CIOs Own CX Technology, but Most Lack Real-Time Visibility into Communications Spend, 8x8 Survey Finds

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New global research reveals a gap between executive accountability for CX technology and visibility into communications spending

CAMPBELL, Calif.--(BUSINESS WIRE)--Nov. 17, 2026-- Nearly six in 10 technology leaders (59%) say the CIO holds primary ownership of customer experience (CX) technology decisions, while 78% say communications technology is always or often a standalone agenda item at the board or executive level. Yet only 30% have complete, real-time visibility into communications spend.

Those are the topline findings of The Communications Reckoning: The Board Seat Without a Clear View, the second report in a three-part global research series commissioned by 8x8, Inc. (NASDAQ: EGHT), a leading global business communications platform provider. Independent research firm Censuswide surveyed 2,501 CIOs and CTOs across five countries in July 2026 about who owns CX technology, how closely boards watch it, and how clearly leaders can see what it costs.

The CIO is the most named owner

Across the five markets, 59% of technology leaders name the CIO as the primary owner of CX technology decisions, compared with 21% for the CTO, 12% for the CMO, and 9% for the COO or CEO. At organizations with more than 500 employees, the CIO share rises to 77%.

"The CIO has the seat, the budget, and the vendor contract. What too many still lack is a clear view of everything that seat now covers," said Bryan Martin, Chief Technology Officer at 8x8, Inc. "We saw the same accountability gap with AI in the first report. CX technology shows a similar divide between ownership and visibility."

Communications technology is a board topic

Overall, 78% of technology leaders say communications technology is always or often a standalone agenda item at the board or executive leadership level. The share of leaders who say it is always an agenda item varies by market, from 41% in the US to 19% in France, with the UK at 33%, the Republic of Ireland at 31%, and Australia at 25%.

Live visibility is the exception

Only 30% of technology leaders say they have complete visibility into real-time communications spend, with live dashboards and alerts. Half (50%) have reasonable visibility, defined in the survey as a monthly review, and 20% have limited or very limited visibility.

The UK (37%) and the US (35%) report the highest levels of live visibility, followed by the Republic of Ireland (32%) and Australia (30%). In France, 14% report complete visibility, about half the five-market average, and 32% report limited or very limited visibility.

Organization size doesn't close the gap. At organizations with more than 500 employees, 93% report complete or reasonable visibility, but only 27% have live dashboards and alerts.

"A monthly report tells a CIO what the spend was. It doesn't tell them what it is," Martin added. "Closing that gap starts with one record of what happened across voice, video, messaging, and the contact center."

What boards should ask for next

- **Consolidate the record.** As AI agents take on more customer interactions, capture every action in a single record rather than spread across systems with separate owners.
- **Know how often spend is reviewed, and by whom.** With half of technology leaders relying on a monthly review, ask how long an unexpected change would go unnoticed.
- **Keep ownership and visibility together.** Whoever holds the accountability needs a clear view of what it covers.

About the research

The report, ' The Communications Reckoning: The Board Seat Without a Clear View,' is available for download. It is the second of a three-part series. The first report, 'When the AI Agent Fails, Someone Has to Answer ,' looked at who answers when AI gets it wrong. The third and final report is due in early 2027.

About 8x8, Inc.

8x8, Inc. (NASDAQ: EGHT) connects people and organizations through seamless communication on one of the industry's most integrated platforms for Customer Experience – combining Contact Center, Unified Communications, and CPaaS solutions. The 8x8® Platform for CX integrates AI to enable personalized customer journeys, drive operational excellence and insights, and facilitate team collaboration. As a business communications leader, the company helps customer experience and IT leaders around the world become the heartbeat of their organizations, empowering them to unlock the potential of every interaction. For additional information, visit www.8x8.com, or follow 8x8 on LinkedIn, X, and Facebook.

Caution concerning forward-looking statements

This press release contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include, but are not limited to, statements regarding the timing and content of the third report in The Communications Reckoning series. Forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from those expressed or implied. For a more complete description of these and other risk factors, please refer to 8x8's filings with the Securities and Exchange Commission. 8x8 undertakes no obligation to update these statements to reflect events occurring after the date of this press release, except as required by law.

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