



DATA SNAPSHOT

State of B2B CX Management, 2023

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Executive Summary

KEY FINDINGS IN THIS REPORT

To understand the current state of customer experience (CX) management at business-to-business firms, Qualtrics XM Institute surveyed 155 CX practitioners at B2B and B2B&C companies with 1,000 or more employees about their organizations' CX efforts. As part of this study, respondents also completed our [CX Competency and Maturity Assessment](#). Highlights from this research include:

B2B companies prioritize CX. Customer experience is a *significant* or *critical* priority for 65% of B2B organizations, according to CX practitioners. Product experience is the second-most highly prioritized experience area for B2B companies.

Most organizations are in the first two stages of maturity. Just three percent of B2B organizations have reached the highest stage of maturity, Embed. More than two-thirds of organizations fell into the first two stages of maturity, Investigate (41%) and Initiate (31%). Use the [Customer Experience \(CX\) Maturity Assessment](#) to evaluate your organization's CX skills and competencies.

B2B companies are listening to their customers. Eighty-seven percent of practitioners reported that their company uses relationship tracking as part of their CX management program. Additionally, over half said their company uses interaction feedback (68%) and journey feedback (54%). Just 2% of practitioners reported that their company did not use any of the six common listening posts.

Competing priorities is the top obstacle to B2B CX success. Sixty-nine percent of practitioners cited *other competing organizational priorities* as a significant obstacle to their organization's CX management efforts, followed by *poor integration across systems* (61%) and *technology limitations* (53%).

STUDY KEY FACTS

- 155 CX practitioners
- B2B & B2B&C organizations
- Organizations with 1,000+ employees
- Sourced through the XM Institute network
- Q1 2023 study

The State of B2B CX Management, 2023

STUDY OVERVIEW

The data for this report comes from a customer experience management study that Qualtrics XM Institute conducted in the first quarter of 2023. Using an online survey, XM Institute collected data from 155 customer experience management professionals working at companies of 1,000 or more employees that have primarily business customers or equally consumer and business customers.

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. Priority of Improving XM
2. Evaluating CX Technology, Competency, and Culture
3. Evaluating CX Agility
4. Core CX Metrics
5. CX Listening Posts
6. Obstacles to CX Success
7. Looking Ahead: CX Technologies
8. Calculating the CX Maturity Assessment
9. CX Competency and Maturity Results

Methodology

The State of B2B CX Management, 2023

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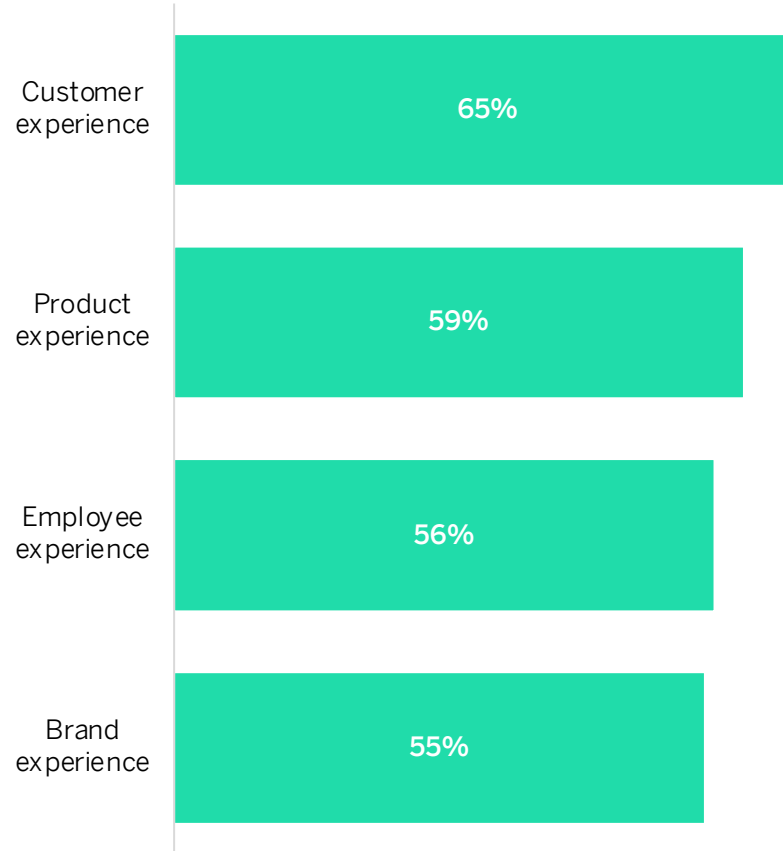
Methodology

Priority of Improving XM

KEY TAKEAWAYS

- + B2B companies most frequently prioritize improving customer experience, with 65% citing this as a significant or critical priority.
- + Product experience is the second most prioritized experience area, with 59% of B2B organizations saying this is at least a significant priority.

What priority does your organization place on improving... (significant/critical priority)



ABOUT

This chart shows the percentage of B2B companies that place a 'significant' or 'critical' priority on improving each of these experience areas.

Evaluating CX Technology, Culture, and Capabilities

KEY TAKEAWAYS

- + Practitioners rated their organization's CX skills and capabilities as strong most frequently of the three elements that make up the XM Operating Framework.
- + Only 43% percent of CX practitioners at B2B companies rate their organization's technology capabilities as strong.

ABOUT

This chart shows the percentage of B2B organizations that rate their organization's CX capabilities as 'somewhat' or 'very' strong.

How would you rate your organization in the following areas?
(somewhat/very strong)



Evaluating CX Agility

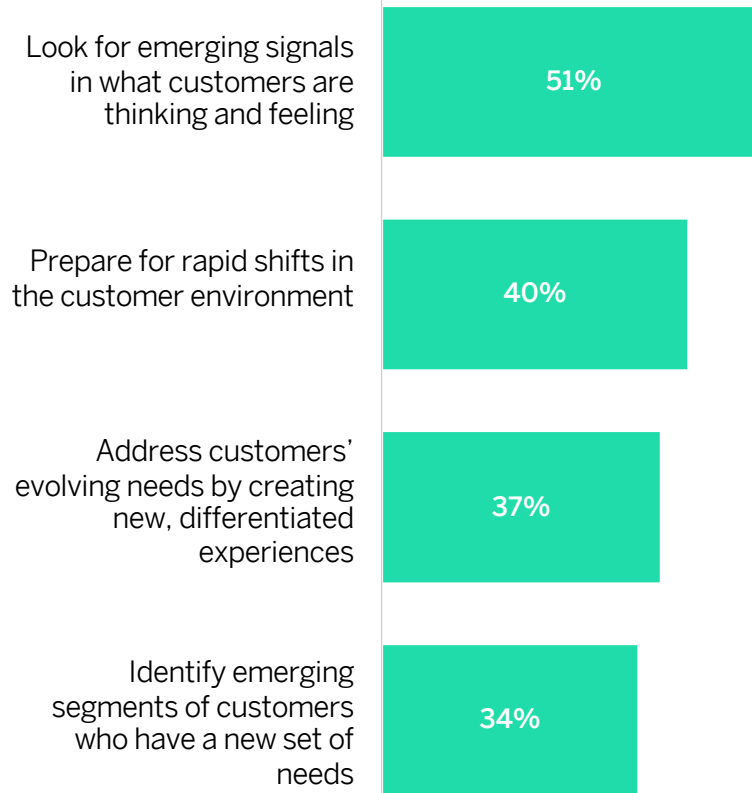
KEY TAKEAWAYS

- + Fifty-one percent of CX practitioners say their B2B company effectively looks for emerging signals in what customers are thinking and feeling.
- + Under half of practitioners say their company effectively performs the other three agility-centric activities.

ABOUT

This chart shows the percentage of B2B organizations that say they 'somewhat' or 'very' effectively perform each of these activities.

How effectively does your organization do the following? (somewhat/very effectively)



Core CX Metrics

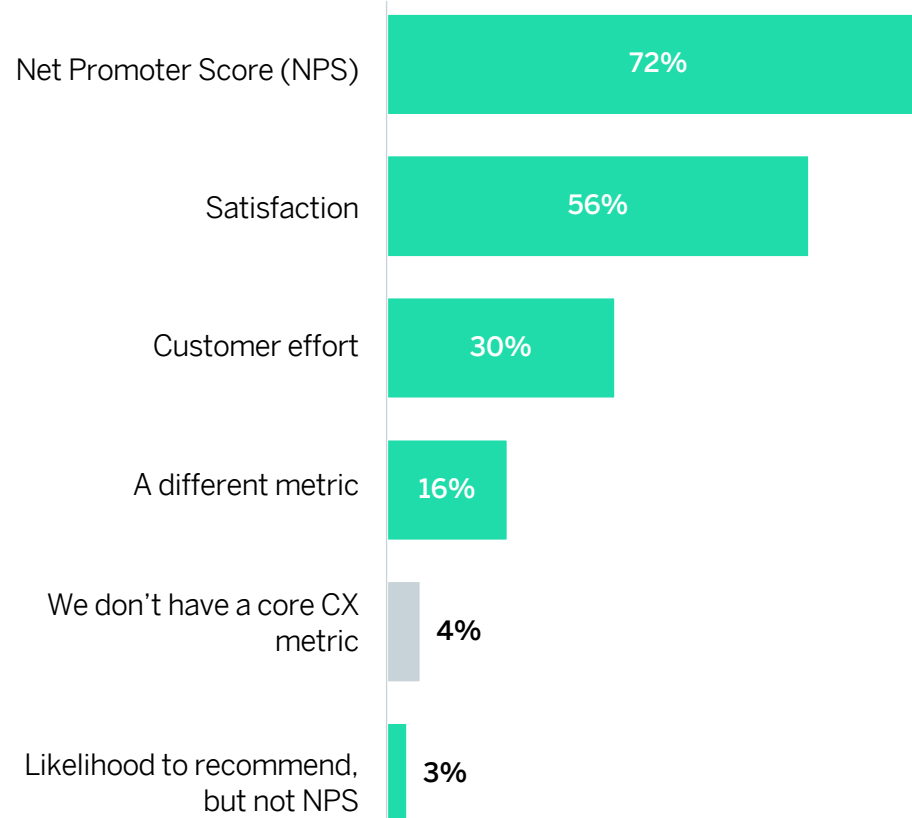
KEY TAKEAWAYS

- + B2B companies most frequently use NPS as a core CX metric, with 72% using this metric.
- + Just four percent of B2B companies don't have a core CX metric.
- + Sixteen percent of B2B companies use a core CX metric other than NPS, satisfaction, likelihood to recommend, and customer effort.

ABOUT

This chart shows the percentage of B2B organizations that use each of these metrics as their core CX metric.

Which of the following is your core CX metric?

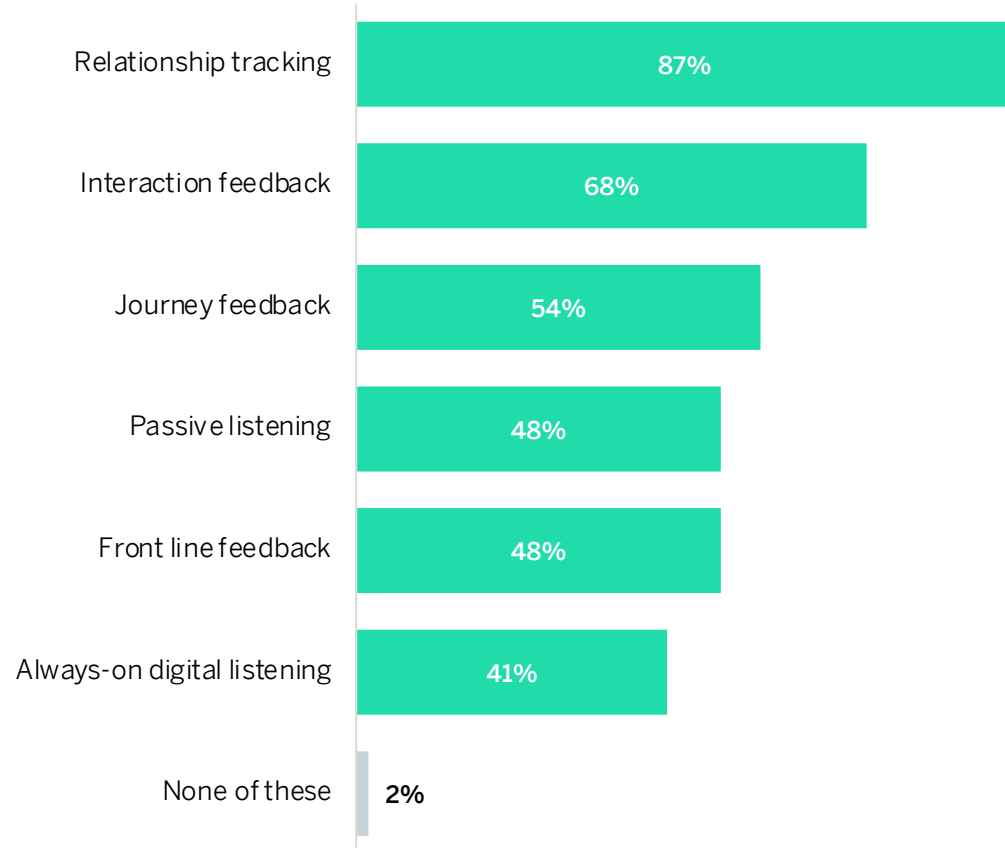


CX Listening Posts

KEY TAKEAWAYS

- + Over half of B2B organizations use relationship tracking, interaction feedback, and journey feedback. They most frequently use relationship tracking, with 87% using it in their CX program.
- + Just two percent of B2B companies don't use any of the six listening elements listed.

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



ABOUT

This chart shows the percentage of B2B organizations that use each of these six listening elements in their customer experience program.

Obstacles to CX Success

KEY TAKEAWAYS

- + B2B organizations most frequently cited *other competing organizational priorities* as an obstacle to their CX management efforts (69%), followed by 'poor integration across systems' (61%).
- + *Non supportive organizational culture* was least frequently cited by B2B organizations out of these eleven options (25%).

ABOUT

This chart shows the percentage of B2B organizations that cite each of these items as an obstacle to their organization's customer experience management efforts.

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



Looking Ahead: CX Technologies

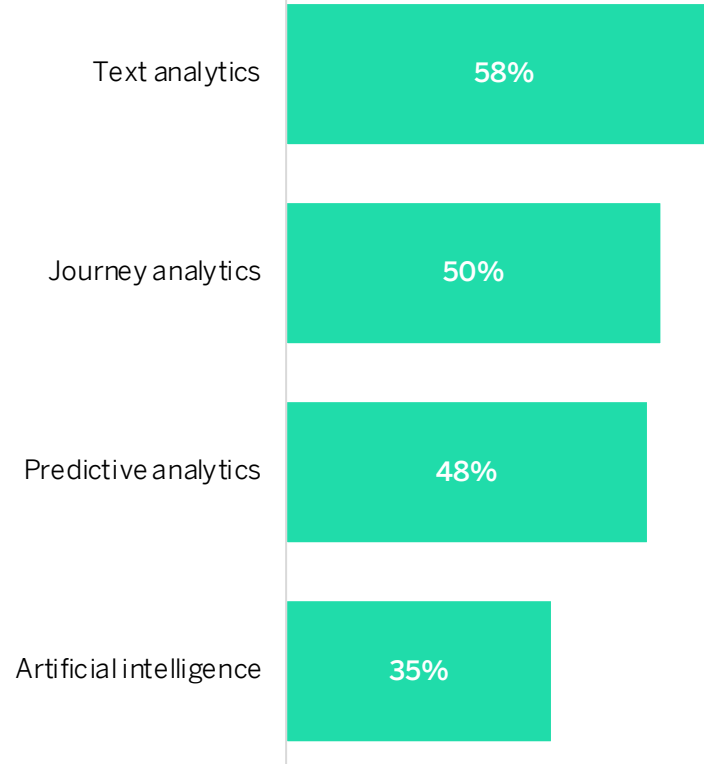
KEY TAKEAWAYS

- + More than one-third of B2B companies plan to use each of these technologies somewhat or significantly more than they did last year.
- + B2B companies have the most momentum to use text analytics more this year than they did last year (58%), followed by journey analytics (50%).

ABOUT

This chart shows the percentage of B2B organizations that say they plan to use each of these technologies 'somewhat' or 'significantly' more than they were last 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?
(somewhat/significantly more)



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 is 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

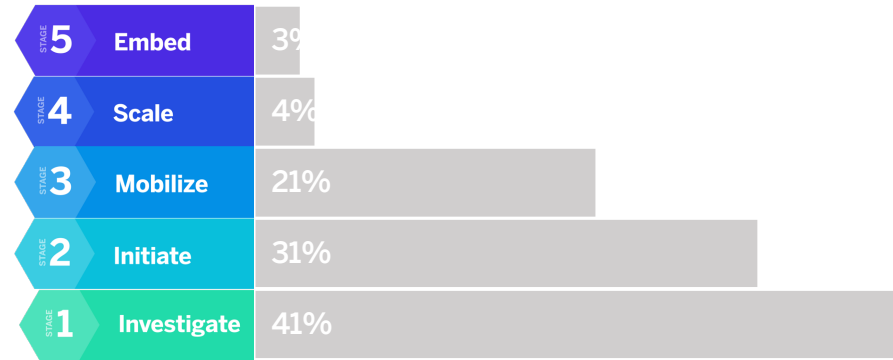
KEY TAKEAWAYS

- + More than 70% of respondents are in the first two stages of CX Maturity.
- + Just 3% of respondents have achieved the top (Embed) stage of CX Maturity.
- + Respondents rated their organizations best at the Lead competency, with 21% at least 'strong' at these activities.
- + Organizations are weakest in the Realize competency; nearly half of respondents rated their organization's capabilities as 'very weak', and another 24% had a 'weak' rating.

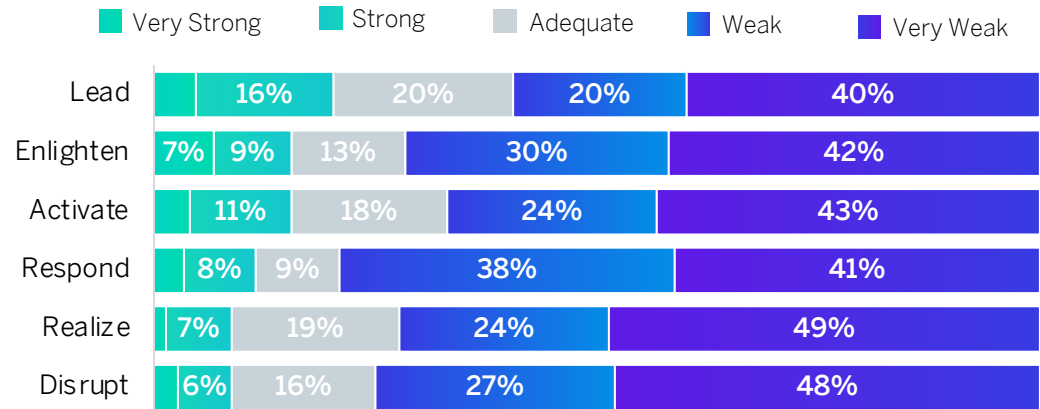
ABOUT

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



Methodology

DATA CALCULATION

We conducted all question calculations by dividing the number of respondents that selected each option by the total number of respondents for each question.

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