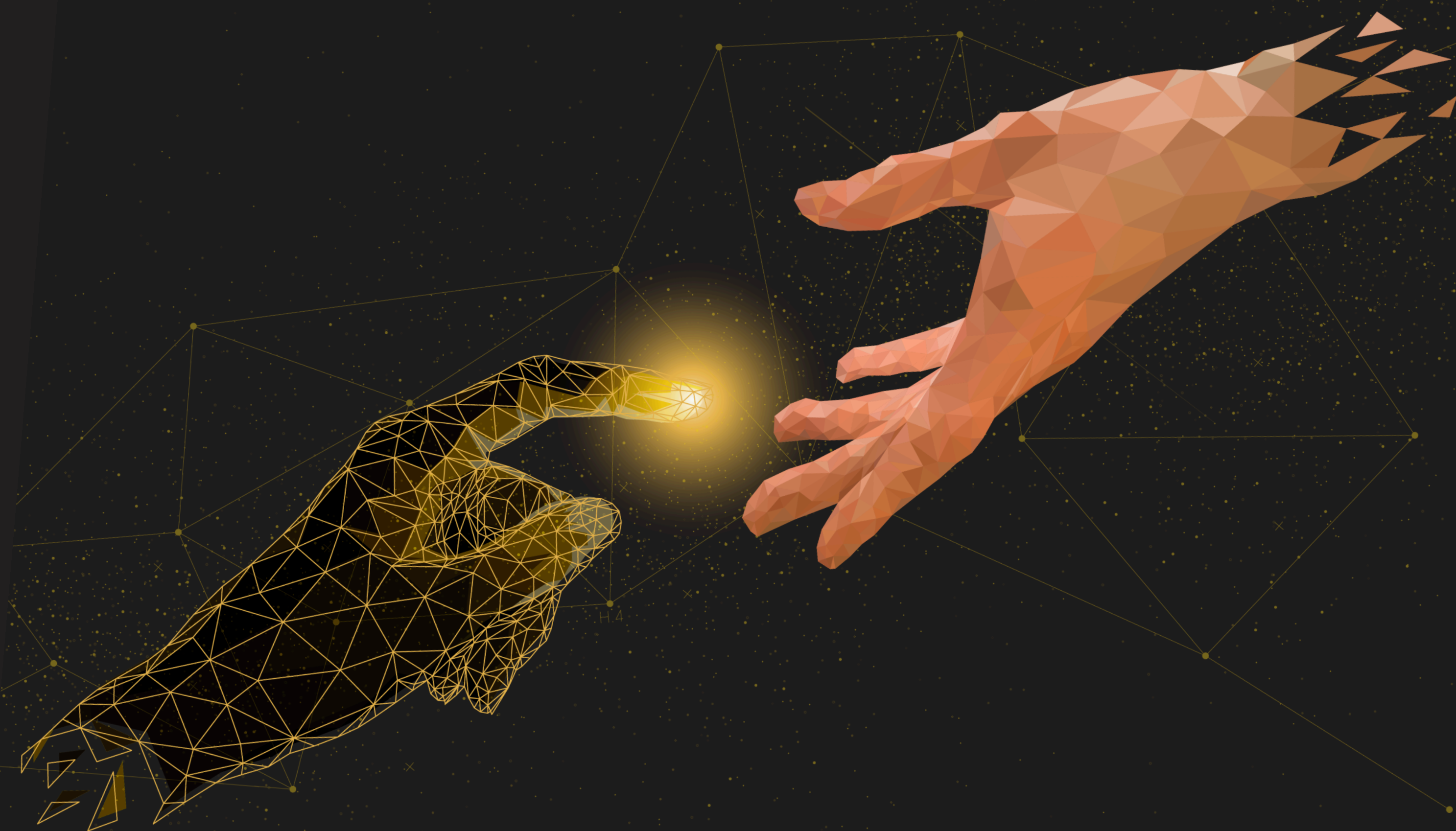


CX OUTSOURCING REPORT 2026



How CX Leaders Are Rethinking Their
Outsourcing Partnerships

Presented By

CMSWIRE &  supportninja

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Executive Summary

Customer experience is changing faster than the operating models built to support it.

In 2026, outsourcing is no longer simply a tactical lever for coverage or cost control. It's becoming deeply embedded into how organizations operate CX – and increasingly tied to whether they achieve growth, efficiency, and trust goals.

CX leaders are investing more in outsourcing than ever before, but confidence in long-term partner value remains fragile. Satisfaction scores are high, yet most organizations are actively reconsidering their vendors. This disconnect reflects a structural mismatch: expectations for CX optimization, AI enablement, and value creation have advanced faster than many outsourcing models were designed to support.

At the same time, AI has moved from experimentation to execution. Most organizations report that AI initiatives are meeting or exceeding expectations, particularly in agent enablement, quality, and self-service. The challenge is no longer whether AI works in CX, but whether it can be scaled responsibly. Data readiness, integration, governance, and operating model design – often shared between clients and outsourcing partners – now determine success.

This report captures how CX leaders are responding to that reality.

Based on insights from more than 400 senior CX, operations, and executive leaders, the findings reveal a market under pressure to do two things at once: improve experience quality while running leaner, faster, and more predictably. Outsourcing decisions are increasingly shaped by this tension.

The strongest organizations are rethinking how they design partnerships. They're moving beyond staffing models toward strategic partnerships that support system integration, workflow improvement, AI operationalization, and continuous optimization. Others are spreading risk across vendors, compensating internally, or preparing to make changes.

This report explores:

- ✓ How CX leaders are restructuring outsourcing for 2026
- ✓ Where AI is delivering value in CX, and what limits scale
- ✓ Why execution success no longer guarantees partner loyalty
- ✓ What separates vendors built for capacity from partners built for transformation

Most importantly, it outlines a practical action plan CX leaders can use to close the gap between strategy and execution – starting now.

Who We Surveyed

Fresh Insights From Leaders Responsible for Outsourcing Strategies and Implementing AI Into CX

We surveyed **400+** **senior leaders** at the director level or above who are responsible for CX, customer operations, and outsourcing strategy. Nearly **70%** hold executive leadership roles.

The responses from these senior leaders represent what's working, what's not, and what's changing around how organizations fund, structure, and operationalize outsourced CX.

For methodology statement and full demographics information, see Appendix.

What They Said

From the survey: "What change would you like to see your outsourcing partner(s) make to their services or processes to make a positive impact on your overall outsourcing relationships or programs?"

CX leaders are redefining what they expect from outsourcing partnerships.

“

Strategic Partnerships

[We need] strategic consulting services that will suggest better ways of doing things based on their experience with other clients.

“

AI Expectations

I'd like our partners to switch from reactive ticket management to proactive agentic AI orchestration.

“

Vendor Complexity

[I want to see] their ability to do multiple tasks [improve] to limit us from using multiple vendors.

Why This Report Matters

What CX Leaders Need to Know Now

If you're satisfied with your outsourcing partner but still evaluating alternatives, you're not alone. In fact, nearly 8 in 10 CX leaders are doing the same, even as satisfaction scores rise.

83% of CX leaders say they are more satisfied with their outsourcing partners than last year. Yet 79% are actively looking for, or at least considering, a change.

This disconnect isn't about poor execution. Most vendors are delivering on staffing, coverage, and service levels. The issue is what happens beyond table-stakes expectations.

CX leaders increasingly expect outsourcing partners to help modernize operations, operationalize AI, bring subject matter expertise, and support CX optimization at scale. **But most partnerships remain structured around execution, not transformation.**

The gap between what outsourcing delivers today and what CX leaders need next is reshaping how outsourcing partnerships are being evaluated, structured, and replaced in 2026.

To understand how CX leaders are navigating this shift, SupportNinja partnered with CMSWire to survey more than 400 senior executives shaping CX strategy, outsourcing decisions, and AI implementation. Their responses reveal where confidence is growing, where trust is fragile, and what separates vendors that execute from partners that drive meaningful CX transformation



What's Inside?

- ✓ How CX leaders are redefining the role of outsourcing in 2026
- ✓ Why high satisfaction coexists with active vendor reconsideration
- ✓ Where AI delivers value in CX, and what limits scale
- ✓ What separates execution-focused vendors from partners that enable transformation

Key Takeaways

CX leaders are utilizing outsourcing more deeply and more broadly than ever before, while expectations continue to rise. Cost savings alone are no longer enough. Today, partners are expected to deliver strategic value, operational expertise, and support for AI-enabled CX at scale – and many organizations are encountering a gap between what they expect and what they receive.

1 CX Leaders Are Spreading Risk Across Vendors – Not Consolidating Trust

Nearly half of organizations (49%) now rely on several outsourcing partners to support critical business functions, up from 35% last year. At the same time, the share of “occasional outsourcers,” who outsource only for specific needs, has dropped sharply, from 34% to 18%.

This increased reliance on outsourcing is unfolding alongside persistent constraints. CX leaders cite budget pressure (38%), data privacy and security concerns (35%), and economic uncertainty (35%) as the top factors influencing outsourcing decisions.

What This Signals for CX Leaders:

Rather than consolidating around a single strategic partner, many are intentionally distributing work across multiple vendors to manage risk, evaluate trust, and maintain accountability. Outsourcing growth is being driven as much by caution as by confidence, signaling that trust, transparency, and partner reliability are now central to how CX leaders structure their vendor ecosystems.

2 High Satisfaction Does Not Equal Loyalty

Most organizations rely on outsourcing. 73% outsource some portion of CX, customer success, support, or call center operations.

On the surface, satisfaction appears strong: 83% of CX leaders say they are more satisfied with their outsourcing partners than last year. Yet only 21% say they are not considering a change. The remaining 79% are either actively looking for new partners or researching alternatives.

What This Signals for CX Leaders:

Execution may be meeting today’s requirements, but confidence in long-term partnership value is fragile. Many CX leaders are reassessing whether their current providers can support what comes next, including increased CX complexity, AI adoption, and the need to scale without compromising quality or trust.

Key Takeaways

3

Cost Still Matters, But It No Longer Defines Smart Vendor Decisions

Cost remains important in outsourcing decisions. 65% say cost savings are very important when selecting a partner. However, only 22% say cost is the primary driver of their outsourcing strategy.

Instead, most leaders are balancing cost with value. 58% say manageable costs are table stakes, while 20% prioritize value creation even if it means paying more. Nearly all respondents, 94%, agree it is important to work with outsourcing partners that focus on delivering value.

When evaluating CX outsourcing partners, leaders consistently rank service quality, data security, consistency, responsiveness, industry experience, and the ability to apply AI and technology to existing processes ahead of pure cost savings.

What This Signals for CX Leaders:

Cost efficiency may justify an outsourcing decision initially, but it rarely sustains confidence over time. CX leaders are under pressure to justify outsourcing decisions based on outcomes, not pricing. As expectations rise around AI readiness, customer trust, and operational resilience, leaders are prioritizing partners that can reduce risk and deliver measurable impact across the customer experience.

4

CX Leaders Want Strategic Expertise.

Most Partners Are Not Delivering It.

CX leaders are clear about what they want from outsourcing partners. 60% say access to CX subject matter experts who can advise on strategy and performance improvement is a very important factor when selecting a partner.

Yet only 17% say they've actually received CX best practices or strategic guidance from their current outsourcing providers.

At the same time, expectations continue to rise. 54% expect their outsourcing partners to play a larger role in driving innovation or strategy beyond service delivery. Another 42% say it depends on where their organization lacks skills or expertise.

What This Signals for CX Leaders:

The gap between expectations and reality is widening. Most outsourcing relationships are still optimized for execution, even as CX leaders are being asked to modernize operations, operationalize AI, and improve outcomes at scale. When strategic expertise is missing, leaders are forced to compensate internally or look elsewhere. This gap is becoming a primary driver of vendor reconsideration, even among organizations that are otherwise satisfied with day-to-day delivery.

Key Takeaways

5 AI Works in CX, but Scaling It Is the Real Test

AI adoption in CX is no longer experimental. 84% of organizations say their AI initiatives are meeting or exceeding expectations.

Yet only 23% have fully operationalized AI across core CX workflows.

The challenge lies in scaling AI responsibly and consistently. Among CX leaders, the top barriers to scaling AI include vendor limitations (28%), lack of internal expertise (25%), and governance or compliance concerns (20%).

What This Signals for CX Leaders:

AI success is increasingly constrained by operating models and partner capability, not tools. As AI moves deeper into CX workflows, leaders are encountering limits in integration support, governance maturity, and execution accountability. Scaling AI requires partners who can operationalize change across data, workflows, compliance, and human oversight. Without that capability, early wins stall and risk exposure grows.

6 Human and AI Collaboration Is No Longer a Differentiator

CX leaders largely agree on the role of AI in customer experience. 93% say humans and AI working together deliver better results than either on their own. At the same time, 90% say maintaining a human touch, including empathy, tone, and personalization, is important to their CX strategy.

What This Signals for CX Leaders:

The challenge has shifted from alignment to execution. When nearly every organization believes in human-AI collaboration, advantage comes from how well it is designed, governed, and operationalized.

Customer trust improves when CX teams design clear AI-to-human handoffs, set expectations with customers, and hold partners accountable for transparency and quality.

As AI becomes more embedded in CX, trust will increasingly reflect operational discipline, not intent.

How CX Leaders Are Restructuring Outsourcing for 2026

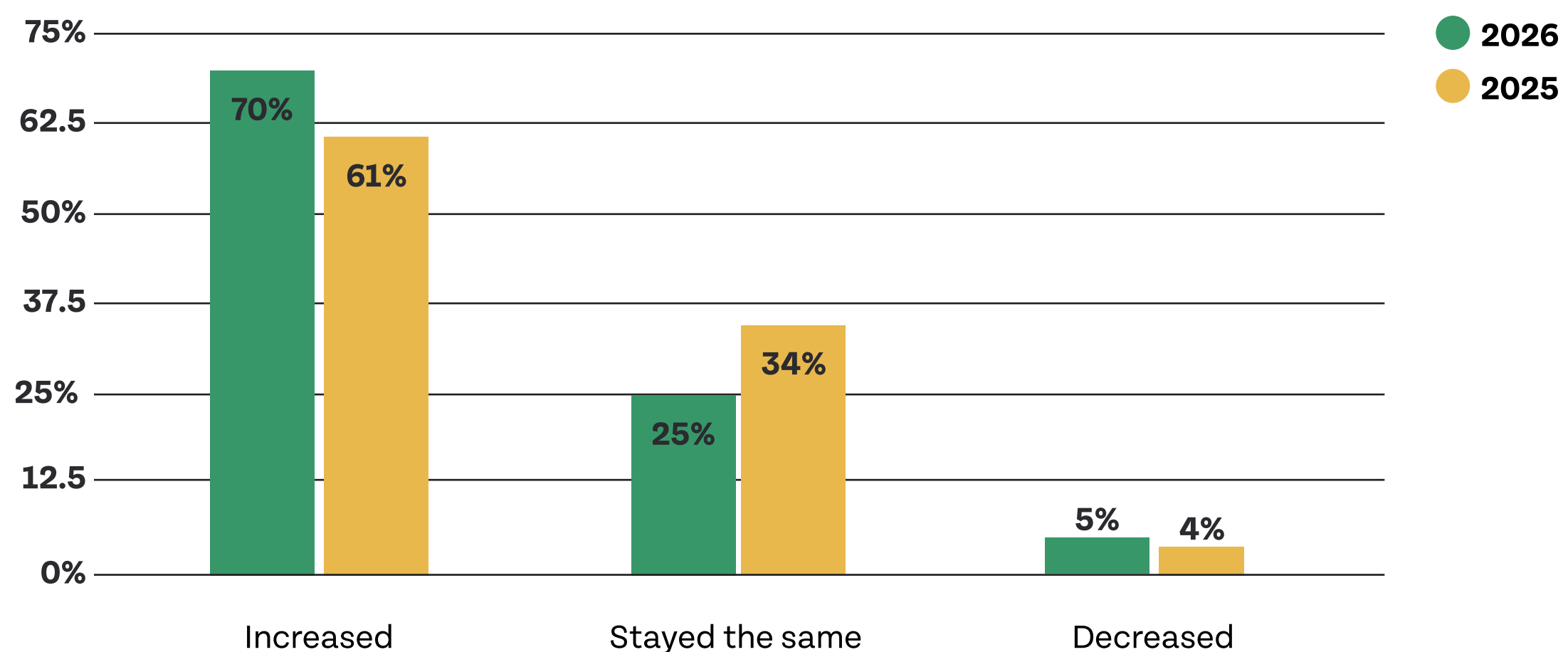
From Tactical Capacity to
Strategic Infrastructure in CX Operations

How Top Leaders Are Redefining Value and Risk

Outsourcing is becoming more deeply embedded in how CX organizations operate – and the expectations attached to it are rising just as quickly.

In 2026, 70% of organizations report that their outsourcing budgets increased over the past year, up from 61% in 2025. Another 25% say budgets stayed the same. Budget contraction remains rare.

Figure 1: How outsourcing budgets have changed in the past year

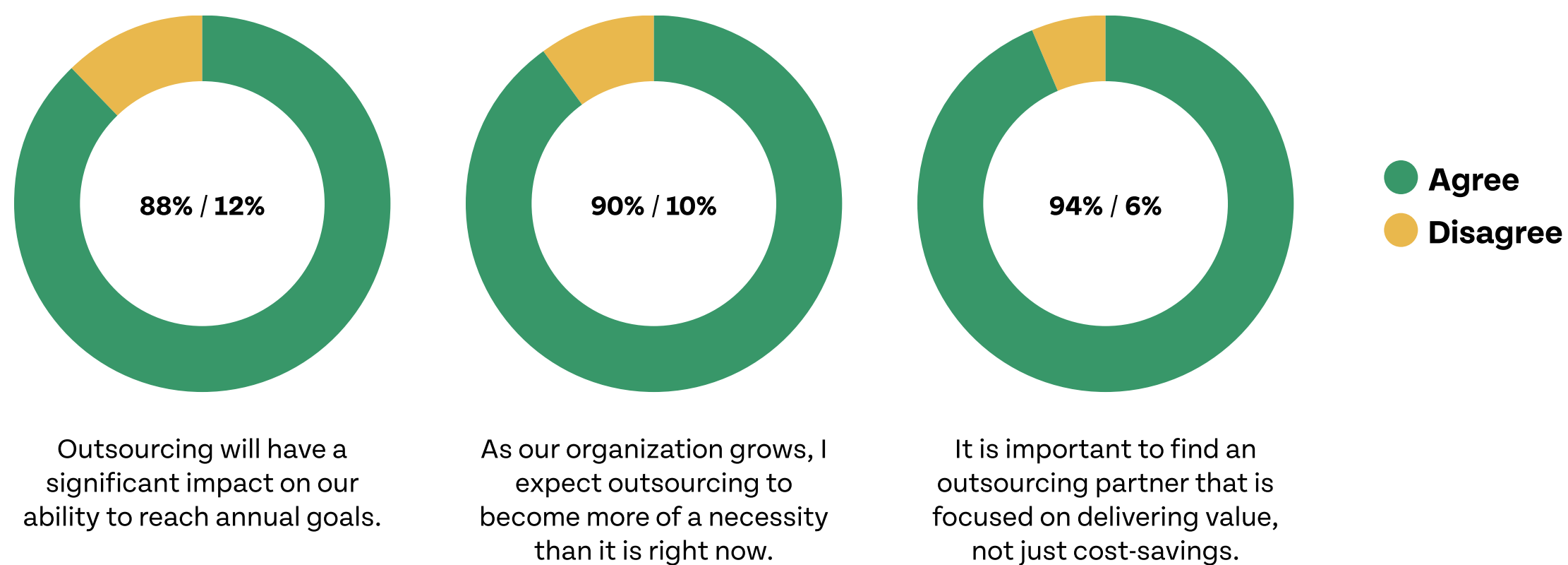


This growth doesn't signal unchecked spending. CX leaders continue to balance cost discipline with risk management, operational resilience, and performance accountability.

Senior leadership sentiment reinforces this shift. Nearly all respondents agree that outsourcing plays a critical role in business performance: 88% say outsourcing will significantly impact their ability to reach annual goals, and 90% expect it to become even more essential as their organizations grow. At the same time, 94% say it is important to work with partners that focus on delivering value, not simply reducing costs.

This support isn't passive. Nearly half of respondents strongly agree that CX outsourcing is a leadership priority and a direct driver of goal attainment, signaling executive conviction rather than cautious endorsement.

Figure 2: Senior leaderships' opinions on outsourcing



As reliance grows, so does structural complexity. Nearly half of organizations (49%) now rely on multiple outsourcing partners to support critical business functions, up from 35% last year. Outsourcing is no longer limited to overflow or isolated tasks. It is being distributed across core CX operations.

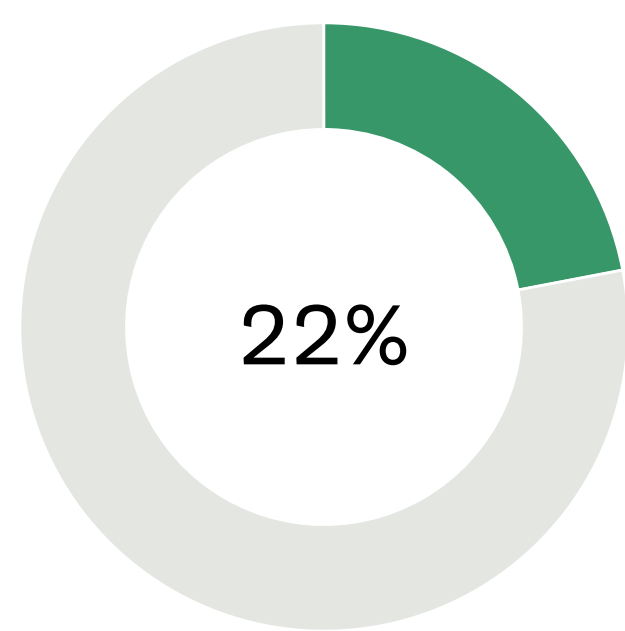
This shift is also reflected in how organizations staff for volatility. 81% rely on outsourced talent to manage demand spikes, while the share of "occasional outsourcers" – those that outsource only for specific, temporary needs – has dropped sharply to 18%, down from 34% last year.

Taken together, these signals point to a market that is re-engineering how outsourcing is used. CX leaders are designing operating models around outsourced partners while simultaneously raising expectations for trust, accountability, and strategic contribution. As outsourcing becomes embedded in CX infrastructure, leaders are reassessing whether their current partners are equipped to support long-term scale and complexity.

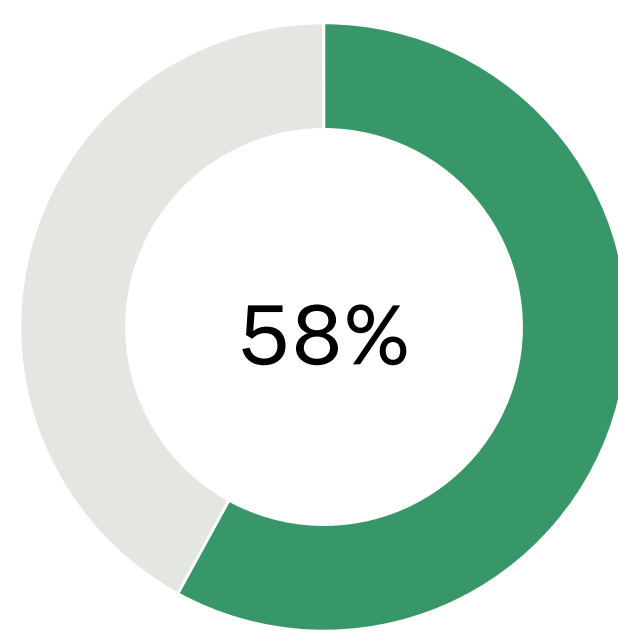
The Shift From Cost Savings to Value Creation

Cost savings is no longer the primary driver of CX outsourcing. While 65% of leaders say cost savings are very important when selecting an outsourcing partner, only 22% say cost is the primary driver of their approach.

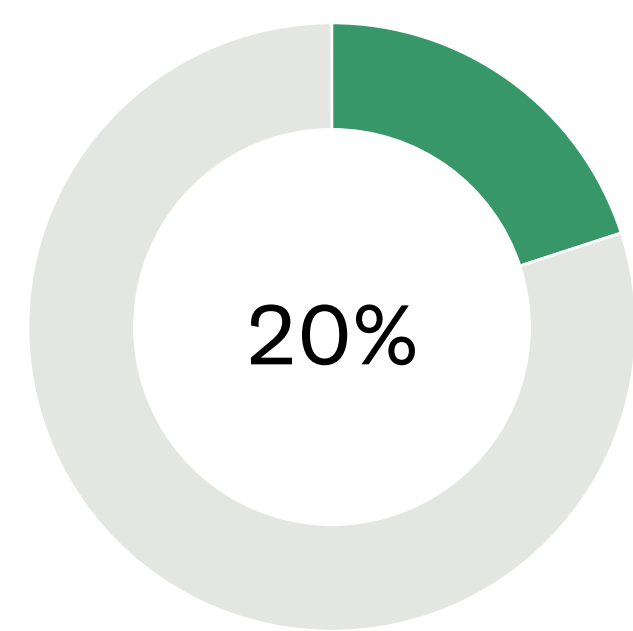
Figure 3: What drives the approach to outsourcing decisions



Cost savings is the most important, we need the cheapest labor possible and will find our innovation and value elsewhere.



It's a balance. Manageable costs are table stakes, but we also need a partner who can provide added value.



Creating value (like driving innovation, helping shape our CX strategy, etc.) is the most important. I'd rather pay more for quality and value.

When CX leaders talk about “value,” they are not speaking in abstract terms. Service quality, customer satisfaction, revenue contribution, and growth outcomes are cited more frequently than cost savings alone. In practice, value is being measured by whether outsourcing improves experience, protects revenue, and supports scale – not simply whether it lowers expense.

Most CX leaders are weighing cost alongside broader business outcomes. A majority, 58%, say manageable costs are table stakes and that added value matters just as much. Another 20% prioritize value creation, even if it requires higher investment.

This reflects a clear shift in how outsourcing decisions are being made. Leaders are increasingly accountable for outcomes tied to enterprise risk, customer trust, and competitive advantage. Cost efficiency remains necessary, but it is no longer sufficient on its own.



The question many CX leaders are facing is no longer ~~“Can we afford a better partner?”~~

It’s “Can we afford to stay with one that can’t help us innovate?”

If cost is still your primary filter, you’re optimizing for yesterday’s outsourcing model.

Figure 4: Important factors leaders consider when selecting an outsourcing partner

Access to specialized skills or expertise	👍 95%
Subject matter experts can advise on strategies to enhance CX performance	👍 93%
Can apply AI/tech solutions to my existing processes	👍 93%
Scalability	👍 93%
Brings/recommends their own embedded AI/tech solutions	👍 89%

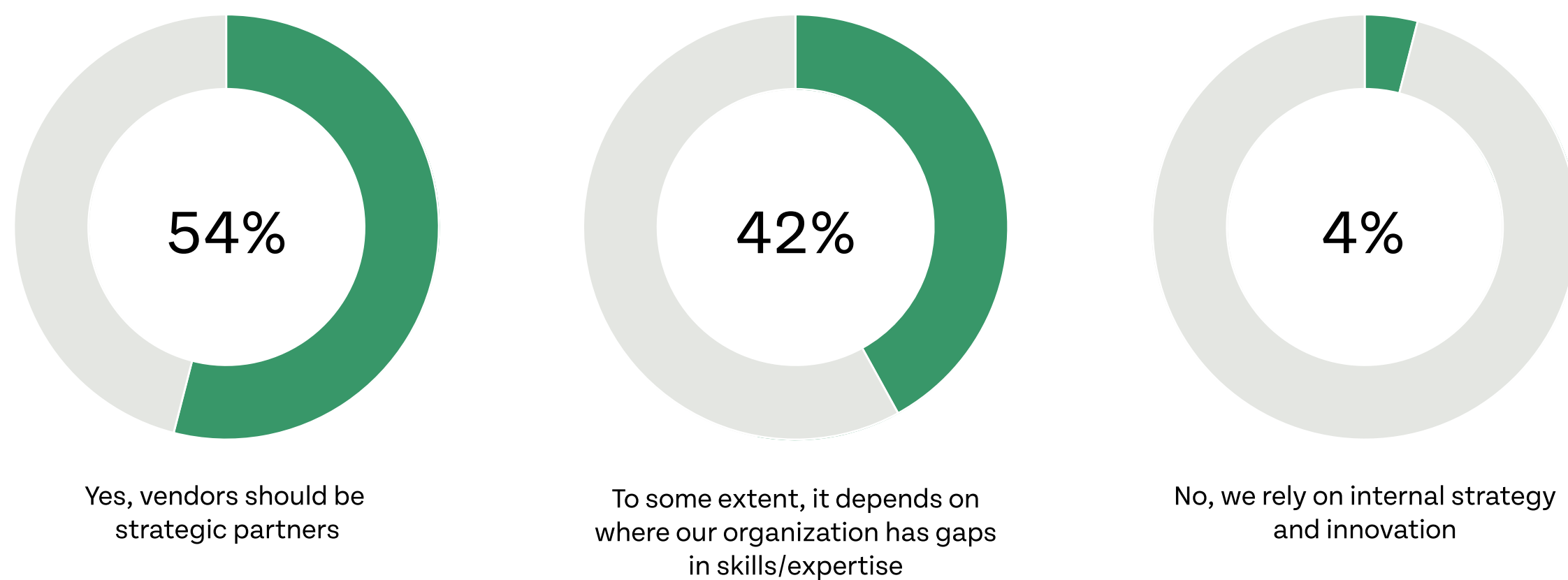
Most Partnerships Are Still Built for Execution

CX leaders are asking more of their outsourcing partners, but most delivery models have not evolved at the same pace.

Strategic expertise is no longer a “nice to have.” 60% of CX leaders say access to subject matter experts who can advise on CX strategy and performance improvement is a **critical factor** when selecting an outsourcing partner. Yet only 17% say they’ve actually received CX best practices or strategic guidance from their providers.

This gap creates a familiar frustration. CX leaders invest in outsourcing relationships built for execution and SLA delivery, while being held accountable for transformation outcomes such as innovation, AI enablement, and operating model change that those relationships were never designed to support.

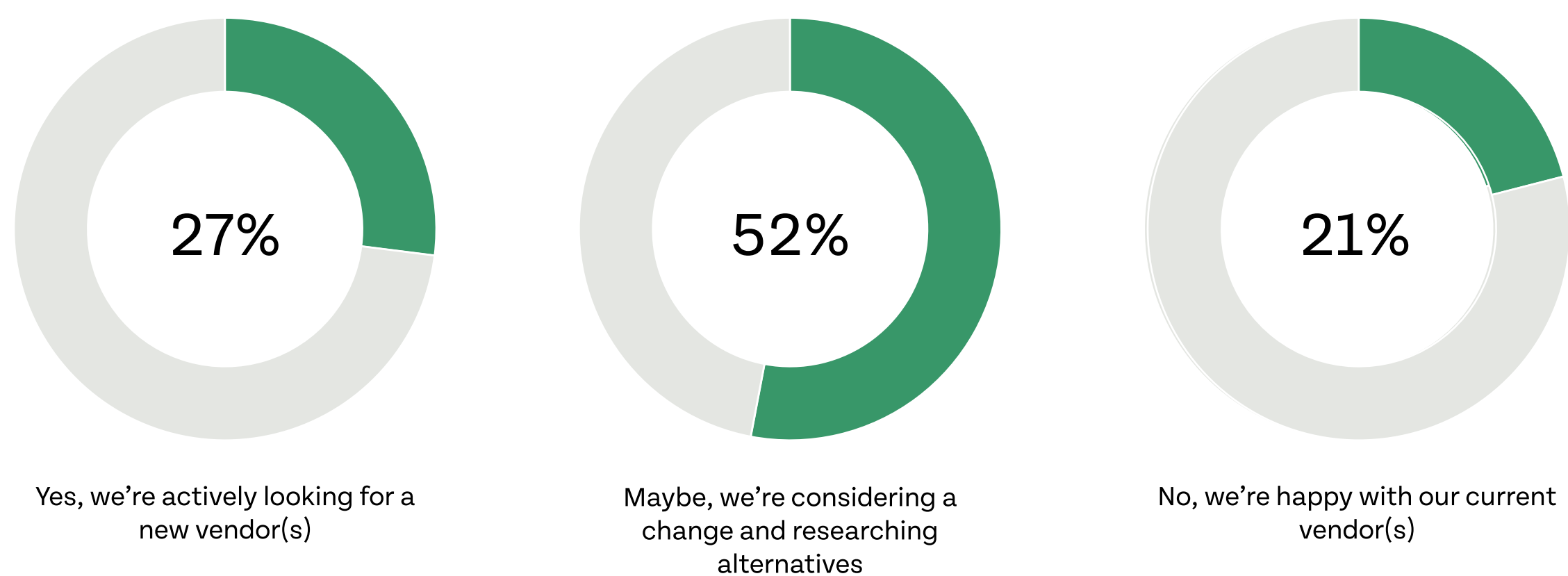
Figure 5: In future, do you expect your outsourcing partners to play a larger role in driving innovation or strategy, beyond service delivery?



Expectations are nearly universal. Almost every CX leader expects outsourcing partners to contribute beyond delivery, yet only a small fraction report receiving consistent strategic guidance.

When execution is strong but strategic contribution is limited, satisfaction scores can remain high while confidence erodes. Leaders are not frustrated with what their partners are doing day to day. They are frustrated with what those partners are not helping them do next.

Figure 6: Does your organization plan to change your current CX outsourcing vendor(s) in the next 12 months?



What This Signals for CX Leaders:

Execution alone is no longer enough to sustain confidence. As CX becomes more complex and more central to business performance, leaders are reassessing whether their outsourcing agreements, governance models, and performance metrics are designed to support modernization and scale.

When strategic expertise is missing, CX leaders absorb the burden internally or begin exploring alternatives. This structural gap is becoming one of the strongest drivers of vendor reconsideration, even among organizations that are otherwise satisfied with day-to-day delivery.

AI for CX Implementation: Outcomes and Challenges

Value Is Emerging as Operating Models Catch Up

Where AI Is Actually Being Used in CX Today

Most organizations have implemented AI in some way, and the majority report that initiatives meet or exceed expectations.

Yet only a small fraction have fully operationalized AI across core CX workflows.

How CX Leaders Are Putting AI to Work

The survey shows AI adoption spanning both behind-the-scenes and customer-facing use cases, with meaningful concentration in enablement and quality-adjacent workflows. Top areas where AI is being applied the most include the following:

- Self-service troubleshooting/knowledge lookup: **49%**
- AI-powered enablement tools for CX agents: **47%**
- Front-line customer inquiries: **46%**
- Quality monitoring/interaction scoring: **45%**
- Phone-based customer support: **38%**
- Routing or triage of customer requests: **36%**

This pattern indicates that organizations prioritize AI where it can either reduce friction (self-service, triage), improve consistency (quality monitoring), or amplify human performance (agent enablement).

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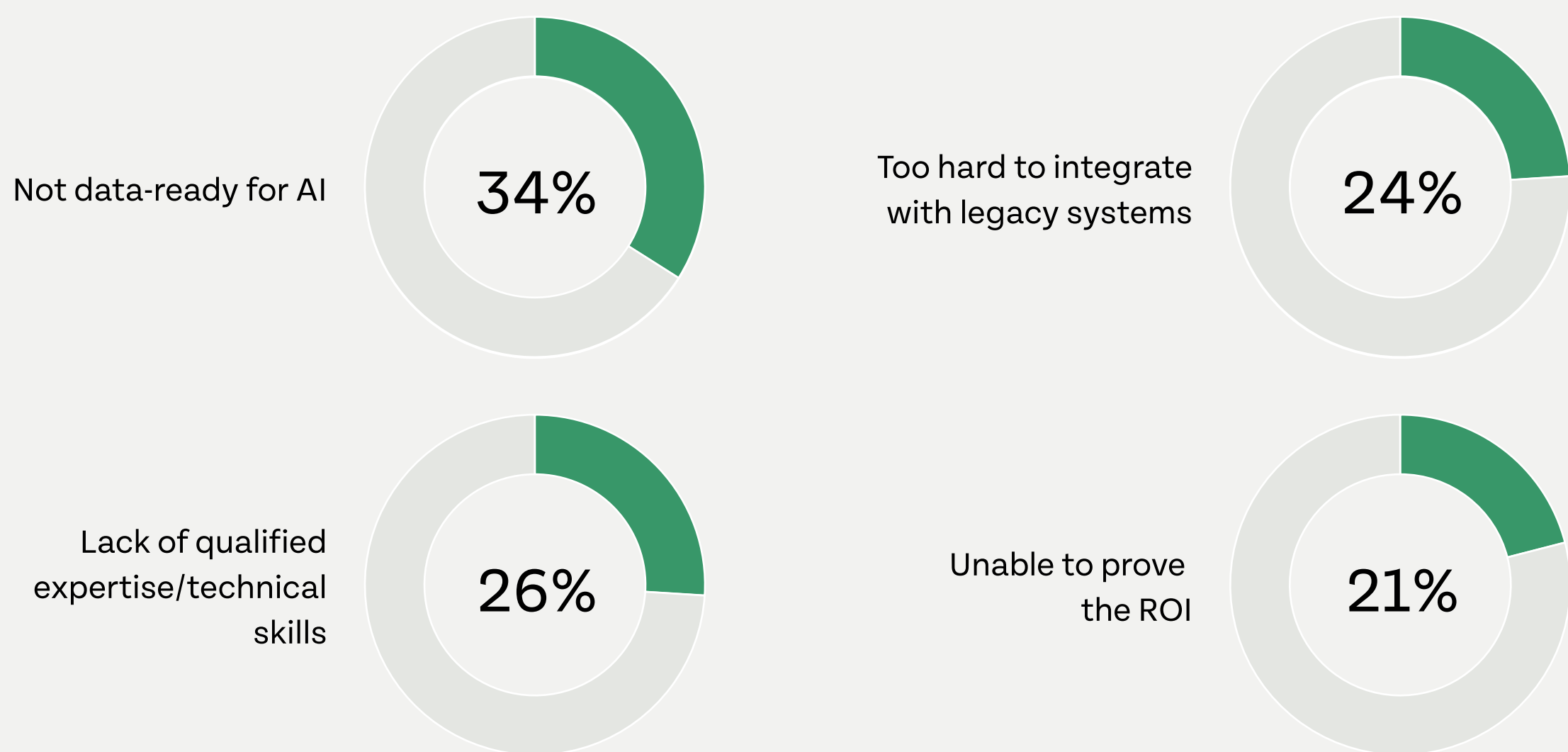
[We need] more AI added to different departments as we are increasing usage.

—2026 State of Outsourcing, open comments

What Is Slowing AI Adoption in CX

For organizations that haven't yet implemented AI for CX, the challenge is rarely skepticism about its potential. It's the operational complexity of integrating AI into real CX workflows.. Data readiness, workflow integration, governance, and change management remain the most common obstacles. Most notably, 28% of senior leaders cite **vendor limitations** as their primary barrier to scaling AI within outsourced CX environments, making it the most frequently reported constraint.

Figure 7: Main reasons that organizations haven't yet (or don't plan to) incorporate AI into their CX programs



These barriers point to a consistent pattern. **Scaling AI in CX requires foundational capabilities** that many CX organizations don't fully control, including data infrastructure, integration capacity, governance maturity, and structured change adoption.

AI ownership in CX is increasingly fragmented across platforms, outsourcing partners, SaaS vendors, consultants, and internal teams, increasing the burden on governance, integration, and accountability.

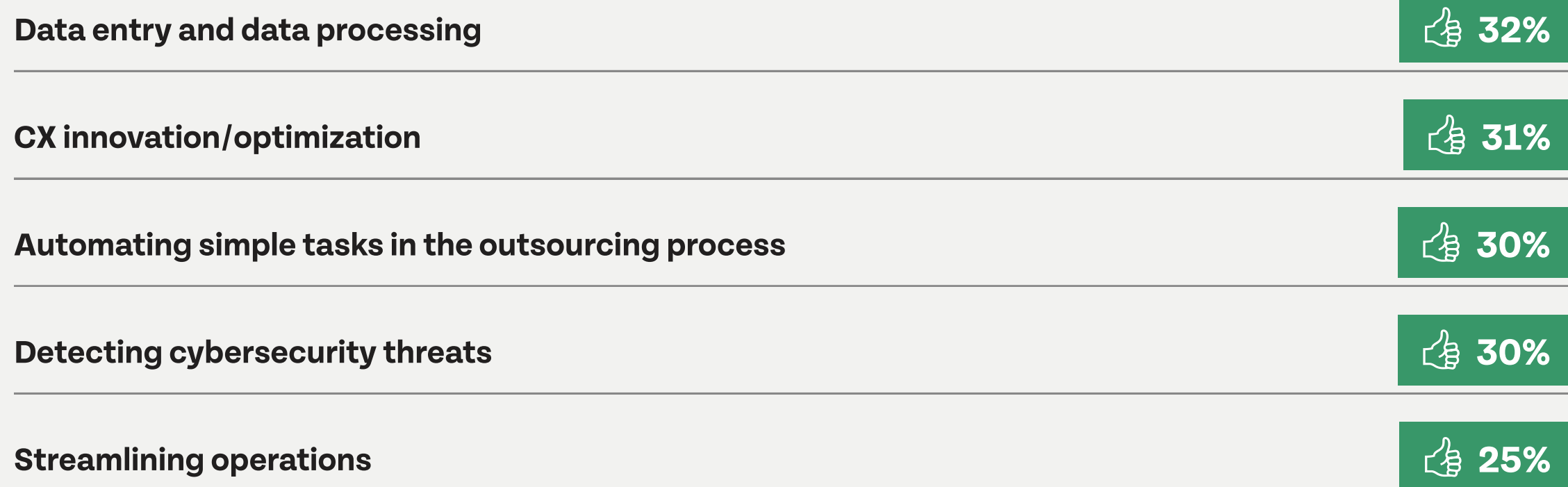
Vendor Limitations Are Becoming the Bottleneck

AI capability is now a core expectation in outsourcing decisions. Among senior leaders, 87% say AI capability is an important factor when evaluating outsourcing vendors. As a result, many organizations rely on partners to help **implement and scale** AI rather than building those capabilities entirely in-house.

That reliance introduces risk. When providers lack the operational depth required to integrate AI into real CX environments, early momentum stalls. In outsourced CX models, scaling breaks down when vendors fall short in areas such as:

- Flexible integration pathways across CX platforms and data sources
- Governance and transparency models that support trust and compliance
- Domain-specific SME support and operational design expertise
- The ability to align people, process, and technology across client and vendor boundaries

Figure 8: Top AI capabilities that senior leaders take into consideration when choosing an outsourcing vendor





“

[I would like our vendors to] take more time showing us how to better use AI or how they are using AI to help save money while getting better results.

–2026 State of Outsourcing, open comments

AI success hinges less on tool selection and more on operating model design. Differentiation comes from partners who can integrate AI into real CX workflows while aligning incentives, governance, performance measurement, and change management.

For 2026, the mandate is clear: Treat AI as an operating shift, not a standalone technology deployment. That requires partners capable of integrating people, process, and technology, especially in environments where vendors own significant portions of day-to-day execution.

AI delivers the most value when it’s embedded into how CX teams operate, not layered onto existing processes as an afterthought.

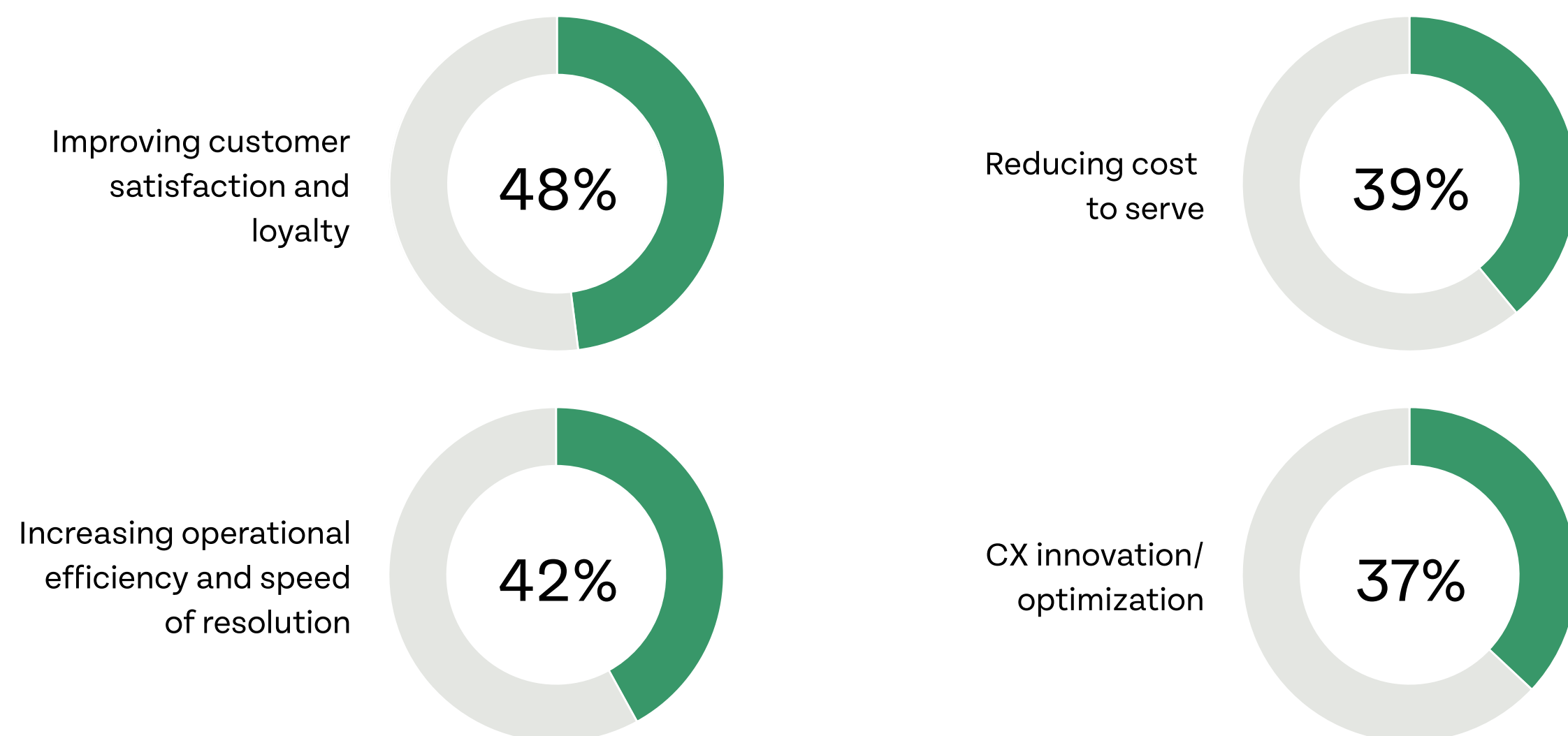
Current CX Outsourcing Roadblocks

Scaling, Integration, and Talent Remain Pressure Points

The Issues Keeping CX Leaders Up At Night

Even as outsourcing becomes more embedded and AI expands across CX, the challenges CX leaders face remain **largely operational**. Over the next 12 months, priorities reflect a constant balancing act between improving customer outcomes and managing efficiency, speed, and cost pressures.

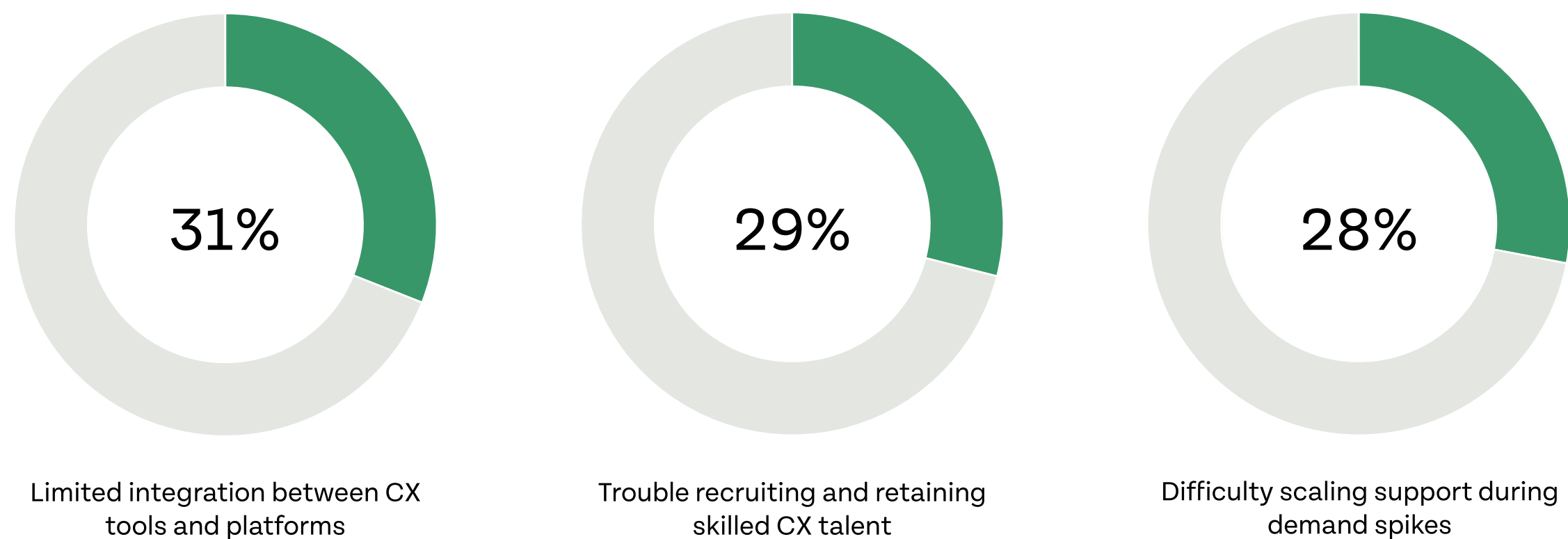
Figure 9: The most common CX priorities for the next 12 months



This combination highlights a central tension. CX leaders are being asked to **elevate experience quality while modernizing delivery models** and **protecting unit economics** at the same time. Progress in one area cannot come at the expense of the others, raising the stakes for how operations, talent, and technology are integrated.

The biggest obstacles to delivering strong customer experiences are rooted in capacity and execution limits. CX leaders point to breakdowns across staffing, systems, and scalability as the primary blockers to progress.

Figure 10: Top challenges to delivering great customer experiences



These challenges closely mirror how organizations experience outsourcing today. The friction is rarely about budget alone. It stems from **execution complexity** – disconnected systems, constrained talent pools, and demand volatility that existing operating models struggle to absorb.

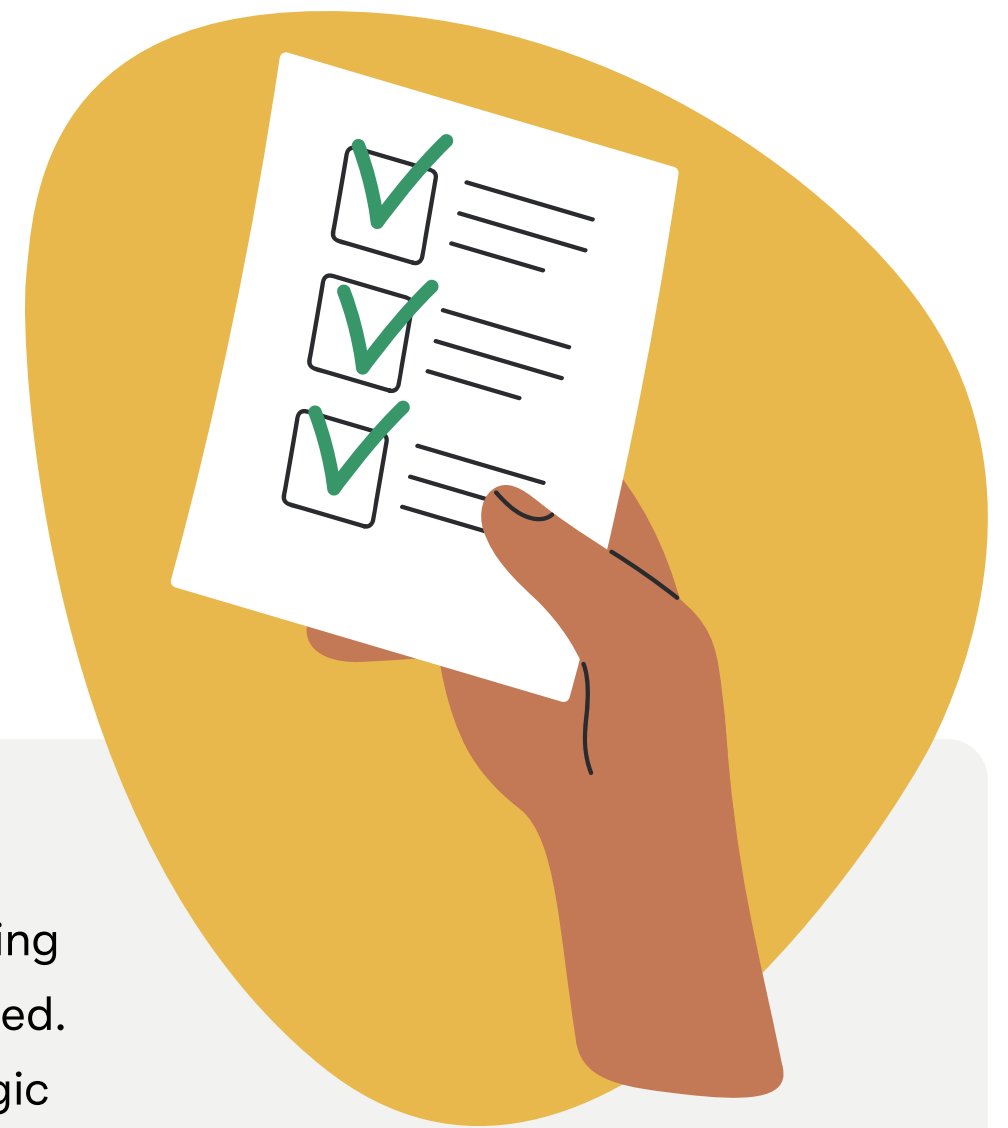
When unexpected staffing needs arise, outsourcing remains a primary lever for managing demand spikes. In fact, 81% rely on outsourced talent to handle surges. But surge coverage alone doesn't address the deeper integration and operating model challenges that limit CX performance.

The strongest outsourcing strategies go **beyond staffing to elasticity**. Leaders who succeed use partners to support integration, operational scalability, workflow improvement, tooling alignment, and continuous optimization across the customer experience.

Your 2026 Action Plan

How to Close the Strategy-Execution Gap

A Step-by-Step Guide To Optimize Your CX Outsourcing



Based on the 2026 findings, an effective path forward is less about outsourcing volume and more about changing how partnerships are designed and governed. Leaders who see results are engineering outsourcing relationships for strategic outcomes, not just capacity coverage.

1 Redefine What “Strategic Partner” Means in Operational Terms

Many organizations say they want strategic partners, yet most relationships still reward execution volume. Closing the gap starts with defining strategy in observable, contractable behaviors, including:

- A shared continuous improvement roadmap tied to CX priorities
- Proactive benchmarking and best-practice guidance informed by cross-client insight
- SME access aligned to the highest-friction workflows
- Shared ownership of AI workflow adoption and performance
- Governance cadences that prioritize modernization alongside SLA performance

2 Align Governance and Metrics to Transformation Outcomes

When relationships are measured primarily on service levels and cost controls, they produce execution-first behavior. Leaders should expand governance to include metrics that reflect transformation intent, such as:

- Speed-to-resolution improvements driven by workflow redesign
- Deflection and containment performance paired with quality safeguards
- Knowledge health and content governance metrics
- AI adoption effectiveness at the workflow level, not just tool deployment
- Integration progress and operational reliability across platforms.

3

Treat AI as an Operating Model Redesign

Given persistent barriers like data readiness, skills gaps, and legacy integration, scaling AI requires **clearer ownership and partner accountability** for operational foundations. Leaders can:

- Establish data readiness workstreams tied to priority AI use cases
- Design human-in-the-loop workflows intentionally, particularly for quality and voice
- Embed governance into implementation from day one, including policy, transparency, and compliance
- Create structured change adoption plans for agents and supervisors

4

Rationalize Vendor Ecosystems Around Critical Functions

With 49% of organizations now relying on multiple partners for critical functions, vendor sprawl introduces governance risk and an operational drag. Leaders should **evaluate where consolidation could improve integration, accountability, and execution discipline** without reducing resilience.

5

Audit Your Current Vendor Against These Five Questions

Use this quick audit to evaluate whether your current outsourcing vendor is built for the future of CX or optimized for yesterday's execution model.

- AI Readiness** – Can they operationalize AI within 90 days using proven frameworks, not just deploy tools?
- Outcome Metrics** – Do they measure impact on revenue, customer outcomes, or innovation velocity, or only SLA adherence?
- Integration Expertise** – Can they integrate cleanly with your existing CX and data stack, or do they introduce new silos?
- Cultural Fit and Workforce Stability** – What is their agent retention rate? 93% of CX leaders say employee treatment matters because it directly affects service quality.
- Strategic Counsel** – Have they proactively recommended a workflow improvement or operational change in the past six months?

How to interpret your results:

- **4-5 checked** → Push this partner to take on more strategic responsibility
- **2-3 checked** → You're getting execution, not transformation
- **0-1 checked** → You're likely in the 79% of organizations actively exploring alternatives

Don't Let Complexity Stand In the Way of Success

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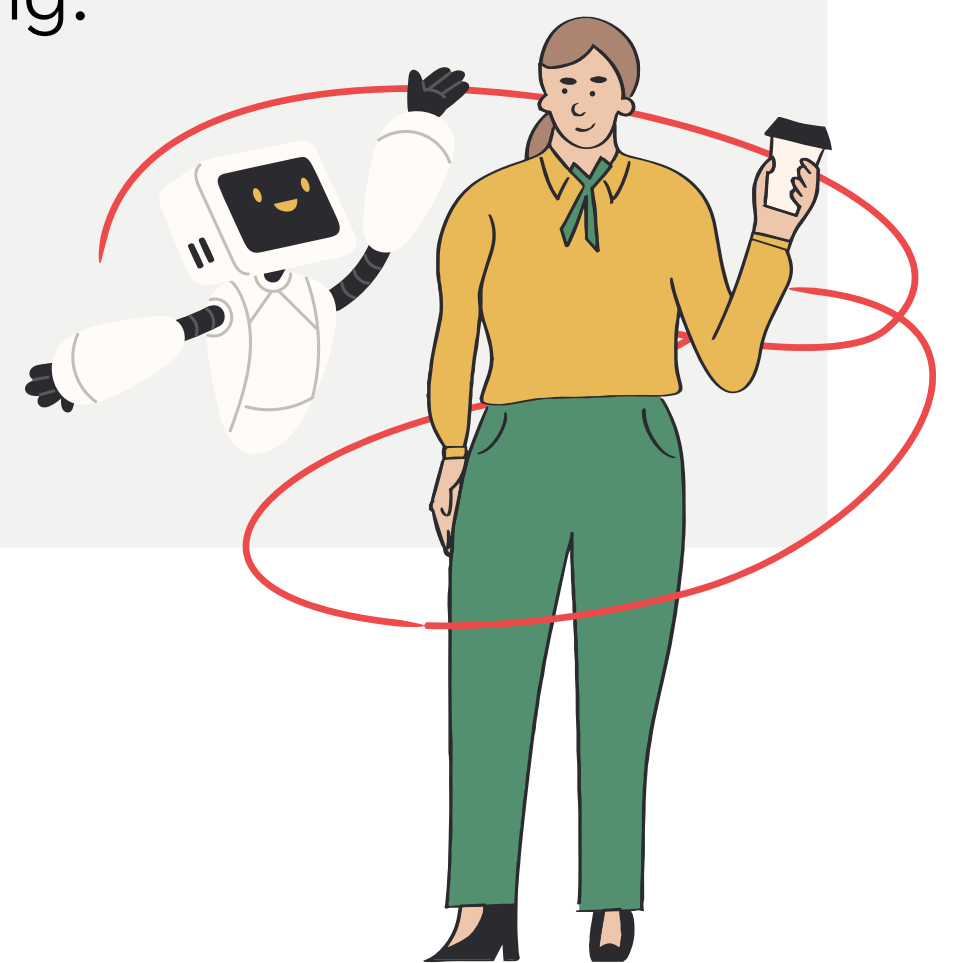
[I want to see our partners complete a] proactive shift from being a resource vendor to a strategic thought partner and innovator.

–2026 State of Outsourcing, open comments

The 2026 signal is clear. Outsourcing is becoming **more essential, more embedded, and more tightly linked to business outcomes**. But expectations have evolved faster than many outsourcing models can support. That mismatch is creating a **widening gap** between what organizations need – strategic partnership, innovation support, SME guidance, and AI-enabled transformation – and what they are often buying: execution capacity.

As AI becomes more deeply woven into CX, **that gap carries greater risk**. Early wins stall when operating models, governance, and partner capabilities fail to keep pace. Leaders who succeed in 2026 will treat outsourcing as strategic infrastructure and design partner relationships that can integrate people, process, and technology at scale.

The path forward is deliberate. Move beyond staffing. Engineer outsourcing models built for operational design, continuous improvement, and long-term impact across the customer experience.



Appendix

Methodology

The 2026 State of Outsourcing survey was conducted online in December 2025. A total of 422 respondents participated in the survey. All respondents were leaders at the Director level or higher, employed by U.S.-based companies that had outsourced at least some of their business functions within the past year. Slightly more than one-third of respondents represented organizations with 1,000 or more employees. Data were collected via an online questionnaire, and responses were analyzed in aggregate form. No statistical weighting was applied.

Demographics

Survey Title

2026 State of Outsourcing Survey

Survey Dates

December 2025

Respondents

422

Organizational Size

Less than 100 employees: 18%

100-999 employees: 46%

1,000-5,000 employees: 34%

More than 5,000 employees: 2%

Respondent career level

Director: 32%

Vice President: 7%

Senior Vice President: 5%

C-Suite, Owner, Partner: 55%

**Statistics may not total 100% due to rounding*

About

SupportNinja

SupportNinja is a leading strategic outsourcing partner delivering AI-enabled CX solutions to help the world's fastest-growing companies solve for scale. With its innovative Outsourcing 2.0 model, SupportNinja helps clients free up resources, extend capacity, and accelerate growth. SupportNinja is on a mission to disrupt and redefine the outsourcing industry by standing out as a technology-forward, people-focused organization.

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How CX Leaders Are Rethinking Their Outsourcing Partnerships