



DATA SNAPSHOT

# The State of CX Management, 2022

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# Executive Summary

## KEY FINDINGS IN THIS REPORT

To understand the current state of customer experience (CX) management, Qualtrics XM Institute surveyed 168 CX practitioners at companies with 1,000 or more employees about their organizations' CX efforts and asked them to complete our CX Competency & Maturity Assessment. Highlights from the research include:

- + **CX is a top priority.** Customer experience is a 'significant' or 'critical' priority for 69% of respondents' organizations. Seventy-seven percent have a centralized customer experience group, and 68% have a senior executive in charge of customer experience across products and channels.
- + **Organizations are planning to expand into new CX technologies.** Over fifty percent of respondents say their organization is planning to use predictive analytics and artificial intelligence 'somewhat' or 'significantly' more than they were doing so last year. Forty-four percent of respondents' organizations plan to use journey analytics more, as well.
- + **Most organizations are in early stages of CX maturity.** Just 2% of organizations reached the top stage of CX maturity, Embed. Most are either in the first stage of maturity (Investigate, 33%) or the second stage (Initiate, 44%). Evaluate your organization's CX skills and competencies to find out your current performance using the [Customer Experience \(CX\) Maturity Assessment](#).
- + **CX Leaders' business outcomes benefit more from their CX programs.** CX Leaders (companies with *CX Competency & Maturity Assessment* scores above the median score) reported that their customer retention, cross-selling, employee retention, and cost reduction all benefited from the CX program more frequently than CX Laggards.
- + **CX Laggards lack strong CX leadership.** CX Leaders cite 'competing organizational priorities' and 'poor integration across systems' as their top obstacles to CX success, while CX Laggards are more likely than CX Leaders to say that 'inconsistent executive buy-in' and 'lack of leadership for these efforts' are top obstacles.

## STUDY KEY FACTS

- 168 CX Practitioners
- Organizations with 1,000+ employees
- Sourced through the XM Institute network
- Q1 2022 study

# The State of CX Management, 2022

## STUDY OVERVIEW

The data for this report comes from a customer experience management study that Qualtrics XM Institute conducted in the first quarter of 2022. Using an online survey, XM Institute collected data from 168 customer experience management professionals working at companies with more than 1,000 employees.

XM Institute surveyed CX management professionals connected to our subscriber list for our monthly newsletter, through members of XM Pros (Experience Management Professionals community), and other professional networking sites.

## FIGURES IN THE REPORT

1. Time with Centralized CX Team and Leader
2. Priority of Improving XM
3. Effectiveness of Customer Interaction Channels
4. Evaluating CX Technology, Competency, and Culture
5. Evaluating CX Agility
6. Core CX Metric and Customer Listening Posts
7. Usage of Listening Posts
8. Obstacles to CX Success
9. Looking Ahead: CX Technologies
10. Calculating the CX Maturity Assessment
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12. CX Competencies: Leaders versus Laggards
13. CX Agility: Leaders versus Laggards
14. Business Outcomes: Leaders versus Laggards
15. Financial Benefits: Leaders versus Laggards
16. Channel Effectiveness: Leaders versus Laggards
17. Core CX Metrics: Leaders versus Laggards
18. Usage of Listening Posts: Leaders versus Laggards
19. Effectiveness of Listening Posts: Leaders versus Laggards
20. Obstacles to CX Success: Leaders versus Laggards
21. Company Culture: Leaders versus Laggards

*Methodology*

# Time with Centralized CX Team and Leader

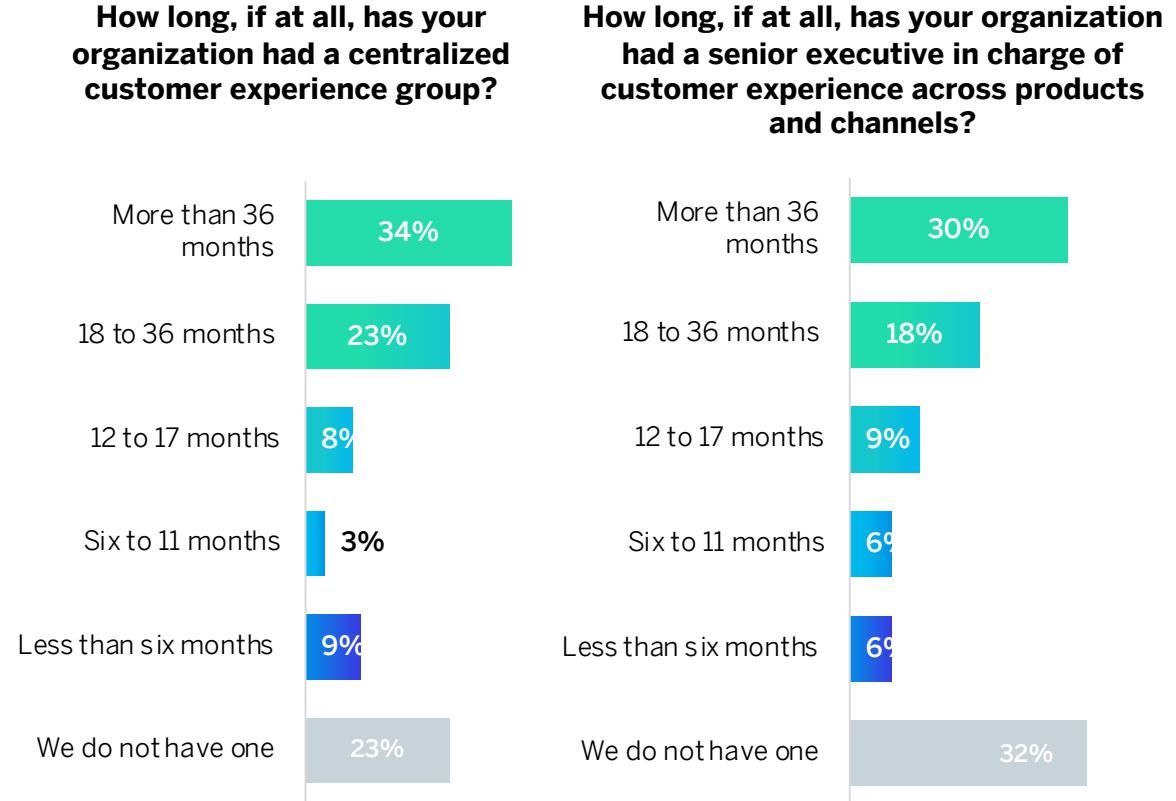
## KEY TAKEAWAYS

- + More than three-quarters of respondents' organizations have a centralized CX group, and over one third of organizations have had a centralized CX group for more than 36 months.
- + More than two-thirds of respondents have a senior executive in charge of CX across products and channels, and 30% have had a CX executive for more than 36 months.

## ABOUT

This chart shows the percentage of organizations that have a senior executive in charge of CX and have a centralized CX group, and the length of time each of these has existed.

## Time with CX Team and CX Leader



# Priority of Improving XM

## KEY TAKEAWAYS

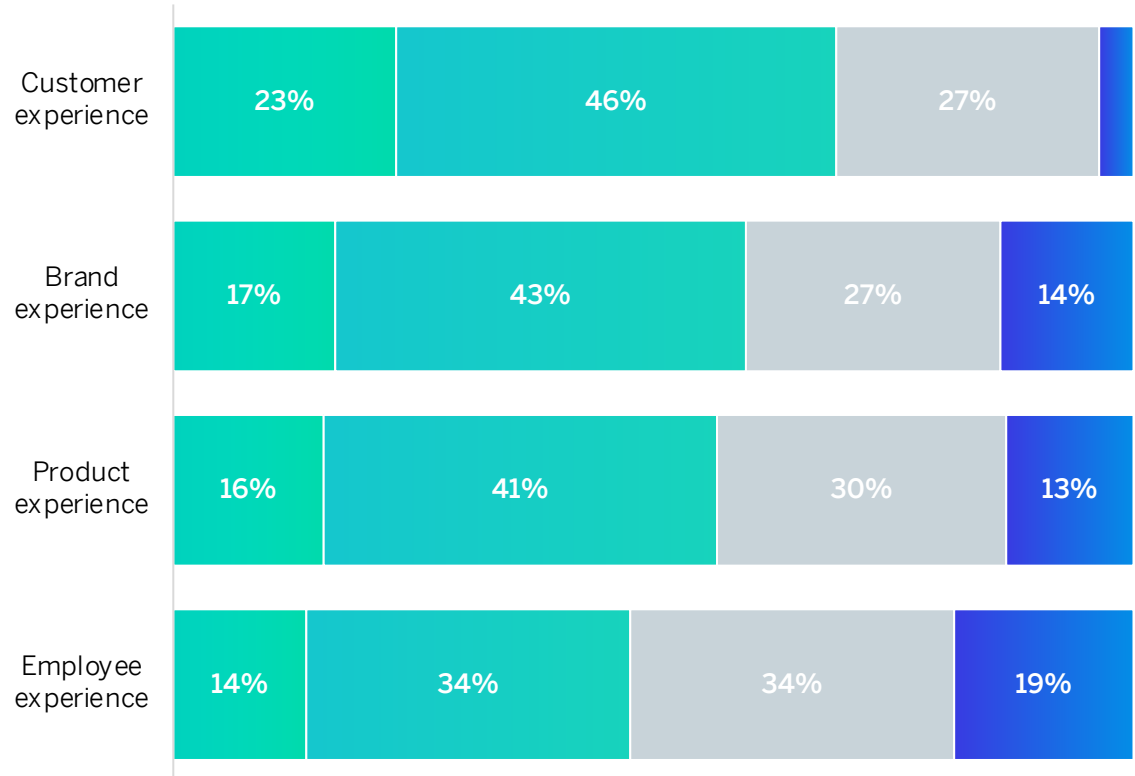
- + Sixty-nine percent of respondents say their organizations put a high priority on improving customer experience, the highest across experience areas.
- + Fewer than half of respondents say their organizations put a critical or significant priority on improving employee experience, the lowest of the four experience areas.
- + Across all four experience areas, less than 20% of respondents said their organization does not consider each experience area at least a moderate priority.

## ABOUT

This chart shows the level of priority respondents say their organizations place on improving their customer experience, brand experience, product experience, and employee experience.

## What priority does your organization put on improving the following:

■ Critical Priority ■ Significant Priority ■ Moderate Priority ■ Not a Priority/Minor Priority



# Effectiveness of Customer Interaction Channels

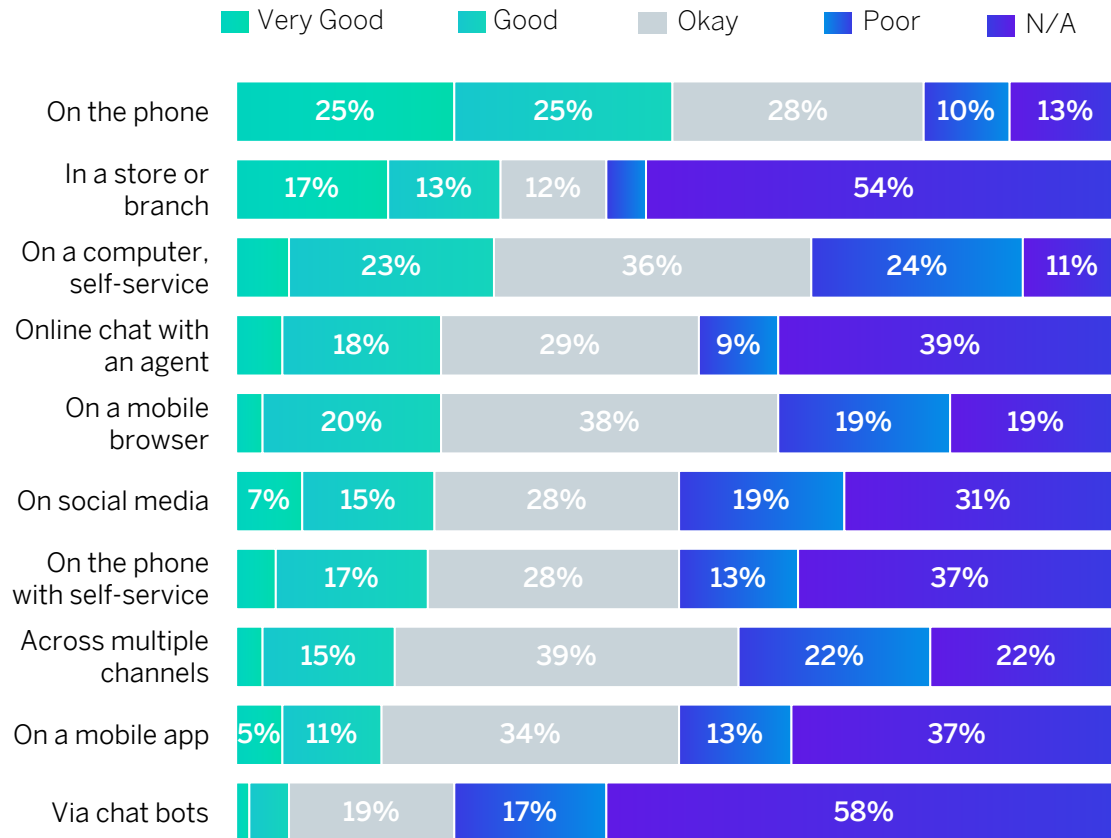
## KEY TAKEAWAYS

- + The highest percentage of respondents (50%) rate the experience their organization delivers on the phone as very good or good.
- + Less than half of respondents say their organization delivers customer experiences in a store or branch or via chat bots.
- + Sixty percent of respondents rated the experience their organization delivers on a computer, self service, and across multiple channels as just 'okay' or 'poor'.

## ABOUT

This chart shows the percentage of organizations that use each interaction channel and the quality of the customer experience that they deliver through each channel, according to respondents.

How would you rate the customer experience that your organization typically delivers through the following interaction channels?



# Evaluating CX Technology, Competency and Culture

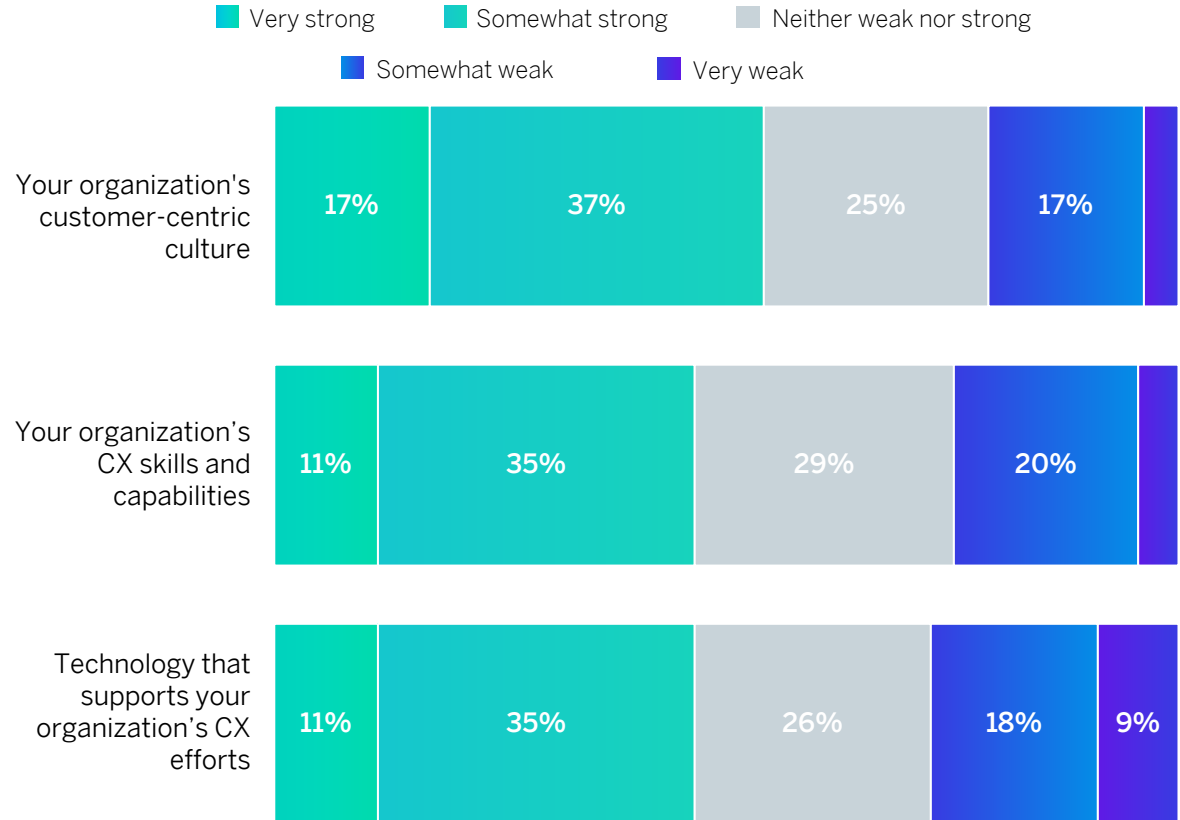
## KEY TAKEAWAYS

- + More than half of respondents rate their organization's customer-centric culture as 'very' or 'somewhat' strong.
- + Less than half of respondents feel that their organization's CX skills and capabilities and the technology supporting their CX efforts are strong.
- + Twenty-five percent of respondents say that their organization's CX skills and capabilities are weak and 27% say that their organization's CX technology is weak.

## ABOUT

This chart shows the strength of organizations' CX culture, skills and capabilities, and technology, according to respondents.

## How would you rate your organization in the following areas?



# Evaluating CX Agility

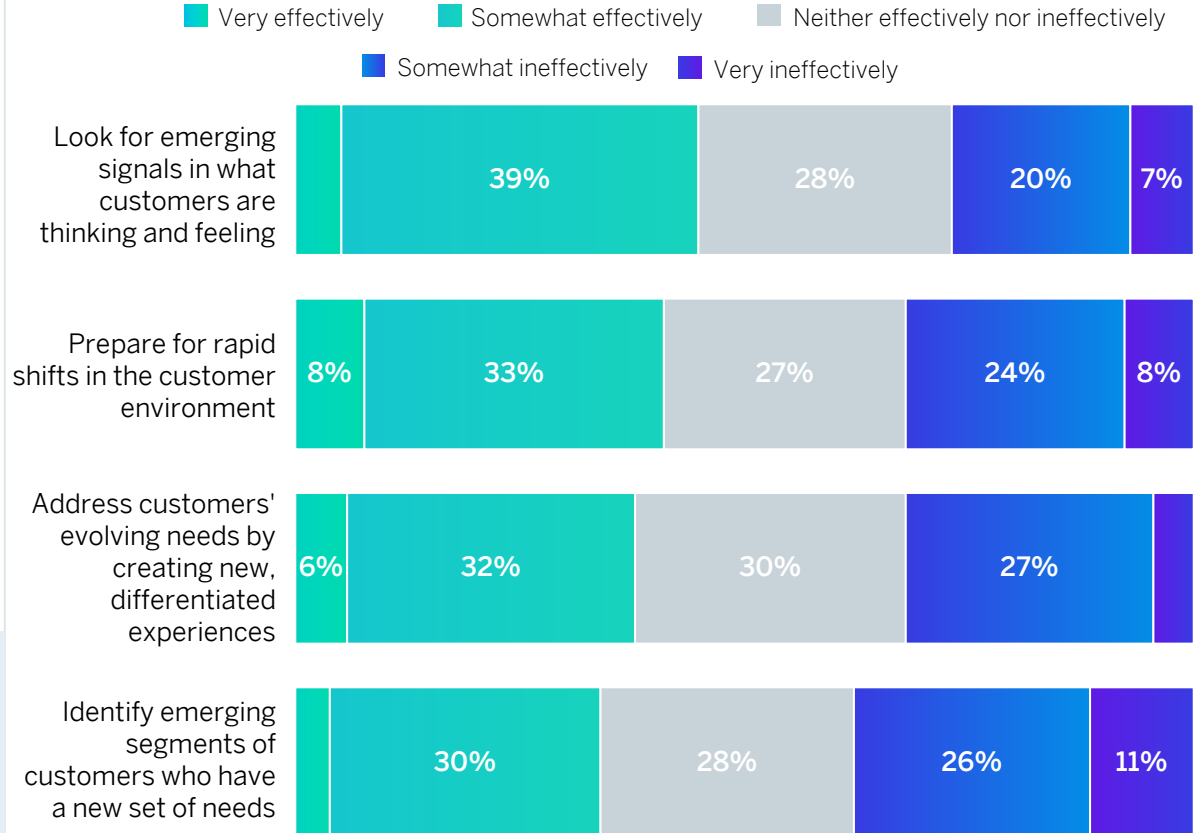
## KEY TAKEAWAYS

- + Less than half of respondents say that their organization does each of these agility activities either 'very' or 'somewhat' effectively.
- + More than a quarter of respondents say that their organization is ineffective at each agility activity.
- + Just one-third of respondents say that their organization does an effective job of identifying emerging segments of customers who have a new set of needs.

## ABOUT

This chart shows how effective respondents rate their organization at each customer experience agility ability.

## How effectively does your organization do the following?





# Core CX Metric and Customer Listening Posts

## KEY TAKEAWAYS

- + NPS is most frequently used as an organization's core CX metric, followed by satisfaction, and customer effort.
- + Just 4% of respondents don't have a core CX metric, and just 2% report using none of the six listed CX listening elements.
- + More than three-quarters of respondents use relationship tracking, over two-thirds use interaction feedback, and just over half use journey feedback as listening elements in their CX program.

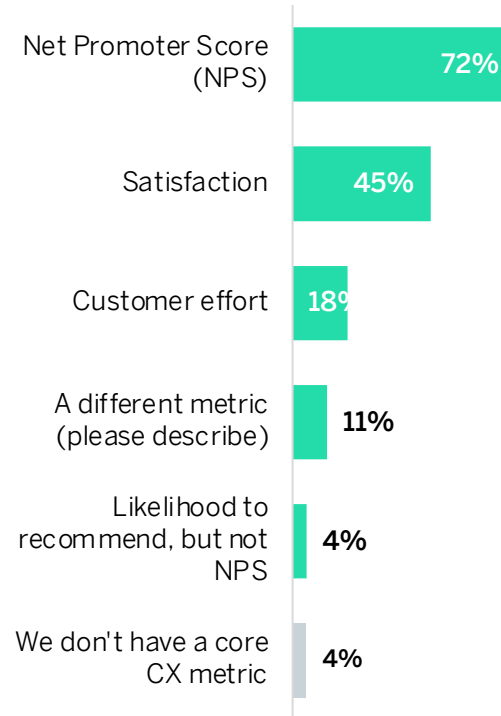
## ABOUT

This chart shows the percentage of respondents' organizations using different CX metrics and customer listening approaches.

## CX Metrics and Listening Posts

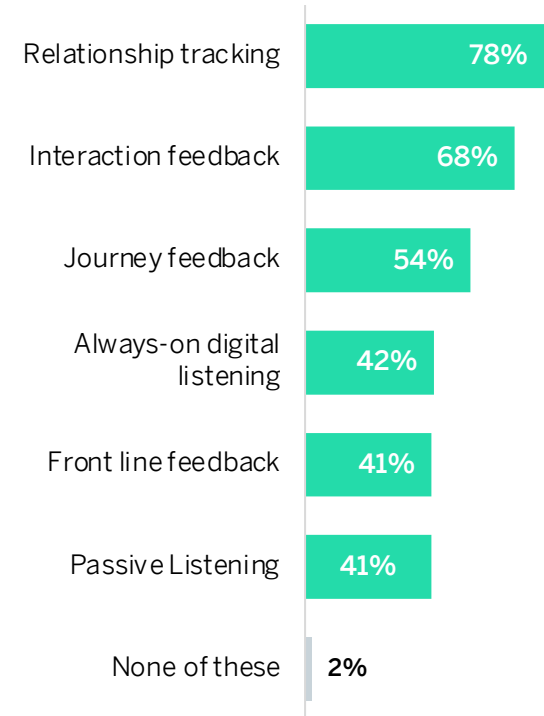
### Which of the following is your core CX metric?

(Pick more than one if they are equally important)



### Which of the following listening elements are a part of your customer experience program?

(Select all that apply)



# Usage of Insights from Listening Posts

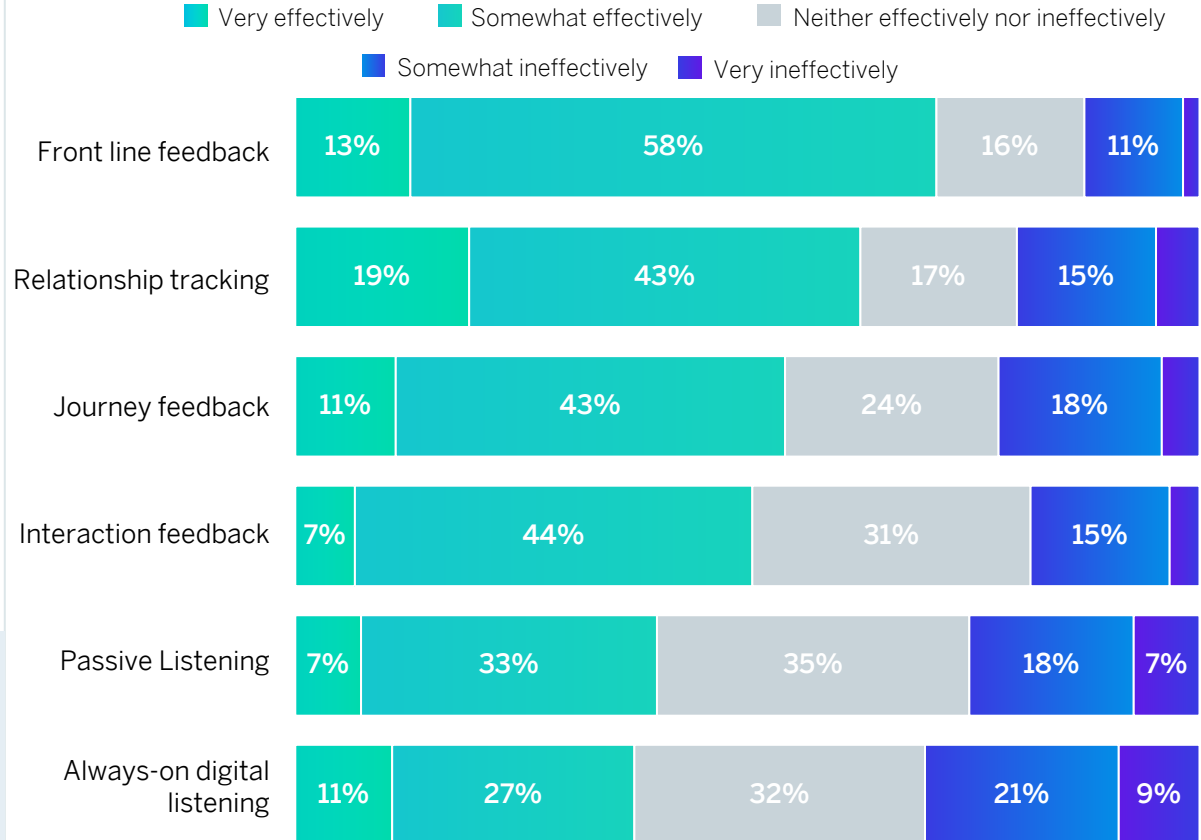
## KEY TAKEAWAYS

- + Respondents' organizations are most effective at making changes based on insights from front line feedback, with 71% saying they do so effectively. Two-thirds or fewer of respondents say their organizations are effective at using insights from all other listening sources.
- + Organizations are least effective at making changes based on feedback from always-on digital listening, with just 38% saying their organization does this effectively.

## ABOUT

This chart shows how effectively respondents say their organization is at making changes based on insights from six listening sources.

### How effectively does your organization make changes based on insights from the following sources?



# Obstacles to CX Success

## KEY TAKEAWAYS

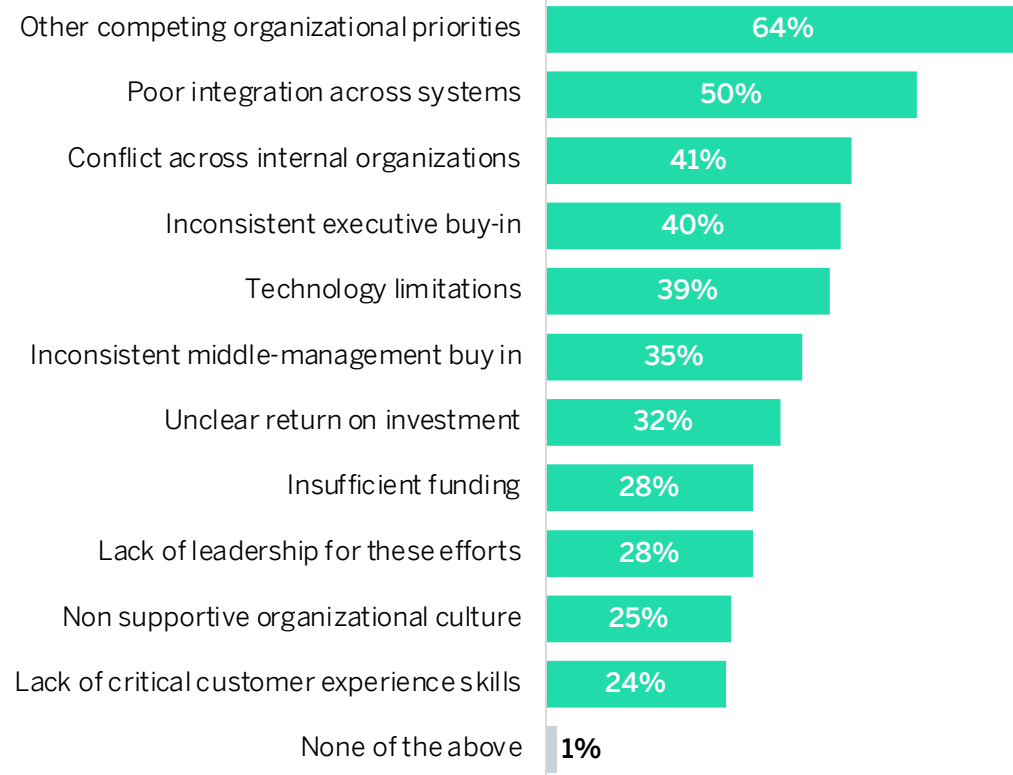
- + The highest percentage of respondents (64%) consider 'other competing organizational priorities' to be a significant obstacle to CX management efforts, followed by 'poor integration across systems' (50%).
- + Respondents cited 'lack of critical customer experience skills' and 'non supportive organization culture' least frequently as CX impediments.
- + Just 1% of respondents said none of these items are obstacles to CX success.

## ABOUT

This chart shows the percentage of respondents that reported each obstacle to their company's CX efforts.

## Which of the following do you consider to be significant obstacles to your organization's customer experience management efforts?

(Select all that apply)



# Looking Ahead: CX Technologies

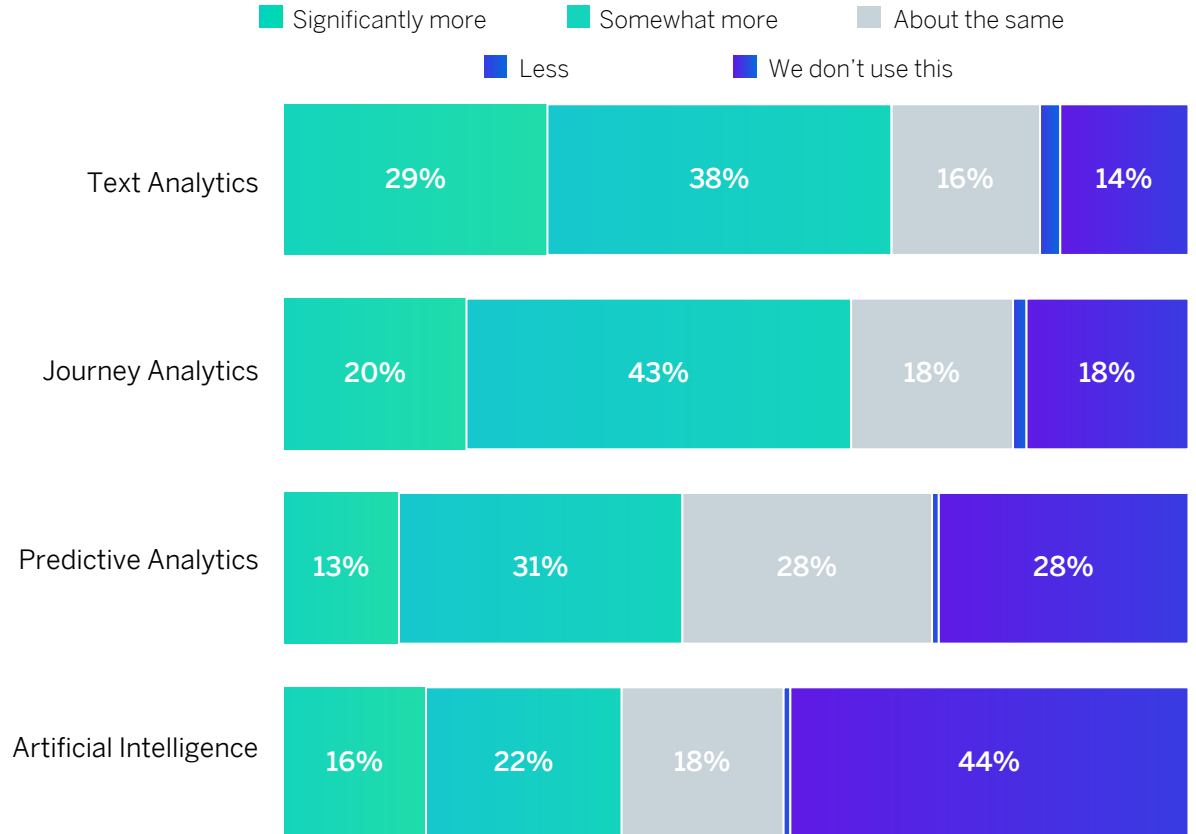
## KEY TAKEAWAYS

- + More than one-third of respondents expect their organization to use each of these technologies more than they did last year to analyze their experience data (X-data).
- + More than 85% of respondents currently use text analytics, and 67% plan to use this technology more to analyze their X- data.
- + Of respondents that expect usage of each technology to remain the same, the highest percentage (28%) expect predictive analytics usage to hold steady.

## ABOUT

This chart shows the percentage of respondents' organizations that plan to use each type of technology to analyze experience data compared with the previous year.

Compared to what you were doing last year, to what degree is your organization planning to use these types of technologies to analyze your experience data?



# Calculating The CX Maturity Assessment

## KEY TAKEAWAYS

- + The CX Maturity Assessment creates a numerical rating for customer experience competencies based on the extent to which each of the 20 CX skills are demonstrated.
- + Respondents self-assess how well their organization has adopted each of the CX Skills. This data is used to calculate a score for each CX Competency.
- + The Six Competency scores determine an overall maturity score.

## ABOUT

These steps demonstrate how to calculate and evaluate the maturity of an organization's CX skills and competencies.

### Step 1: Provide a numerical rating for all 20 CX skills based on this criteria

To what degree has your organization widely adopted these skills (“1” to “5”)?

- 1: Missing:** Demonstrates almost none of the required behaviors at an effective level
- 2: Emerging:** Demonstrates a small amount of the required behaviors at an effective level
- 3: Developing:** Demonstrates many of the required behaviors at an effective level
- 4: Established:** Demonstrates almost all of the required behaviors at an effective level
- 5: Ingrained:** Demonstrates all of the required behaviors at a very effective level

### Step 2: Calculate scores for each of the six competencies based on the average score of the related skills

#### Ratings of CX competencies (average scores)

- Less than 2.60: *Very Weak*
- 2.60 to 3.29: *Weak*
- 3.30 to 3.89: *Adequate*
- 3.90 to 4.49: *Strong*
- 4.50 to 5.00: *Very Strong*

### Step 3: Calculate the overall CX maturity score by adding together the scores from the individual competencies

#### Maturity stage (total score)

- 6 to 14: Stage 1: *Investigate*
- 15 to 18: Stage 2: *Initiate*
- 19 to 22: Stage 3: *Mobilize*
- 23 to 26: Stage 4: *Scale*
- 27 to 30: Stage 5: *Embed*

# CX Competency And Maturity Results

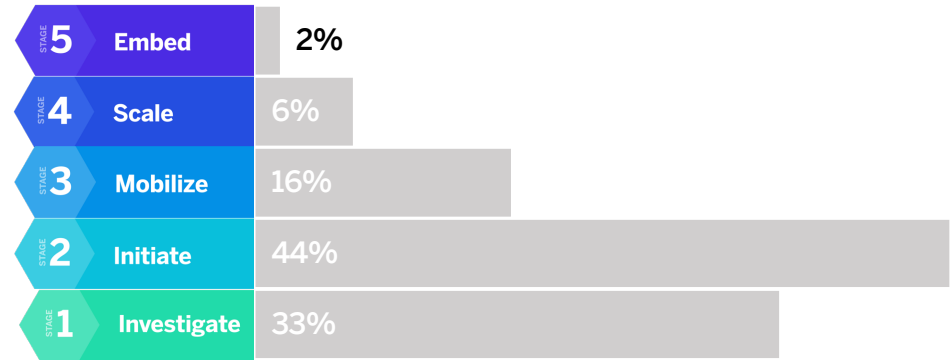
## KEY TAKEAWAYS

- + More than three-quarters of respondents are in the first two stages of CX Maturity.
- + Just 2% of respondents have achieved the top (Embed) stage of CX Maturity.
- + Less than 20% of respondents have strong competency ratings across all six CX Competencies. More than half of respondents are very weak at the Disrupt and Realize competencies.

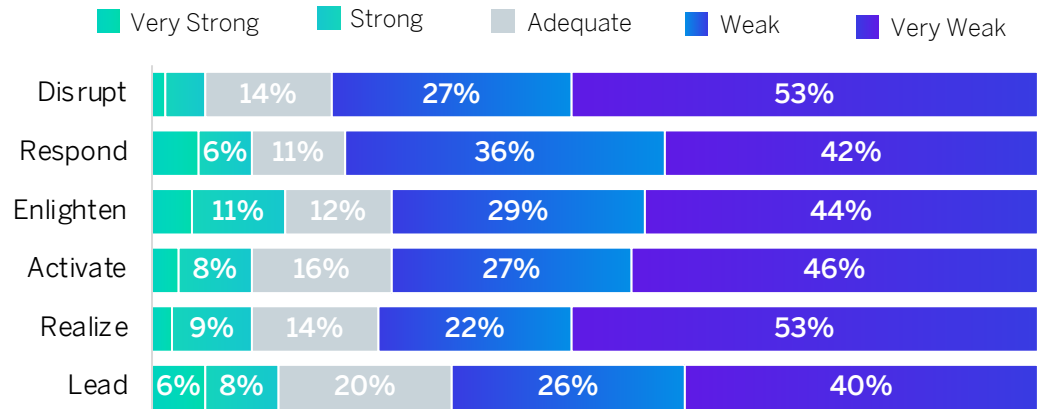
## ABOUT

These charts show the percentage of organizations that achieved each CX maturity level, and the average score break down for each CX Competency.

### Stages of CX Maturity



### CX Competency Ratings



# CX Competencies: Leaders Versus Laggards

## KEY TAKEAWAYS

- + CX leaders rate their organization as having strong CX skills and capabilities three times more frequently than CX laggards.
- + CX leaders report having strong customer-centric culture and strong CX technology twice as often as CX laggards.

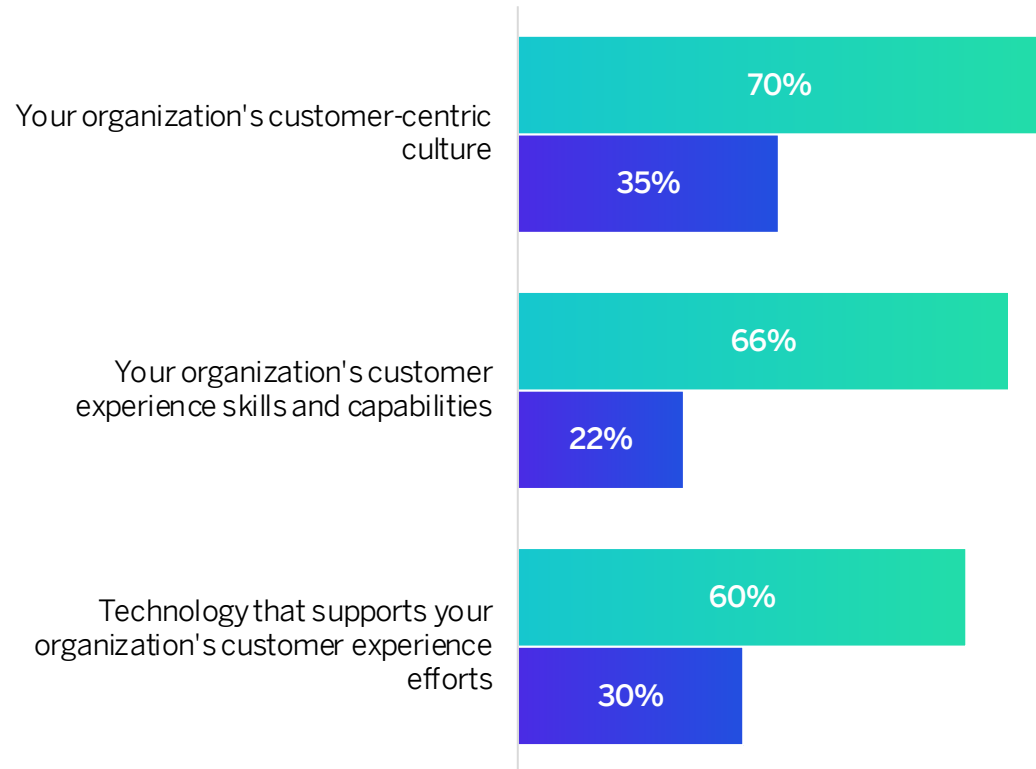
## ABOUT

This chart shows the percentage of respondents that rated their organization as 'strong' or 'very strong' in each area. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 and below are "CX Laggards."

### How would you rate your organization in the following areas?

('Strong' or 'Very Strong')

■ CX Leaders ■ CX Laggards



Base: 168 CX Practitioners from companies with 1,000+ employees  
Source: Qualtrics XM Institute 2022 Q1 CX Practitioner Survey

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# CX Agility: Leaders Versus Laggards

## KEY TAKEAWAYS

- + CX leaders perform all of these CX agility actions more effectively than CX laggards.
- + CX leaders are 4.2 times as likely to address customers' evolving needs with new experiences, 3.3 times as likely to prepare for rapid shifts in the customer environment, and 2.2 times as likely to identify emerging segments of customers.

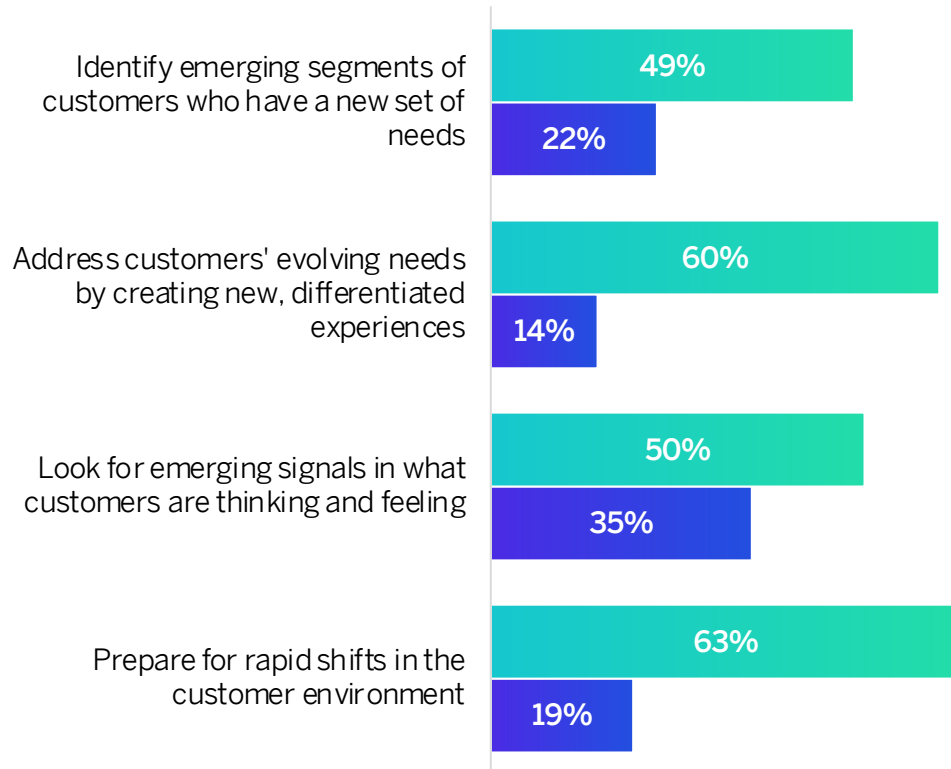
## ABOUT

This chart shows the percentage of respondents that rated their organization as 'effective' or 'very effective' in each area. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 and below are "CX Laggards."

### How effectively does your organization do the following?

('Effectively' or 'Very Effectively')

■ CX Leaders ■ CX Laggards





# Business Outcomes: Leaders Versus Laggards

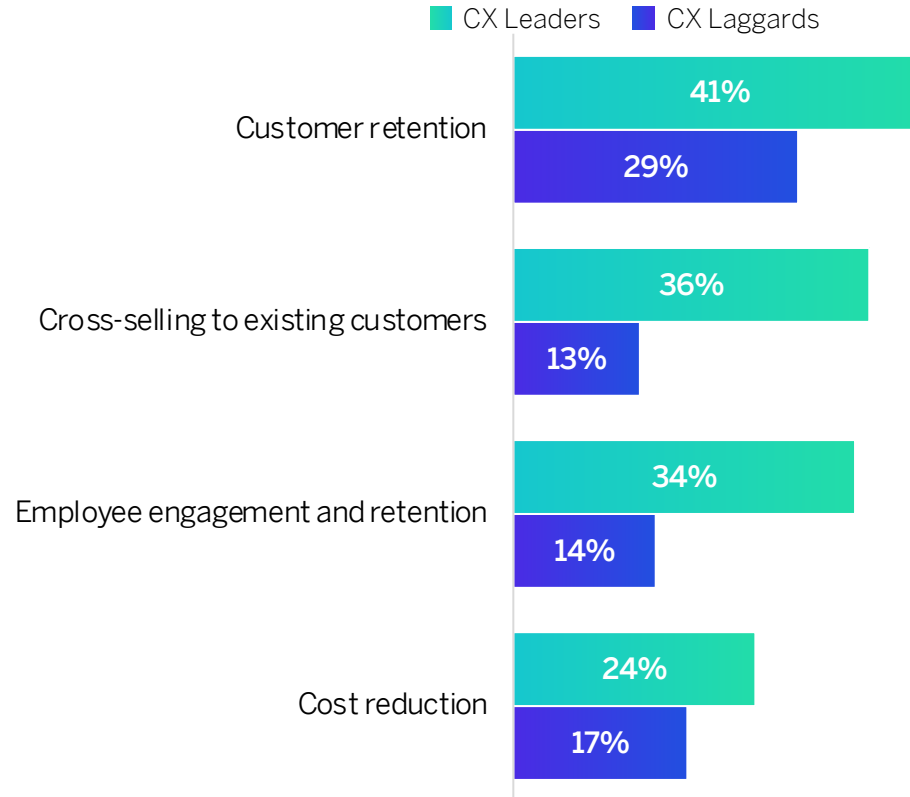
## KEY TAKEAWAYS

- + Respondents with high CX capabilities (CX Leaders) are more likely to report improvement across these business outcomes as a result of their CX program than those with lower CX capabilities (CX Laggards).
- + Forty-one percent of CX Leaders report improved customer retention as a result of their CX program, compared to 29% of CX Laggards.
- + CX Leaders are 23 percentage-points more likely to have CX programs that improve cross-selling to existing customers.

## ABOUT

This chart shows the percentage of respondents that agree with each statement about their company. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are “CX Leaders” and companies with scores of 15.5 and below are “CX Laggards.”

## Which of the following business outcomes has your CX program significantly improved over the last year?



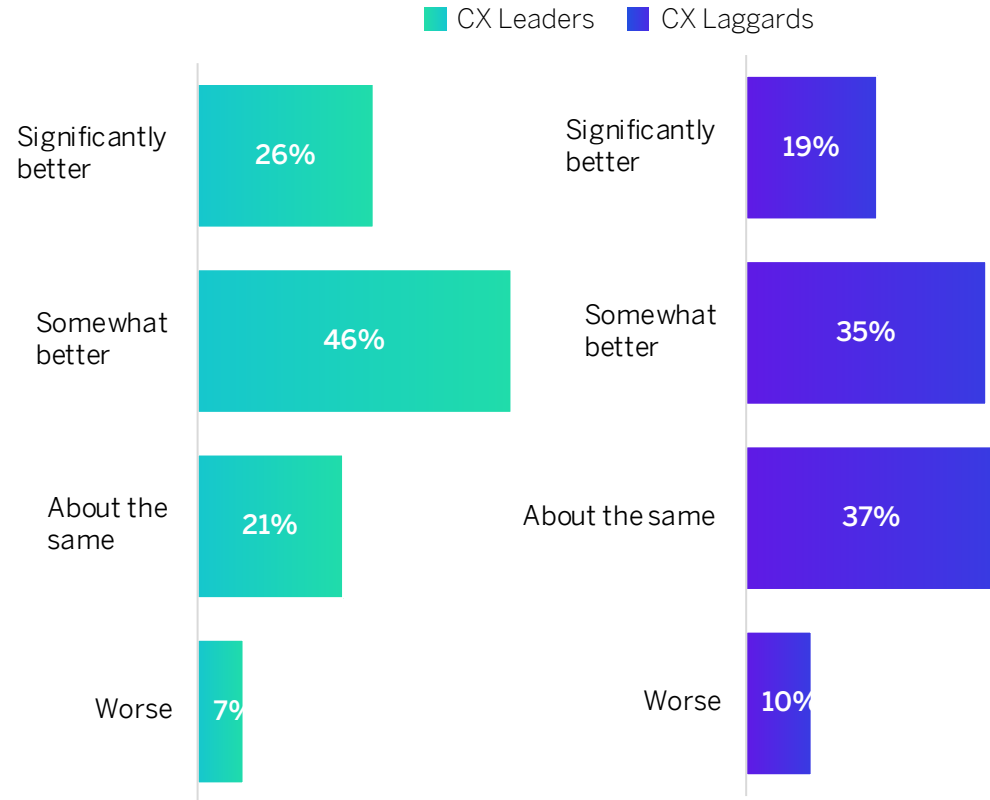
Base: 168 CX Practitioners from companies with 1,000+ employees  
Source: Qualtrics XM Institute 2022 Q1 CX Practitioner Survey

# Financial Benefits: Leaders Versus Laggards

## KEY TAKEAWAYS

+ Seventy-two percent of respondents at organizations with stronger CX capabilities report better financial results compared to their competitors. Just 54% of CX Laggards report the same.

Looking back over the previous year, how did your organization's financial results compare with your competitors?



## ABOUT

This chart shows how organizations' financial results compare to competitors according to respondents. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 and below are "CX Laggards."

# Channel Effectiveness: Leaders Versus Laggards

## KEY TAKEAWAYS

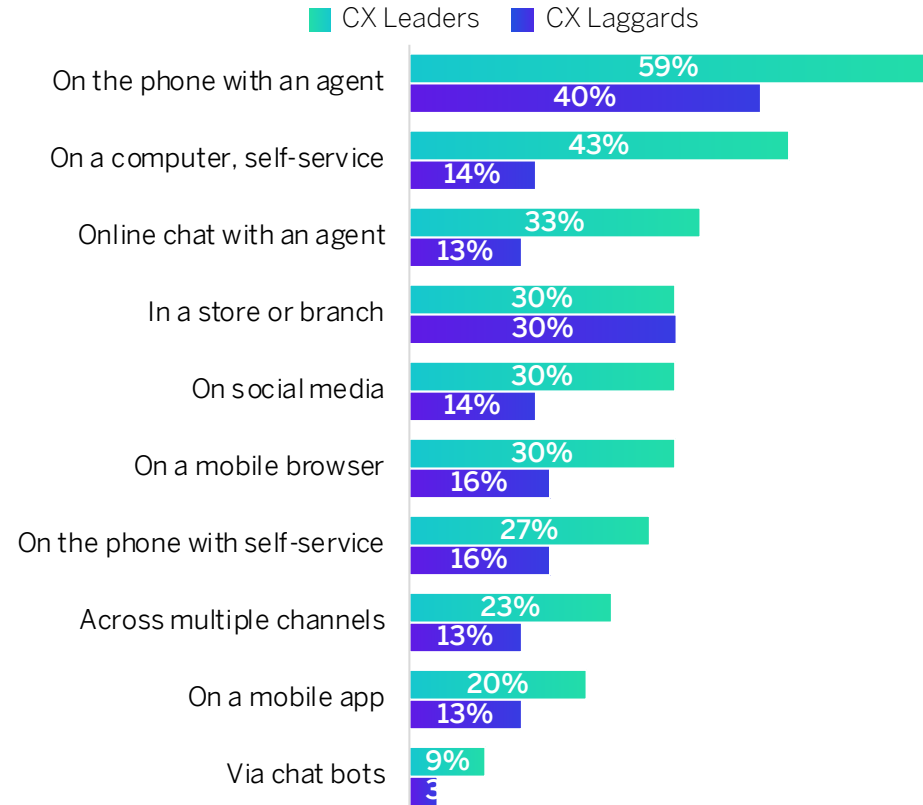
- + CX Leaders are more likely to rate the customer experience their organization delivers as 'very good' or 'good' through all of these interaction channels, except for 'in a store or branch', compared with CX Laggards.
- + The largest gap in the quality of interaction channels between CX Leaders and Laggards is for experiences delivered 'on a computer, self-service' (29 percentage-point gap), followed by 'online chat with an agent' (20-point gap).

## ABOUT

This chart shows the percentage of respondents that rate the customer experience their company delivers through each interaction channel as "good" or "very good." Responses are broken into two groups based on their CX Competency & Maturity Assessment scores. Companies with scores above 15.5 (median score) are "CX Leaders", those with scores of 15.5 and below are "CX Laggards."

## How would you rate the customer experience that your organization typically delivers through the following interaction channels?

(Selected "Good" or "Very Good")



# Core CX Metrics: Leaders Versus Laggards

## KEY TAKEAWAYS

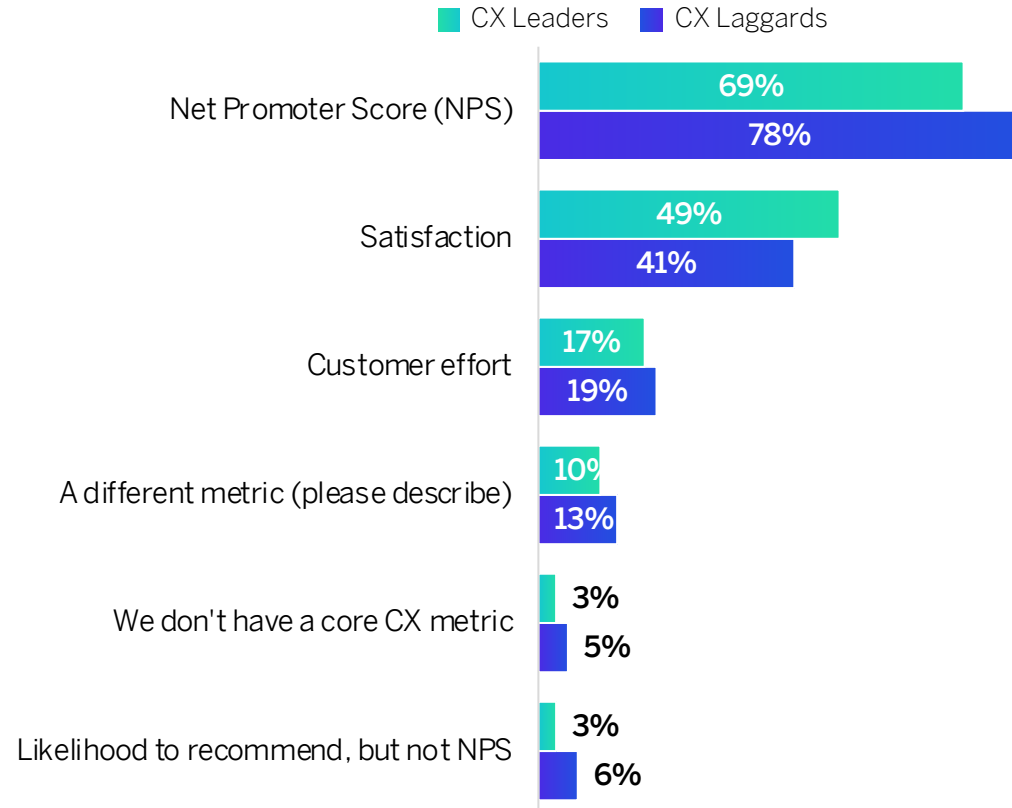
- + CX Laggards are nine percentage-points more likely than CX Leaders to use NPS as their core CX metric and are three points more likely to use either a different CX metric or use likelihood to recommend, but not NPS.
- + Just 3% of CX Leaders don't have a core CX metric, compared to 5% of CX Laggards.
- + CX Leaders are more likely to use more than one core CX metric than CX Laggards.

## ABOUT

This chart shows the percentage of respondents that report their company using each CX metric. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 and below are "CX Laggards."

### Which of the following is your core CX metric?

(Pick more than one if they are equally important)



Base: 168 CX Practitioners from companies with 1,000+ employees  
Source: Qualtrics XM Institute 2022 Q1 CX Practitioner Survey

# Usage of Listening Posts: Leaders Versus Laggards

## KEY TAKEAWAYS

- + CX Leaders are much more likely than CX Laggards to use each of these listening elements as part of their CX program.
- + CX Leaders are 18 percentage-points more likely to use journey feedback than CX Laggards, and 15 percentage-points more likely to use front line feedback.

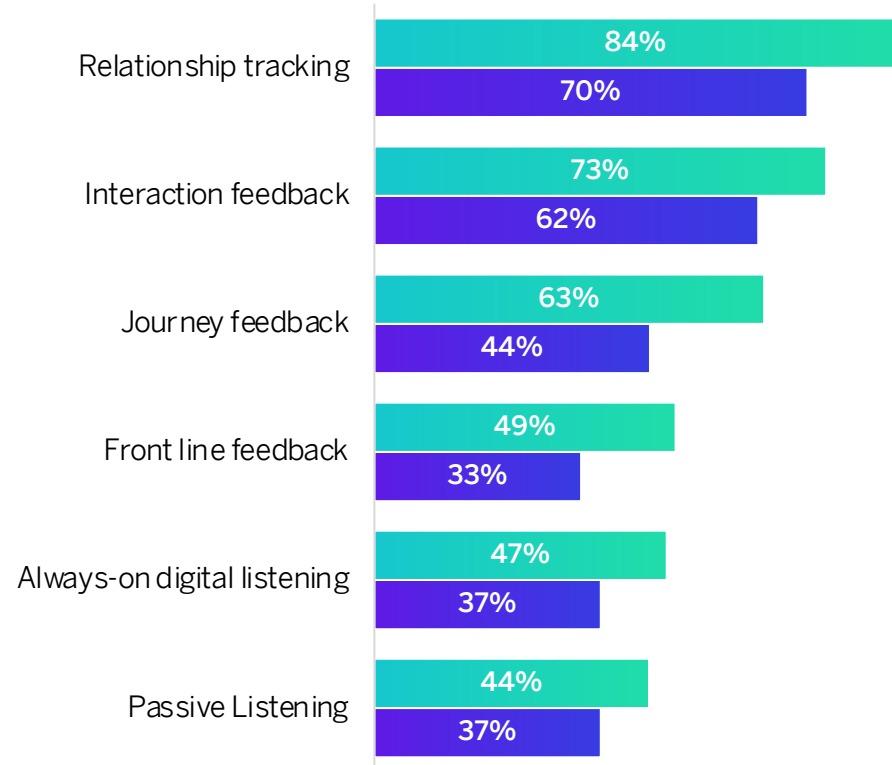
## ABOUT

This chart shows the percentage of respondents that report using each listening element at their company. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are “CX Leaders” and companies with scores of 15.5 and below are “CX Laggards.”

### Which of the following listening elements are a part of your customer experience program?

(Select all that apply)

CX Leaders CX Laggards



# Effectiveness of Listening Posts: Leaders Versus Laggards

## KEY TAKEAWAYS

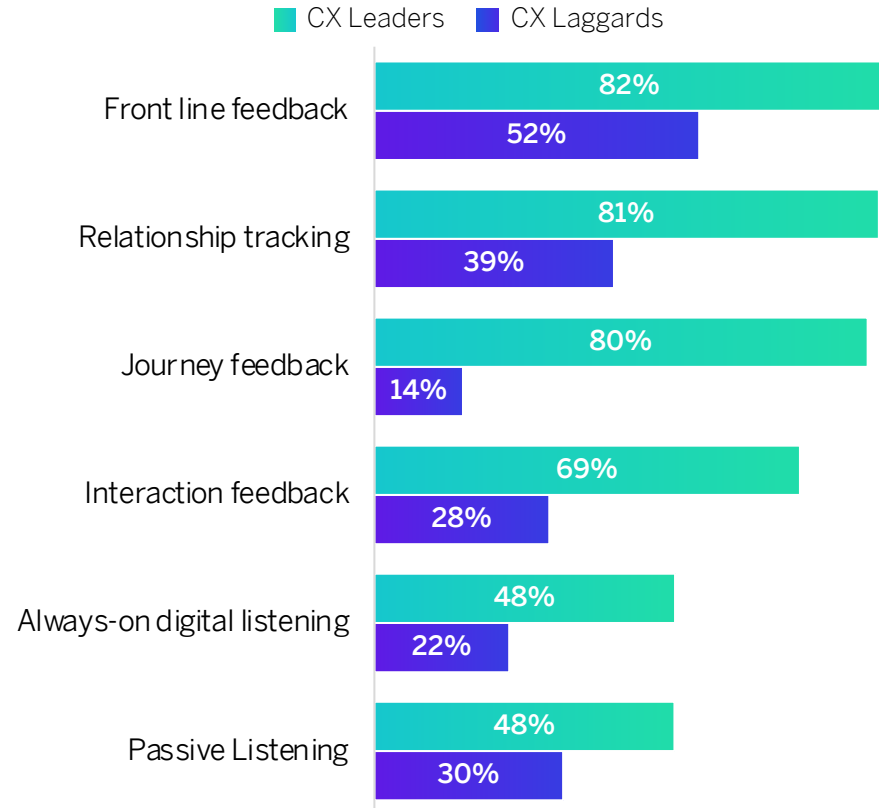
- + CX Leaders are much more likely than CX Laggards to use each of these listening elements effectively.
- + CX Leaders are 2.1 times more likely to use relationship tracking effectively, 2.4 times more likely to use interaction feedback effectively, and 5.6 times more likely to use journey feedback effectively in their CX program.

## ABOUT

This chart shows the percentage of respondents that report using each listening element 'somewhat' or 'very effectively' at their company. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 and below are "CX Laggards."

### How effectively does your organization make changes based on insights from the following sources?

(‘Somewhat effectively’ or ‘Very effectively’)



# Obstacles to CX Success: Leaders Versus Laggards

## KEY TAKEAWAYS

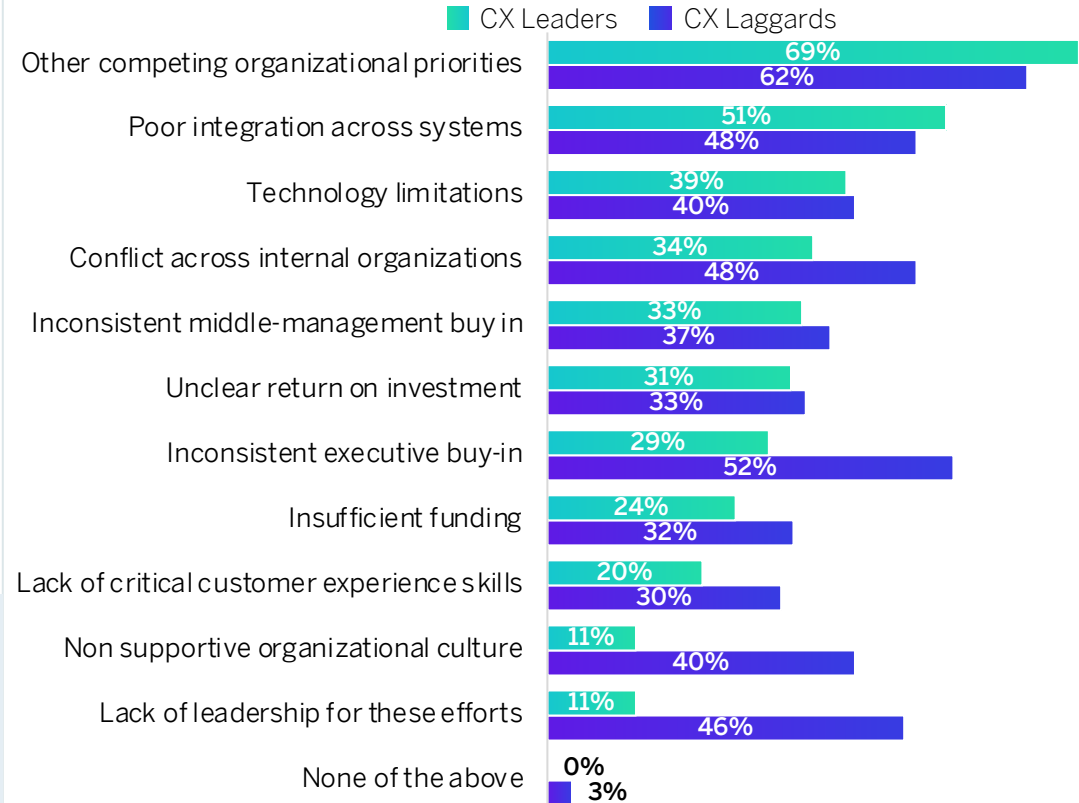
- + CX Laggards are much more likely to cite 'lack of leadership for these efforts', 'inconsistent executive buy-in', and 'non supportive organizational culture' as obstacles to CX management efforts compared to CX Leaders.
- + CX Leaders are more likely to cite 'other competing organizational priorities' and 'poor integration across systems' as obstacles than CX Laggards.
- + All CX Leaders found some of these items to be obstacles to their CX management efforts, while 3% of CX Laggards report having none of the listed obstacles.

## ABOUT

This chart shows the percentage of respondents that reported each obstacle to their company's CX efforts. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 (median score) and below are "CX Laggards."

## Which of the following do you consider to be significant obstacles to your organization's customer experience management efforts?

(Select all that apply)



Base: 168 CX Practitioners from companies with 1,000+ employees  
Source: Qualtrics XM Institute 2022 Q1 CX Practitioner Survey

# Company Culture: Leaders Versus Laggards

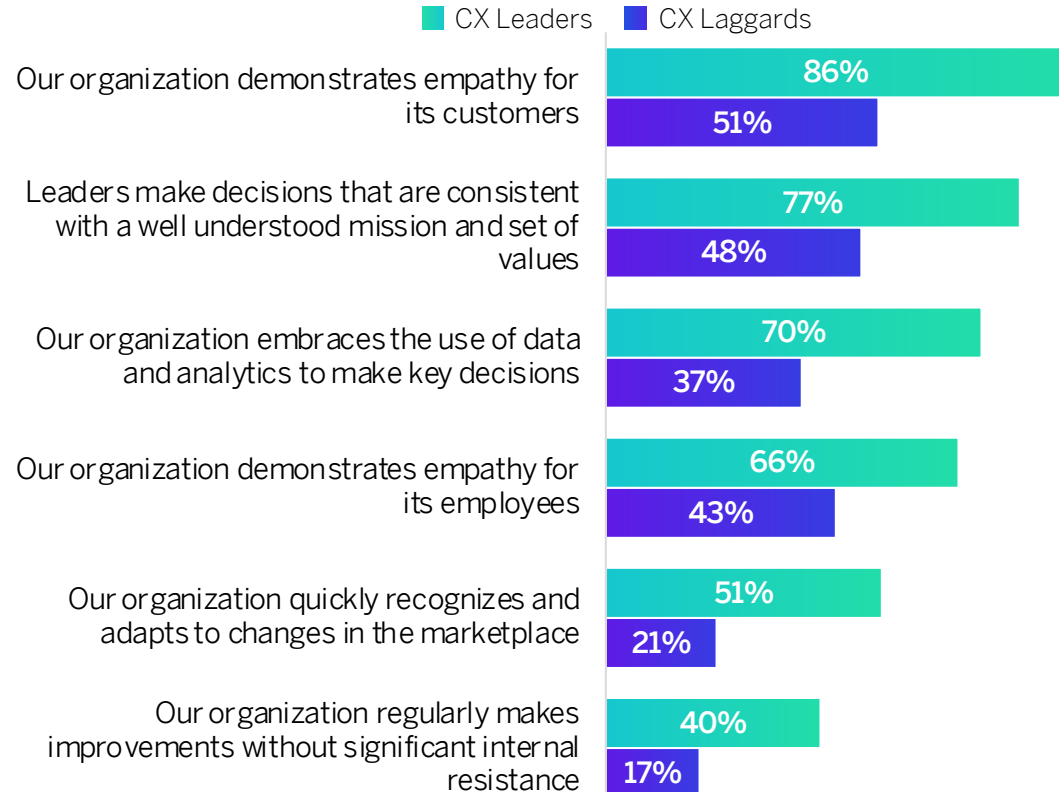
## KEY TAKEAWAYS

- + CX Leaders are more likely to report an organizational culture that demonstrates empathy for customers and employees, and that embraces a mission and analytics in decision-making.
- + Less than half of CX Laggards report having an organizational culture that demonstrates each of these statements, except for 'our organization demonstrates empathy for its customers'.
- + The largest culture gap between CX Leaders and Laggards is feeling that their 'organization demonstrates empathy for its customers' at 35 percentage-points.

## ABOUT

This chart shows the percentage of respondents that agree with each statement about their company. Responses are broken into two groups based on their *CX Competency & Maturity Assessment* scores. Companies with scores above 15.5 (median score) are "CX Leaders" and companies with scores of 15.5 and below are "CX Laggards."

### Respondents who agree with the following statements about their organization:





## DATA CALCULATION

In **Figures 11 - 16**, we break responses into two groups based on their CX Competency & Maturity Assessment scores. Companies with scores above 15.5 (the median score) are “CX Leaders” and companies with scores of 15.5 and below are “CX Laggards.”

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