



DATA SNAPSHOT

Global Executive Study: COVID Impact On CX and EX

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Executive Summary

KEY FINDINGS IN THIS REPORT

We surveyed executives at large companies in 10 countries around the world about the state of experience management at their organizations. We detail their experience management capabilities, momentum, and more in our upcoming publication, *Global Executive Study: The State of XM, 2021*. In this data snapshot, we examine the effect of the COVID-19 pandemic on companies' changes to customer and employee experiences according to their executives.

- + **'Back to normal' is still several months away.** Even prior to Omicron's dispersion*, just one-third of executives believed that their business environments already had or would return to normal within the next 6 months. On average, they say to expect normalization in 11 months.
- + **Customer needs have changed significantly.** Over half of executives said their customers' needs have changed "significantly" or "very significantly." Japanese executives reported such a shift least frequently, while Brazilian executives reported the most dramatic change.
- + **Employee attrition is up almost everywhere.** Executives in all countries surveyed reported that attrition was up. The exception was Brazil, where executives reported attrition 23-percentage points lower than prior to the pandemic. More than half of executives in the US, UK, Singapore, and Germany report higher attrition rates.
- + **It's more important than ever to use employee and customer feedback.** More than three-quarters of executives believe it's more important to collect and act on both customer and employee feedback now compared to before COVID-19. Just four percent said using feedback is less important.

STUDY KEY FACTS

- Global Online Study
- Conducted Q4 of 2021
- 1,541 executives from companies with 2,000+ employees
- 10 countries

*The data used for these findings was collected prior to the emergence of the Omicron variant in November 2021.

Global Executive Study: COVID Impact on CX and EX

STUDY OVERVIEW

The data for this report comes from a study that Qualtrics XM Institute conducted with global executives in the fourth quarter of 2021. Using an online survey, XM Institute collected data from 1,541 executives of companies with 2,000 or more employees within Australia, Brazil, Canada, France, Germany, Japan, Mexico, Singapore, the United Kingdom, and the United States, for a total of approximately 150 from each country.

This data snapshot examines the impact of COVID-19 executives report on key areas of experience management.

For prior versions of the state of global XM, [see our website](#).

FIGURES IN THE REPORT

1. Business Normalization After COVID
2. COVID Impact: Changing Customer Needs
3. COVID Impact: Acting on Customer Feedback
4. COVID Impact: Changing Employee Needs
5. COVID Impact: Employee Attrition Rates
6. COVID Impact: Acting on Employee Feedback

Methodology

Business Normalization After COVID

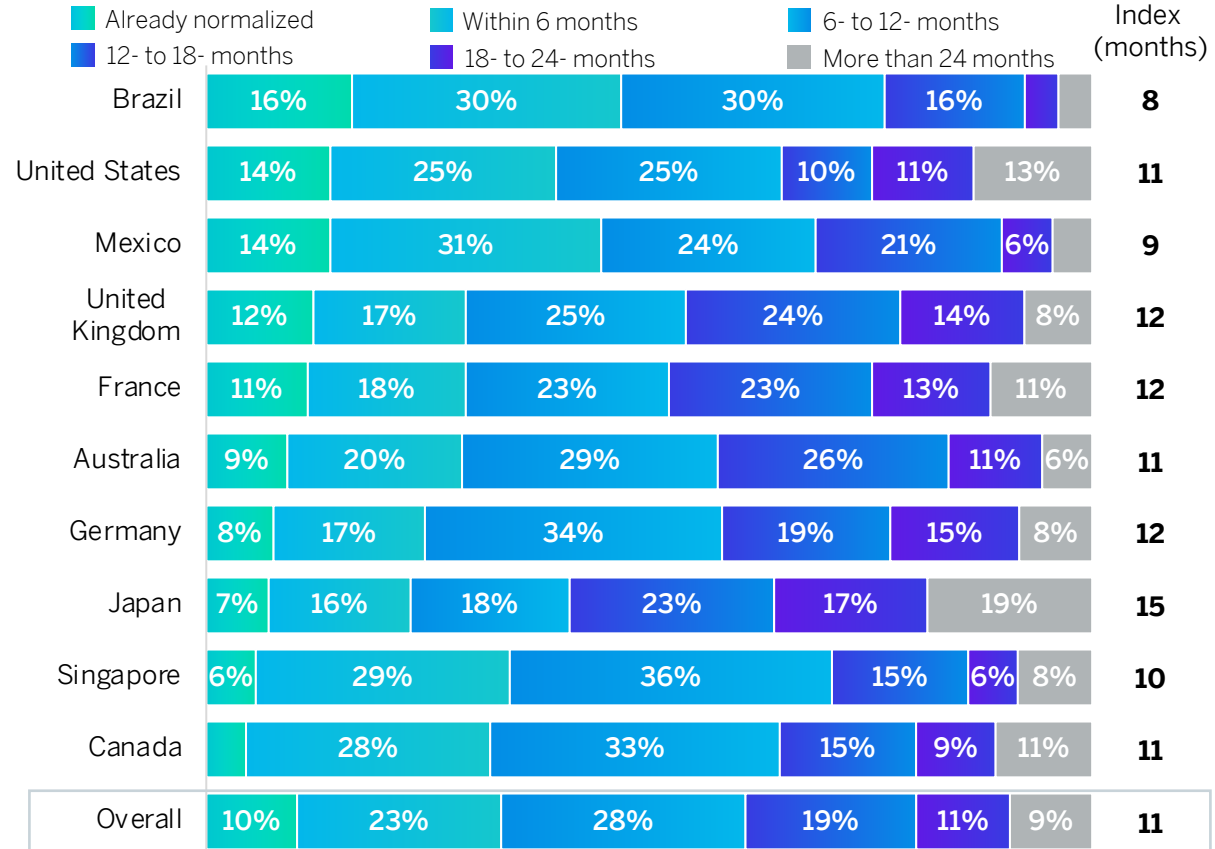
KEY TAKEAWAYS

- + On average, executives expect normalization in about 11 months.
- + About 20% of executives think that normalization will take 18 months or more.
- + Japanese executives expect the longest wait until business normalization, for an average of 15 months. Brazilian executives expect normalization in about half that time (8 months).

ABOUT

This chart shows how long executives from each country believe it will take for their business environment to normalize. The normalcy index shows the average number of months executives in each country believe normalization of their business environment will take.

How soon do you expect your business environment to normalize after the COVID-19 disruption?



COVID Impact: Changing Customer Needs

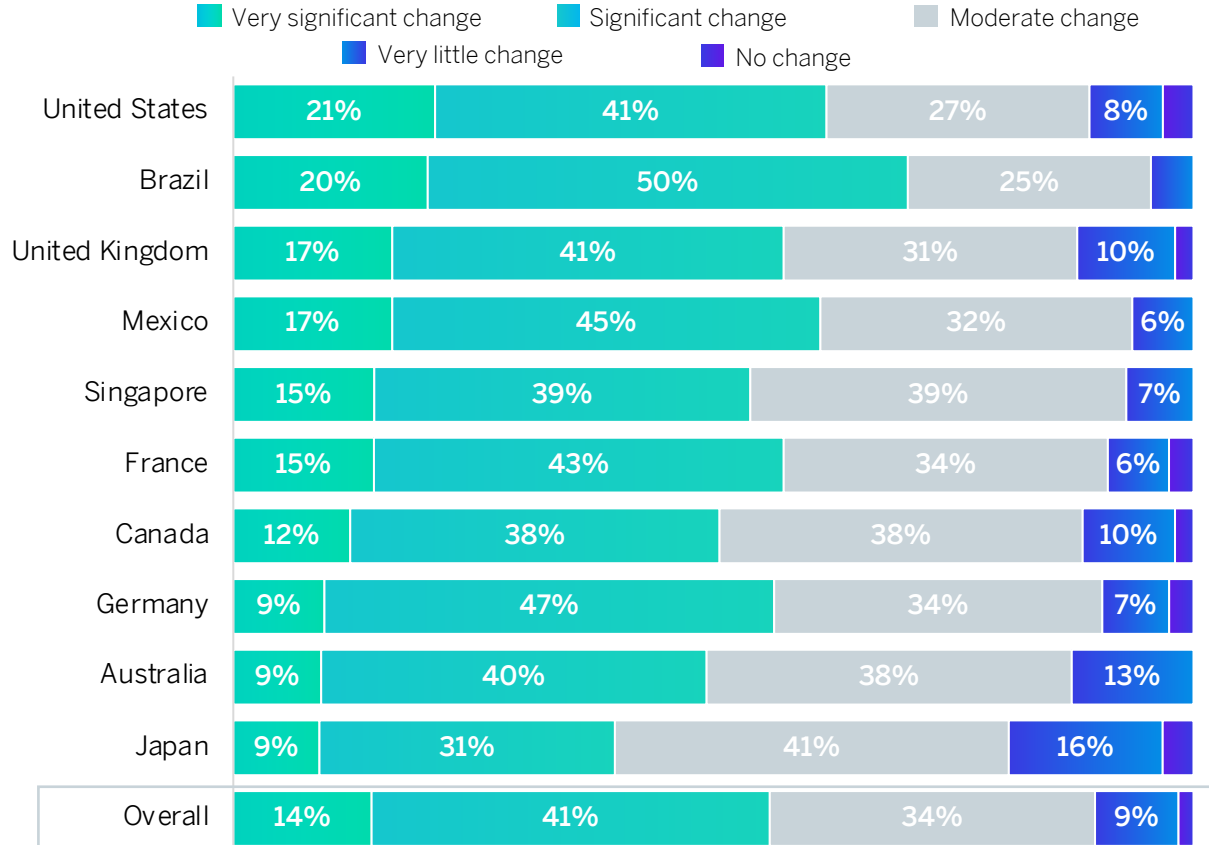
KEY TAKEAWAYS

- + Overall, 55% of executives say that their customers' needs have shown a "significant" or "very significant" change since COVID began.
- + Japanese executives are most likely to say their customers have had "very little" or "no" change in their needs, at 19%.
- + 70% of Brazilian executives say their customers' needs have significantly changed since the start of COVID, the highest across all countries.

ABOUT

This chart shows to what degree executives from each country say their customers' needs have changed since COVID-19 began.

To what degree have your customers' needs changed since the start of COVID?



Base: 1,541 senior executives across 10 countries
Source: Qualtrics XM Institute Q4 2021 XM Executives Study

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COVID Impact: Acting on Customer Feedback

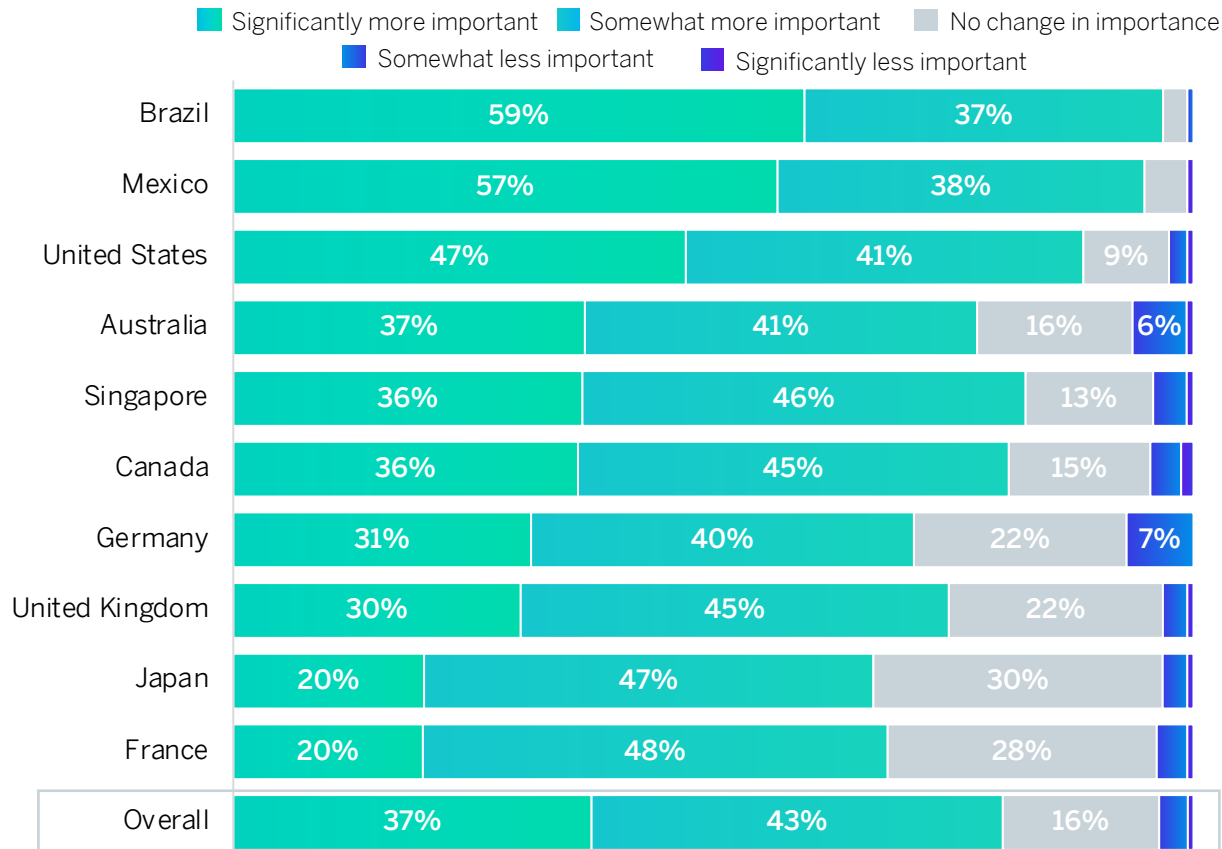
KEY TAKEAWAYS

- + Eighty percent of executives say that it's "somewhat" or "significantly" more important to collect and act on customer feedback than it was before COVID-19.
- + Japanese and French executives are least likely to say that it's "significantly" or "somewhat" more important to collect and act on customer feedback, and most likely to say the importance has not changed since COVID began.
- + Executives in Brazil and Mexico have seen the greatest increase in importance in using customer feedback, at 96% and 95% respectively.

ABOUT

This chart shows how much more or less important executives from each country say it is to collect and use customer feedback than it was prior to COVID-19.

Compared with the environment prior to COVID, how important is it to collect and act on customer feedback?



Base: 1,541 senior executives across 10 countries
Source: Qualtrics XM Institute Q4 2021 XM Executives Study

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COVID Impact: Changing Employee Needs

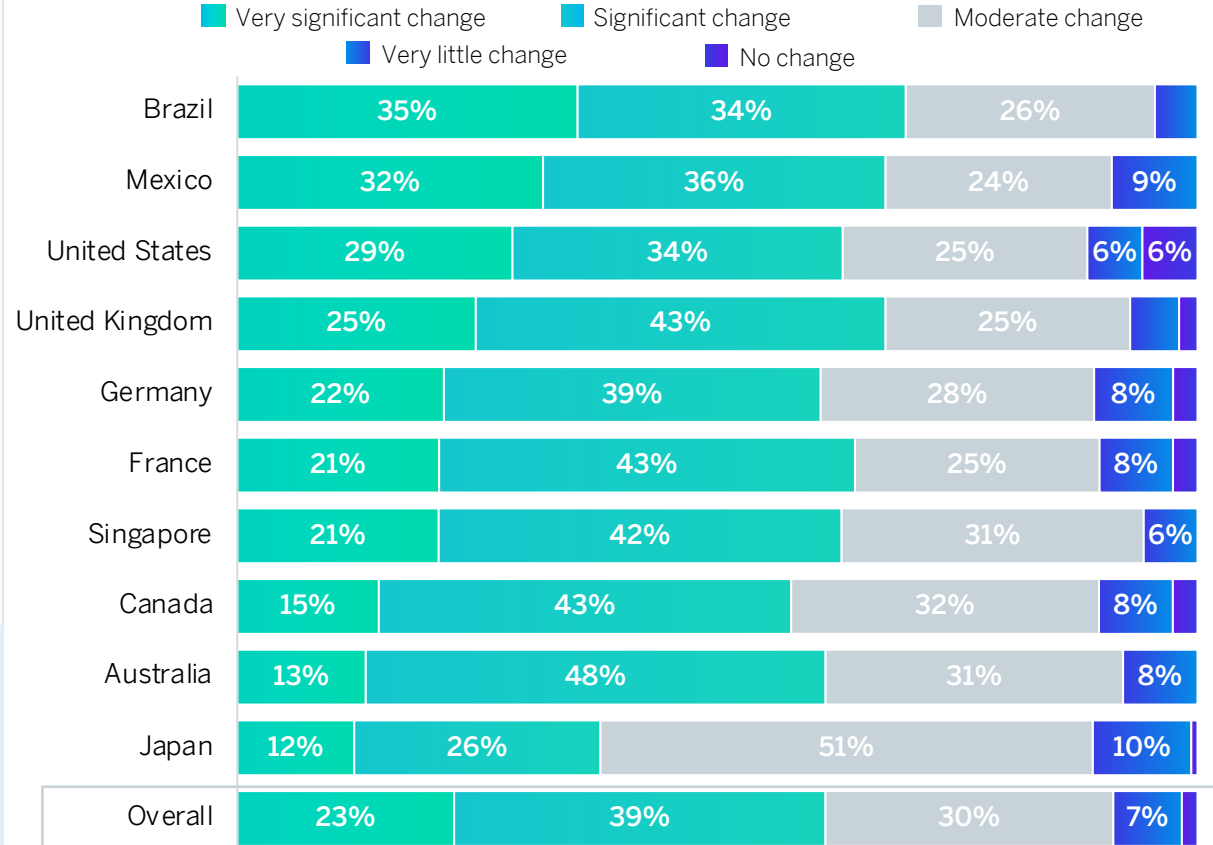
KEY TAKEAWAYS

- + Overall, 62% of executives say their employees' needs have changed significantly since the start of COVID.
- + Brazilian and UK executives report "significant" or "very significant" change in their employees' needs most frequently, at 69% and 68% respectively.
- + Japanese executives are least likely to say that their employees' needs have had "very significant" or "significant" change; instead, the majority (51%) say there has been "moderate" change.

ABOUT

This chart shows to what degree executives from each country say their employees' needs have changed since COVID-19 began.

To what degree have your employees' needs changed since the start of COVID?



Base: 1,541 senior executives across 10 countries
Source: Qualtrics XM Institute Q4 2021 XM Executives Study

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COVID Impact: Employee Attrition Rates

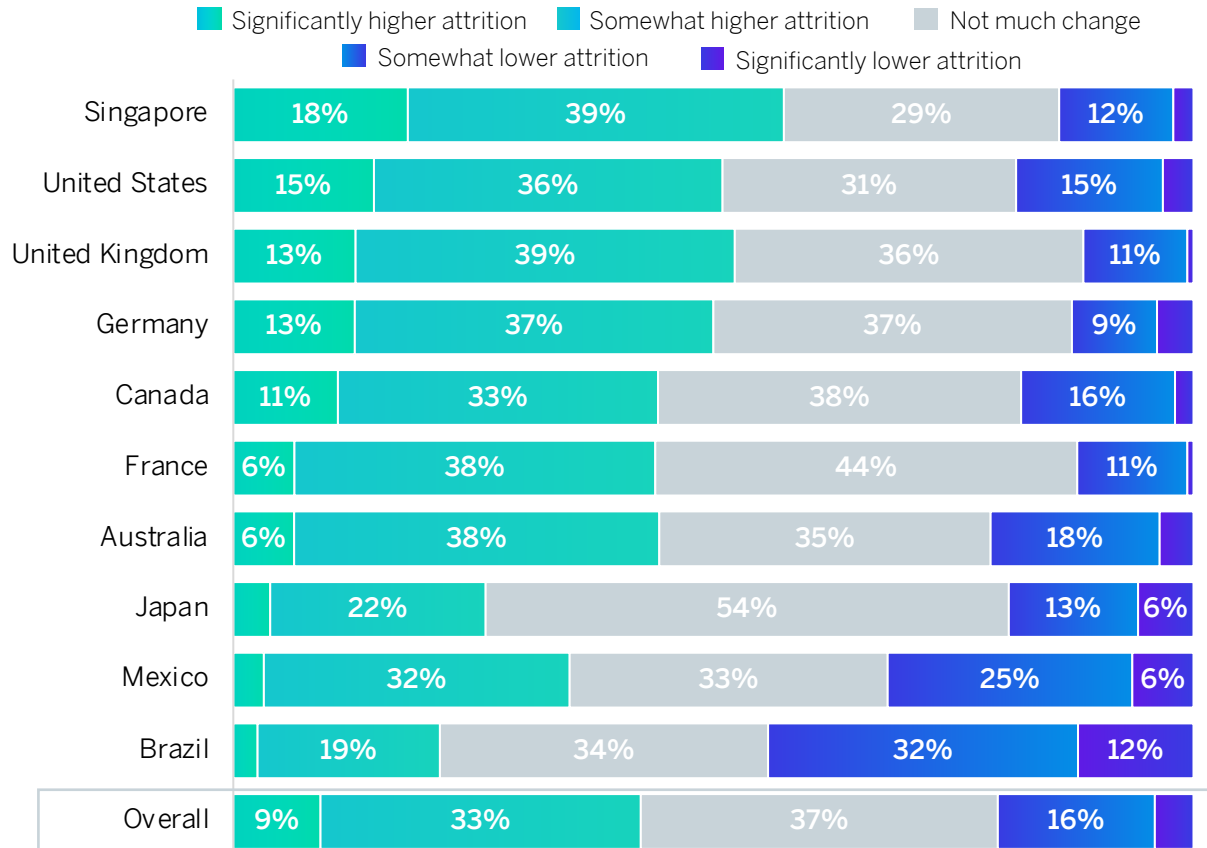
KEY TAKEAWAYS

- + Across all countries, 42% of executives report higher attrition rates at their organizations since COVID, while just 20% report lower attrition rates.
- + Half or more of Singaporean, US, UK, and German executives say their organizations are experiencing higher attrition rates.
- + Brazilian executives most frequently reported lower attrition rates, at 44%.
- + Japanese executives report the most stability in attrition, with 54% saying there has not been much change.

ABOUT

This chart shows how attrition rates now compare to attrition rates before COVID-19, according to executives from each country.

Compared with the pre-COVID environment, to what degree is your organization experiencing employee attrition?



Base: 1,541 senior executives across 10 countries
Source: Qualtrics XM Institute Q4 2021 XM Executives Study

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COVID Impact: Acting on Employee Feedback

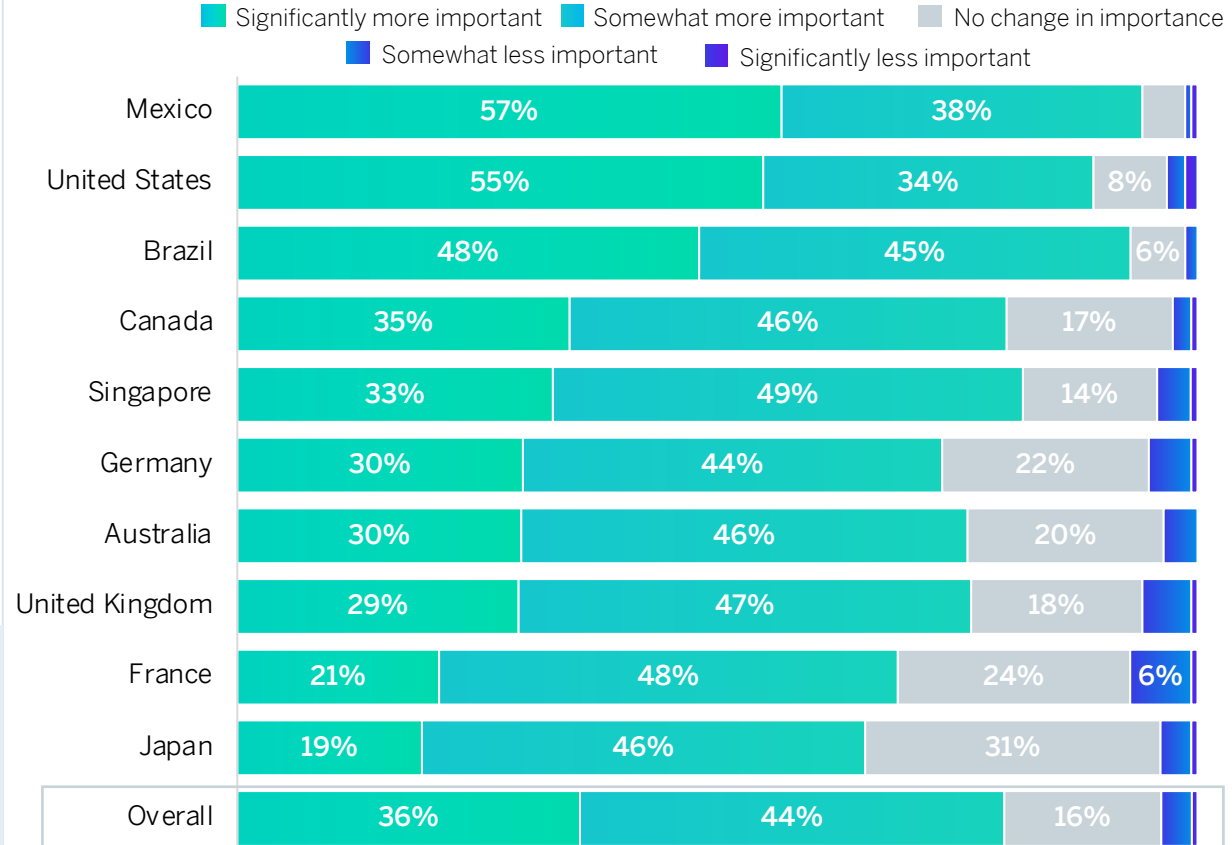
KEY TAKEAWAYS

- + Across all countries, 80% of executives believe it's more important to utilize employee feedback now than before COVID.
- + Mexican and Brazilian executives report increased importance in using employee feedback most frequently, at 95% and 93% respectively.
- + Just 4% of executives say it's less important to use employee feedback now than before COVID.

ABOUT

This chart shows how much more or less important executives from each country say it is to use employee feedback than it was prior to COVID-19.

Compared with the environment prior to COVID, how important is it to collect and act on employee feedback?



Base: 1,541 senior executives across 10 countries
Source: Qualtrics XM Institute Q4 2021 XM Executives Study

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DATA CALCULATION

In **Figure 1**, we calculated the Normalcy Index by multiplying the percentage of respondents selecting each answer by the average number of months in the range they selected. For example, we used 15.5 months for the people who selected 13 to 18 months. For the response option “More than 24 months”, we used 30 months.

In **Figures 1-6**, the “overall” numbers were calculated by dividing the total number of respondents choosing each option by the total number of survey respondents.

All executives surveyed reported that they were working at companies with 2,000 or more employees.

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