent-assist platform, which provides real-time prompts, contextual knowledge surfacing, and compliance alerts during live interactions. While operating in the background, Arya helps reduce agent cognitive load and contributes to improvements in average handle time (AHT) and first call resolution (FCR).

The company further leverages low-code automation and machine learning-driven orchestration to streamline repetitive tasks such as dispositioning, tagging, and summarization. These capabilities, integrated into the Omind platform, ensure scalability and resilience across client programs

By combining technological depth, process rigor, and global delivery flexibility, Fusion CX delivers operational efficiency that translates into tangible business outcomes.

Talent Transformation for CX Leadership

Fusion CX's human capital strategy is a cornerstone of its ability to deliver consistent, high-quality CXs across a global footprint of 12,500 CX employees (20,000) overall in 40+ locations spanning 12 countries. The company recognizes that in the CX industry, talent is a resource and a differentiator. To this end, Fusion CX has built a hire-to-retire employee experience ecosystem that integrates technology, culture, and continuous development to foster engagement, reduce attrition, and enhance performance.¹⁴At the heart of this approach is MindWorkplace (MWP), Fusion CX's proprietary employee lifecycle platform. MWP unifies recruitment, onboarding, learning, performance management, scheduling, and career progression into a single digital environment. This tactic eliminates friction in human resources (HR) workflows and ensures transparency for employees, creating a sense of stability and trust. For example, automated attendance reversal and full-and-final settlement processes reduce manual workload by 50%, freeing HR teams to focus on engagement and development rather than administrative tasks.¹⁵

Attrition management is another critical focus area. While industry attrition rates can exceed 40% in offshore markets, Fusion CX mitigates this through localized engagement models and global governance frameworks. Site leadership tailors' programs to cultural norms while global standards ensure consistency in quality and ethics. Initiatives such as community-based engagement, recognition programs, and structured leadership interactions foster belonging and reduce churn. Additionally, robust workforce management planning and flexible shift structures help prevent burnout, further stabilizing the talent base.

Fusion CX's human capital strategy is not static; it evolves with market dynamics. For instance, new labor laws in India and shifting talent pools in Latin America prompted proactive adjustments in compensation and service models.

Frost & Sullivan recognizes Fusion CX's commitment to talent transformation through its hire-to-retire ecosystem and continuous learning programs that drive engagement and service excellence.

¹⁴ Filled-in Discussion Guide Document

¹⁵ Filled-in Discussion Guide Document

Delivering Enterprise-grade CX at Optimal Economics anchored on Mature Global Delivery Infrastructure – Onshore, Offshore, Nearshore

Fusion CX delivers high-end, integrated CX services at competitive price points through a deliberate balance of smart sourcing, technology-driven efficiency, and flexible commercial models.

The foundation of this value proposition lies in its hybrid delivery architecture, which combines onshore, nearshore, and offshore centers to create the optimal cost–quality mix. For North American clients, nearshore hubs in Belize, Colombia, and El Salvador offer bilingual talent and cultural affinity at significantly lower costs than US onshore operations, while offshore centers in India and the Philippines handle high-volume, transactional workloads. This blended model enables Fusion CX to deliver up to 45% cost savings for clients without compromising service levels. In one such engagement, the company’s

“Fusion CX elevates the customer journey by delivering industry-aligned, emotionally intelligent, and agile experiences across voice and digital touchpoints. It emphasizes culture-first training, empathetic scripting, and customer feedback loops, creating customer-facing teams equipped to handle sensitive segments like healthcare and telecom with nuance and empathy.”

**- Sebastian Menutti,
Industry Director, Customer Experience**

nearshore delivery reduced agent costs while maintaining service-level agreement compliance and transactional NPS above 90%.¹⁶

Commercial flexibility further strengthens Fusion CX’s price–performance equation. While full-time equivalent (FTE)-based pricing remains the most prevalent model adopted by customers for predictability, the company also offers transactional and outcome-based models for clients seeking alignment with business results. Fusion CX evaluates AI-enabled solutions on a per-user-per-month basis, ensuring transparency and scalability. This approach allows clients to adopt advanced technologies without incurring prohibitive upfront costs, making transformation accessible and economically viable.

Ultimately, Fusion CX’s price–performance advantage stems from its ability to combine cost efficiency with superior outcomes (higher CSAT, faster resolutions, and stronger compliance) through a mix of global delivery, AI-driven automation, and domain expertise. Frost & Sullivan appreciates the company’s ability to balance cost and complexity, delivering enterprise-grade CX at optimal economics through smart sourcing and technology-led efficiency.

Customer Journeys that Define Brand Leadership

Fusion CX elevates the customer journey by delivering industry-aligned, emotionally intelligent, and agile experiences across voice and digital touchpoints. It emphasizes culture-first training, empathetic scripting, and customer feedback loops, creating customer-facing teams equipped to handle sensitive segments like healthcare and telecom with nuance and empathy.

A powerful testament to this capability is the company’s engagement with a fast-growing mobile virtual network operator, where Fusion CX reduces resolution time by 83%, lifts CSAT by 24%, and scales

¹⁶ Ibid.

omnichannel support during subscriber surges. These outcomes demonstrate the company's ability to adapt and deliver personalized support that resonates with end-users.¹⁷

In the healthcare sector, Fusion CX strengthens member engagement for a Medicare Advantage plan serving Asian American communities by overcoming language barriers and cultural misalignment. Through bilingual support and culturally aligned communications, the client experiences measurable improvements in member trust, preventive care visits, and network growth, showcasing the company's sensitivity to demographic nuances and its ability to deliver equitable service experiences.¹⁸

Luxury and retail brands also benefit from Fusion CX's tailored surge strategies. For instance, a global luxury beauty brand launched agile, cross-trained teams, including nearshore delivery. During their holiday launch, abandonment remained below 5% while maintaining seamless support expansion from 30 FTE. This user story demonstrates the company's ability to manage demand spikes without sacrificing brand tone or service consistency.¹⁹

Additional case studies underscore this approach:

- White-glove concierge services for a private aviation membership company in Cebu, where quality reached 98.87% at 61% lower cost.²⁰
- A home décor retailer that leverages scalable support during peak seasons to align brand experience with consumer expectations.²¹
- A national sporting goods retailer that sustains chat/email CX with optimized staffing and brand consistency in low-volume periods.²²

These use cases demonstrate Fusion CX's proficiency in orchestrating omnichannel experiences, scaling with cultural and brand-specific precision, and enabling clients to excel in routine and high-pressure scenarios. By combining this proficiency with its proprietary platforms, the company ensures every customer interaction is informed, considerate, and human centered.

Frost & Sullivan commends Fusion CX for crafting omnichannel experiences that inspire loyalty, blending empathy, AI augmentation, and domain depth to elevate CSAT and NPS.

¹⁷ <https://www.fusioncx.com/case-study/telecom/scaling-customer-support-for-a-fast-growing-mvno/>

¹⁸ <https://www.fusioncx.com/case-study/healthcare/culturally-aligned-cx-medicare/>

¹⁹ <https://www.fusioncx.com/case-study/retail/surge-ready-cx-global-luxury-beauty-brand/>

²⁰ <https://www.fusioncx.com/case-study/travel-transportation-tourism/elevating-white-glove-concierge-for-a-private-aviation-leader/>

²¹ <https://www.fusioncx.com/case-study/retail/holiday-ready-customer-care-home-decor-retailer/>

²² <https://www.fusioncx.com/case-study/retail/lean-cx-low-volume-sporting-goods-retailer/>

Conclusion

Fusion CX is a customer value leader that unites a solutions-led acquisition engine with a well-organized merger and acquisition integration playbook, a hybrid onshore–nearshore–offshore footprint, and a technology-first delivery model that converts intent into measurable outcomes. Its vertical playbooks (telecommunication, healthcare, Banking, Financial Services and Insurance, retail, high-tech) and multi-brand strategy create precise entry points. The company’s centralized governance, AI-QMS – AI-Powered quality management system (100% automated quality assurance), Voice AI and Chat AI (Conversational AI, Accent Harmonizer, and Arya (agent assist), and drive repeatable performance improvements, including lower average handle time, higher first contact resolution/customer satisfaction, stronger compliance, and reduced cost per interaction. Accompanied by Mind Workplace’s hire-to-retire talent orchestration, Fusion CX sustains a motivated workforce at scale, translating human capital into consistent service excellence. Commercially, the company balances full-time equivalent predictability with transactional and outcome-based constructs and price-performance discipline, evidencing enterprise-grade customer experience at mid-market economics.

These strengths power a growth trajectory that outpaces the market and deepens client trust: targeted acquisitions that expand bilingual and regulated-sector capabilities; operational rigor that scales without sacrificing brand tone; customer experience craftsmanship proven across surge scenarios and complex lifecycles; and brand equity rooted in transformation leadership, compliance, and analyst-validated results. Fusion CX runs interactions and drives customer value end-to-end.

With its strong overall performance, Fusion CX earns Frost & Sullivan’s 2026 North American Customer Value Leadership Recognition in the customer experience management industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Customer Value Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

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 fuelled 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)**

