



DATA SNAPSHOT

The State of Customer Experience Management, 2024

James Scutt, XMP
Principal XM Catalyst

Talia Quaadgras
Research Program Manager

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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 234 CX practitioners about their organization's CX efforts. As part of this study, we also asked them to complete our CX Competency and Maturity Assessment and XM-Centric Culture Assessment. From our analysis, we found that:

- + **Over two-thirds of organizations remain in the first two stages of CX Maturity.** Seventy-one of practitioners rated their CX Maturity as either Stage 1: Investigate (41%), or Stage 2: Initiate (30%). Eighteen percent say their organization is in the third stage of maturity (Mobilize), while 2% have achieved the fifth stage: Embed. Use the [Customer Experience \(CX\) Maturity Assessment](#) to evaluate your organization's CX skills and competencies.
- + **Most organizations have cultures that can nurture XM adoption.** Forty percent of CX practitioners say their XM-Centric Culture Level is *nurturing* or *very nurturing*, according to the [XM-Centric Culture Assessment](#). Meanwhile, 23% of organizations have an *inhibiting* culture, which may prevent XM practices from taking hold.
- + **CX Leaders enjoy better business outcomes.** Compared to CX Laggards (Maturity Assessment scores below the median), CX leaders are more likely to report that their CX programs have significantly improved key business outcomes for their organization, including customer retention, cross-selling, employee retention, and cost reduction. They are also more likely to describe their organization's financial results as *somewhat* or *significantly better* than competitors (63% vs 40%).
- + **Other competing organizational priorities is the top obstacle to CX success.** Both CX leaders and CX laggards cite this as a significant obstacle to CX success, with laggards citing it 16 points more frequently than leaders. The largest gap between obstacles selected by CX leaders' and laggards' was for *unclear return on investment* (34-point difference.)

STUDY KEY FACTS

- 234 CX professionals from companies with 1,000+ employees
- Sourced through the XM Institute network
- Conducted in Q1 2024

The State of Customer Experience Management, 2024

STUDY OVERVIEW

The data for this report comes from an CX practitioner study that Qualtrics XM Institute conducted in the first quarter of 2024. Using an online survey, XM Institute collected data from 234 CX practitioners from organizations with 1,000 or more employees.

XM Institute surveyed CX management practitioners connected through 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. CX Maturity Assessment
2. CX Maturity
3. XM-Centric Culture Assessment
4. XM-Centric Culture Level
5. XM-Centric Culture Levels: Leaders vs. Laggards
6. Priority of Improving XM Areas
7. Executives and Customer Experience
8. Executive Support: leaders vs. Laggards
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11. Channel Experience
12. Interaction Quality: Leaders vs. Laggards
13. CX Metrics and Customer Listening Posts
14. Listening Effectiveness
15. Core CX Metric: Leaders vs. Laggards
16. Listening Elements: Leaders vs. Laggards
17. CX Technology, Competency, and Culture
18. Obstacles to CX Success
19. CX Obstacles: Leaders vs. Laggards
20. Momentum of AI-Powered Analytics Tools
21. Momentum of CX Technologies for Driving Action
22. Business Outcomes: Leaders vs. Laggards
23. Financial Results: Leaders vs. Laggards
24. *Methodology*

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

To what extent does your organization's CX program demonstrate the following behaviors ("1" to "5")?

- 1: Never
- 2: Infrequently
- 3: Sometimes
- 4: Almost Always
- 5: Always

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*

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

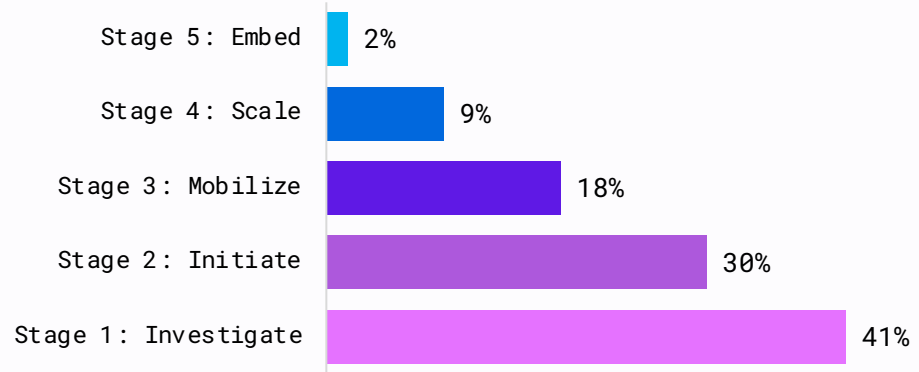
Base: 234 CX practitioners from orgs with 1,000+ employees

Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

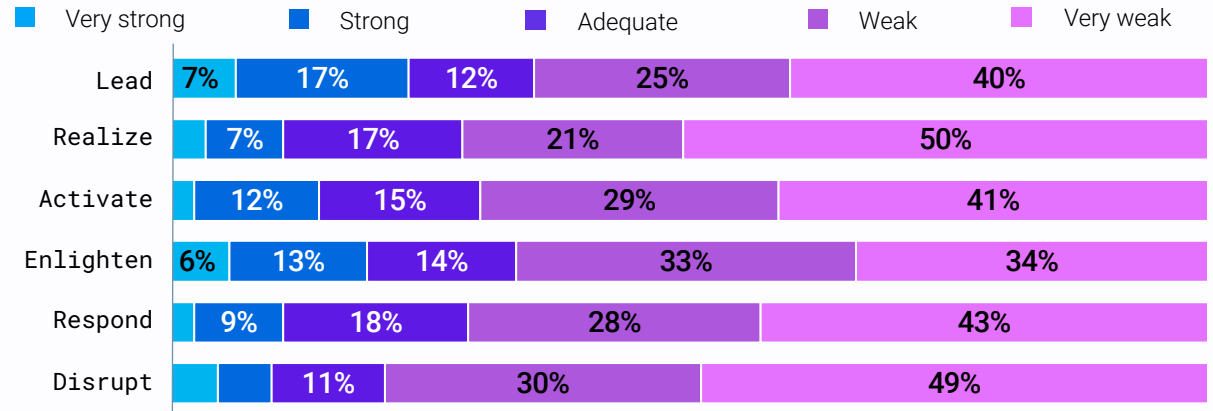
KEY TAKEAWAYS

- + Forty-one percent of respondents rated their organization in the *Investigate* stage, the first stage of CX maturity, while 2% of organizations achieved the fifth stage, *Embed*.
- + Respondents most often rated their organization to be *strong* or *very strong* in the Lead competency, and least often for the Disrupt (10%) and Realize (11%) competencies.

Stages of CX Maturity



CX Competency Ratings



ABOUT

Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Step 1: Provide a numerical rating for 12 Culture characteristics based on this criteria

To what degree does your organization demonstrate these characteristics (“1” to “5”)?

- 1: Never
- 2: Infrequently
- 3: Sometimes
- 4: Almost Always
- 5: Always

Step 2: Calculate scores for each of the four attributes based on the total score of the related characteristics

Ratings of culture categories (total scores)

- Less than 5: *Very Inhibiting*
- 5 to 7: *Inhibiting*
- 8 to 10: *Neither Inhibiting nor Nurturing*
- 11 to 13: *Nurturing*
- 14 or 15: *Very Nurturing*

Step 3: Calculate the overall XM-Centric Culture Level by adding together the scores from the individual attributes

Culture Level (overall score)

- Less than 24: *Very Inhibiting*
- 24 to 32: *Inhibiting*
- 33 to 41: *Neither Inhibiting nor Nurturing*
- 42 to 50: *Nurturing*
- 51 or higher: *Very Nurturing*

KEY TAKEAWAYS

- + The XM-Centric Culture Assessment creates a numerical rating for cultural attributes based on the extent to which 12 characteristics are demonstrated.
- + Respondents self-assess how well their organization has adopted each of the characteristics. This data is used to calculate a score for each category and an overall total score.

ABOUT

Base: 234 CX practitioners from orgs with 1,000+ employees

Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

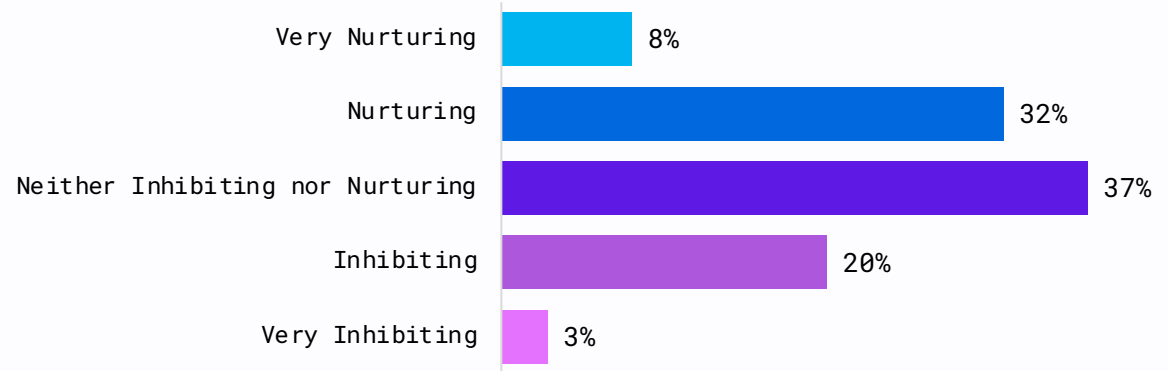
XM-Centric Culture Level

KEY TAKEAWAYS

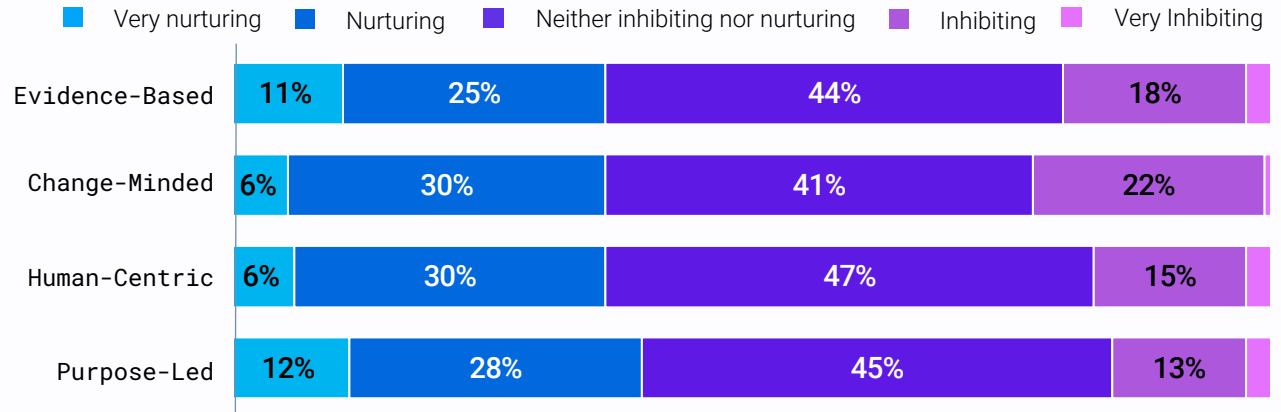
+ Forty percent of respondents rated their organization's XM-Centric Culture level to be *nurturing* or *very nurturing*, while just 23% rated theirs to be *inhibiting* or *very inhibiting*.

+ Respondents most frequently identified a nurturing Purpose-Led culture, in which people make decisions consistent with a well-understood mission and set of values.

XM-Centric Culture Level



XM-Centric Culture Attributes



ABOUT

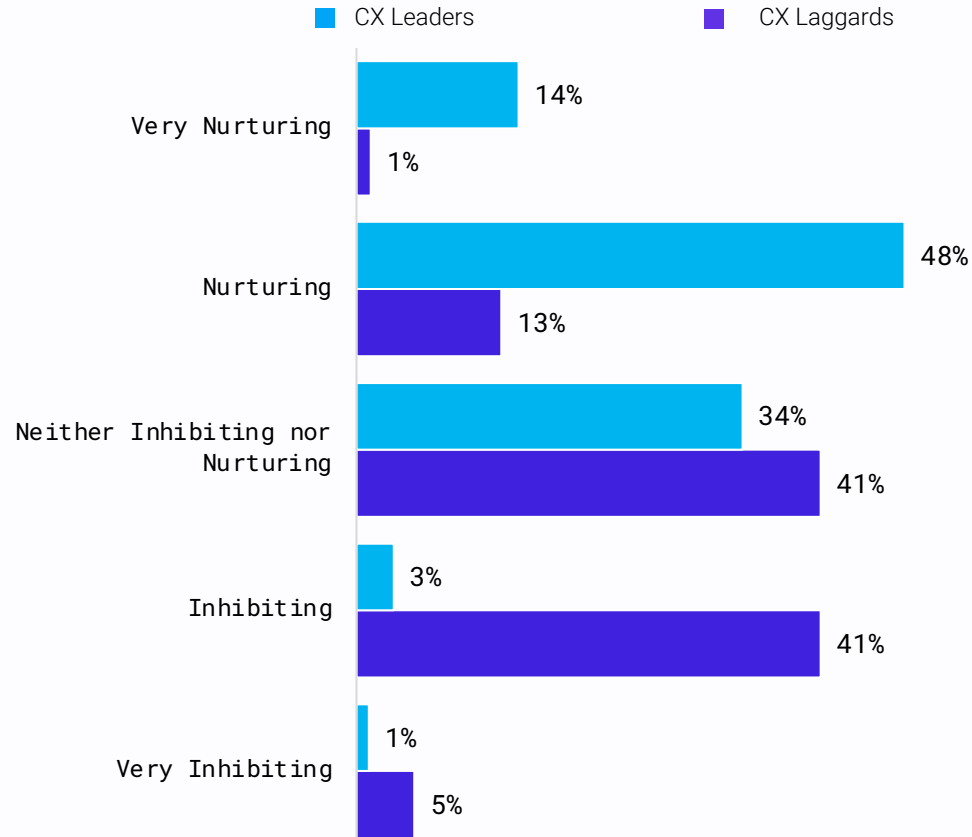
Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

XM Centric-Culture Levels: Leaders vs. Laggards

KEY TAKEAWAYS

- + Sixty-two percent of CX Leaders enjoy a *nurturing* or *very nurturing* XM-Centric Culture Level, compared to just 14% of CX Laggards.
- + Just 4% of CX Leaders have an *inhibiting* or *very inhibiting* Culture Level, compared to 46% of CX laggards.

XM-Centric Culture Level



ABOUT

Base: 234 CX practitioners from orgs with 1,000+ employees

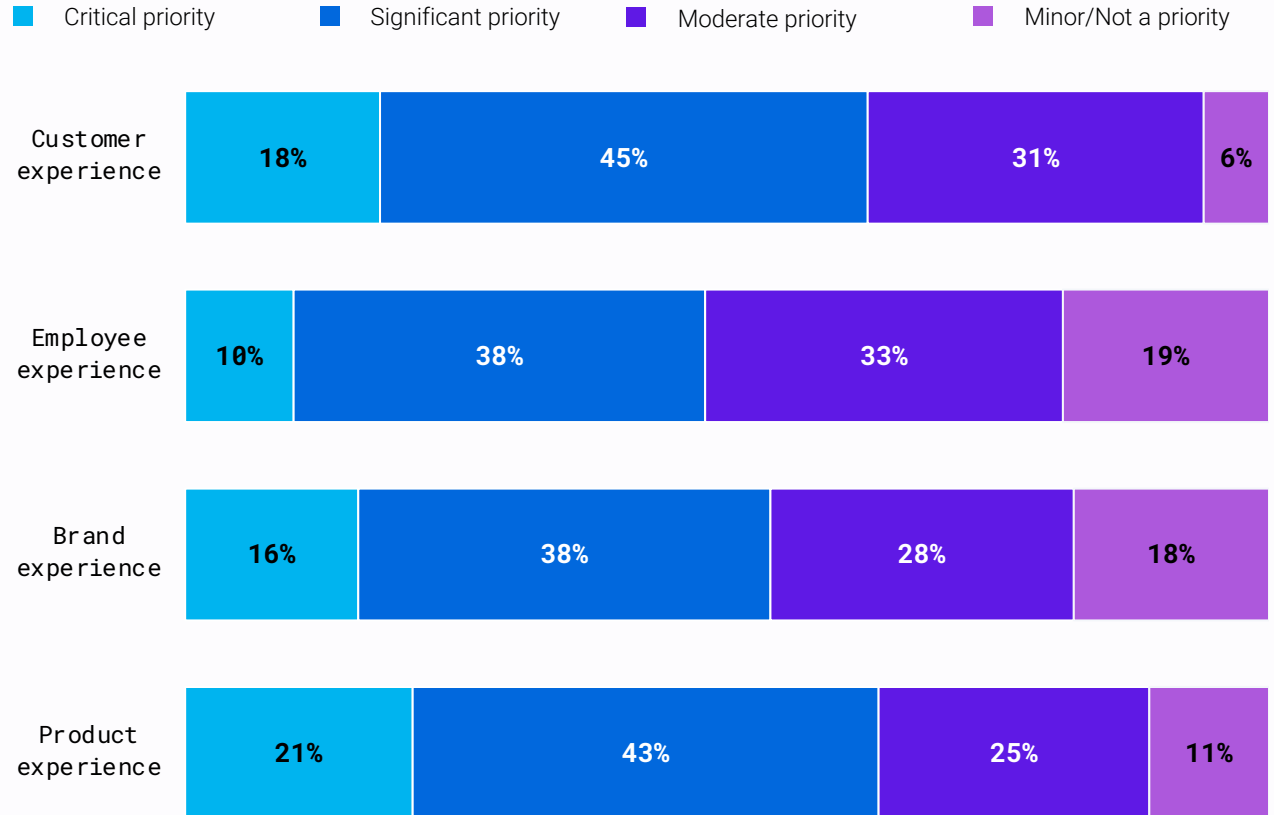
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Priority of Improving XM Areas

KEY TAKEAWAYS

- + Product experience is the most likely to receive *critical* or *significant* priority amongst respondents' organizations (64%), followed by customer experience (62%).
- + Employee experience receives the least emphasis from organizations, with 48% placing more than *moderate* priority on this area.
- + Customer experience is least likely to receive just *minor* or entire lack of priority, at just 6%.

What priority does your organization put on improving the following:



ABOUT

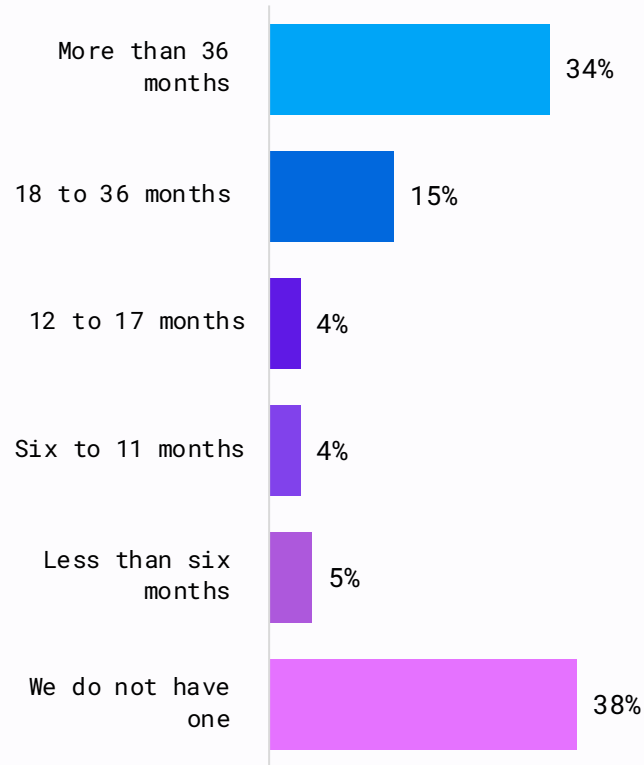
Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Executives and Customer Experience

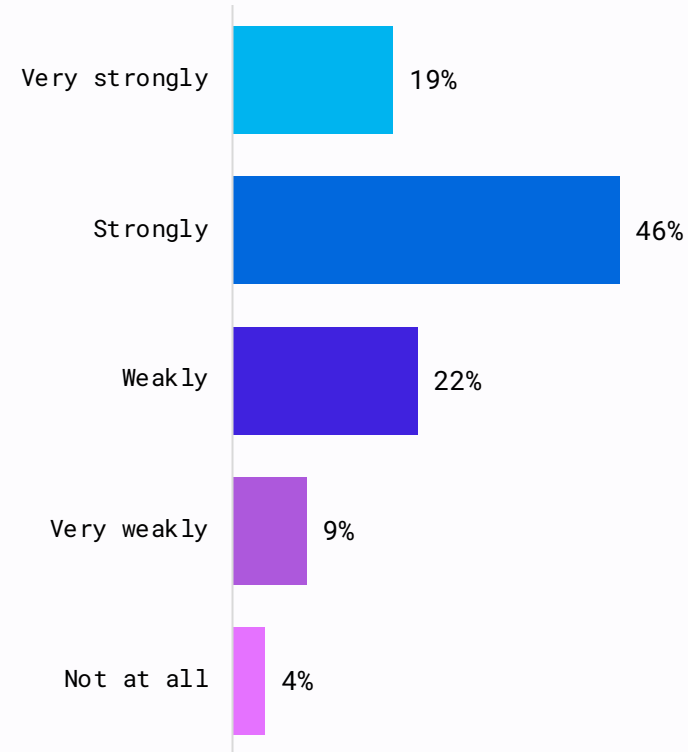
KEY TAKEAWAYS

- + Thirty-eight percent of organizations surveyed do not have a senior executive in charge of CX across all products and channels.
- + More than half of respondents perceive their company leader as a strong or very strong champion for CX.

How long, if at all, has your organization had a senior executive in charge of customer experience across products and channels?



To what degree does your CEO (or the executive in charge of your organization) act as an active champion for customer experience?



ABOUT

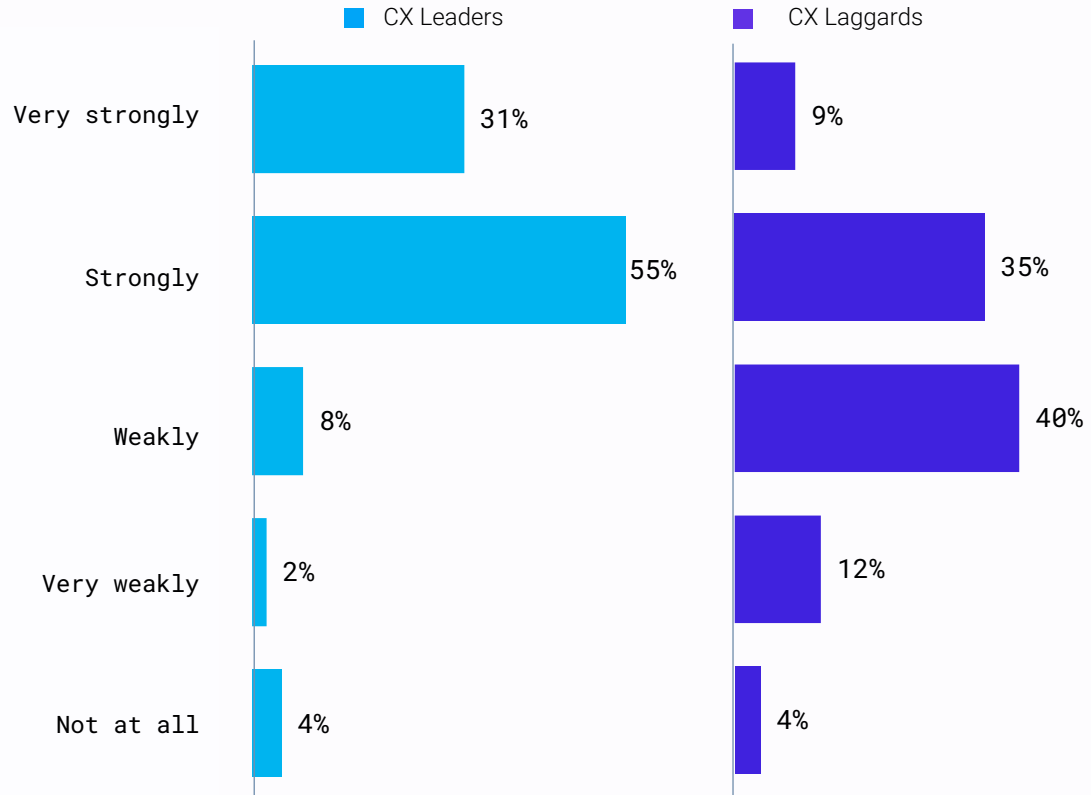
Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Executive Support: Leaders vs. Laggards

KEY TAKEAWAYS

- + Eighty-six percent of CX leaders say their CEO *strongly* or *very strongly* acts as a champion for CX, while only 44% of CX laggards say the same.

To what degree does your CEO (or the executive in charge of your organization) act as an active champion for customer experience?



ABOUT

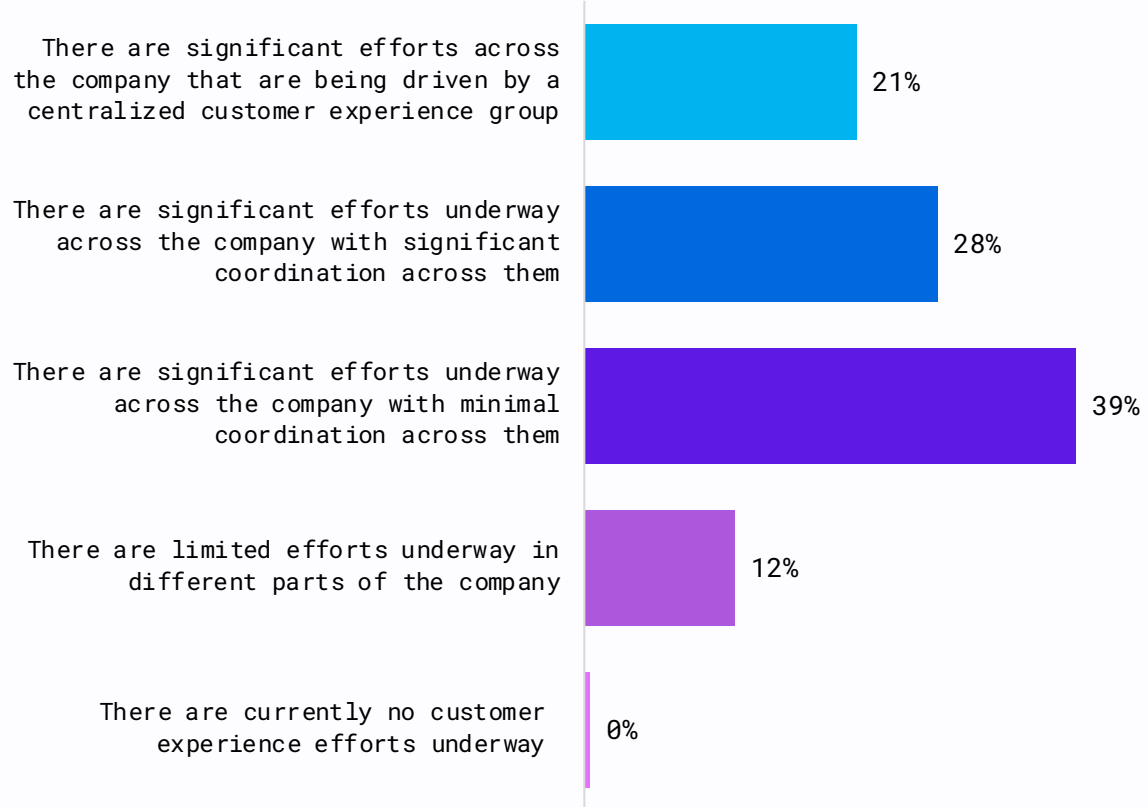
Base: 234 CX practitioners from orgs with 1,000+ employees

Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Which of the following best describes the customer experience efforts within your company?

KEY TAKEAWAYS

+ Eighty-eight percent of respondents describe the CX efforts within their company as *significant*. Thirty-nine percent identify *limited coordination* across them, while 28% see *significant coordination*.



ABOUT

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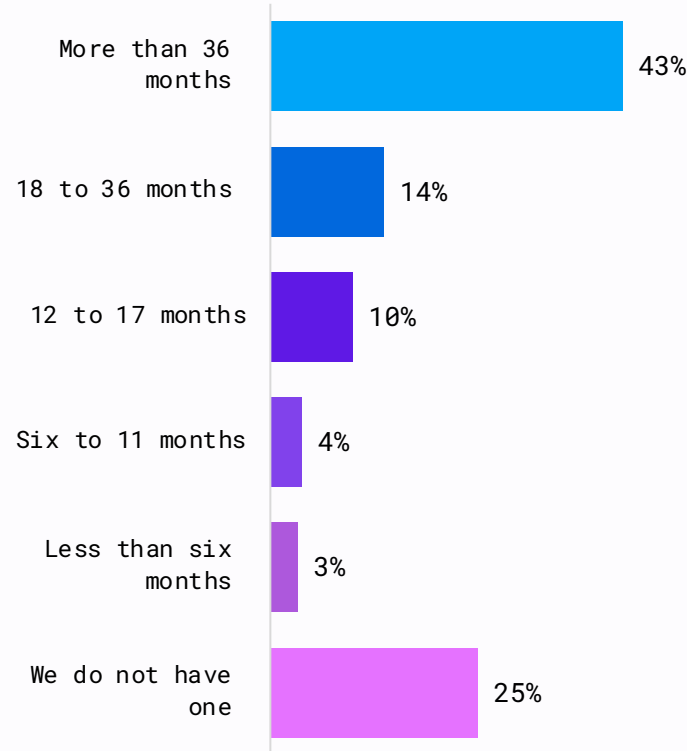
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Centralized CX Groups

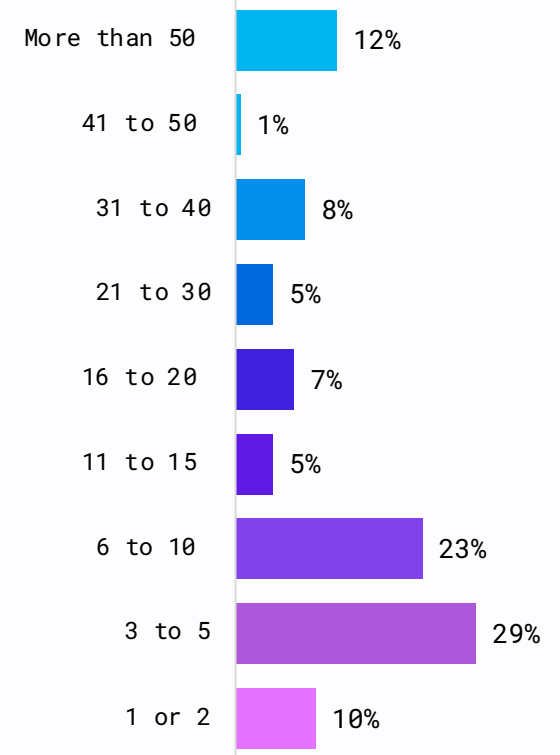
KEY TAKEAWAYS

- + Over two-thirds of respondents' organizations have had a centralized CX group for a year or longer.
- + 62% of organizations with a centralized CX group have 10 or fewer full-time employees on this team.

How long, if at all, has your organization had a centralized customer experience group?



How many full-time employees are there in your centralized customer experience group?



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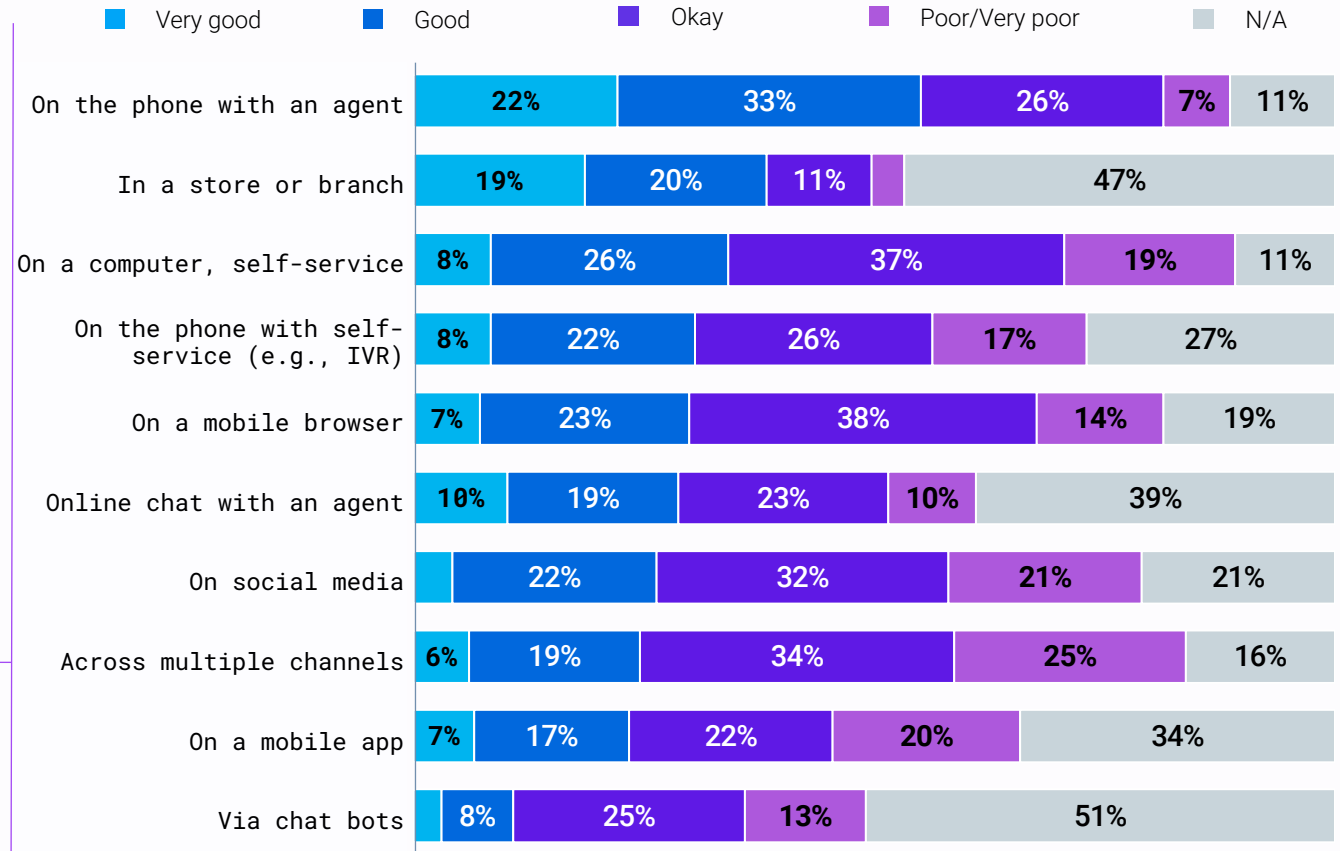
Channel Experience

KEY TAKEAWAYS

+ Respondents most frequently rated their customer experience delivered *on the phone with an agent* as good or better, at 55%. *In a store or branch* is the next-best rated CX channel, despite it being not applicable to 47% of responding organizations.

+ CX delivered *via chat bots* is least commonly used (51% N/A) and also least often good or better (11%).

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



ABOUT

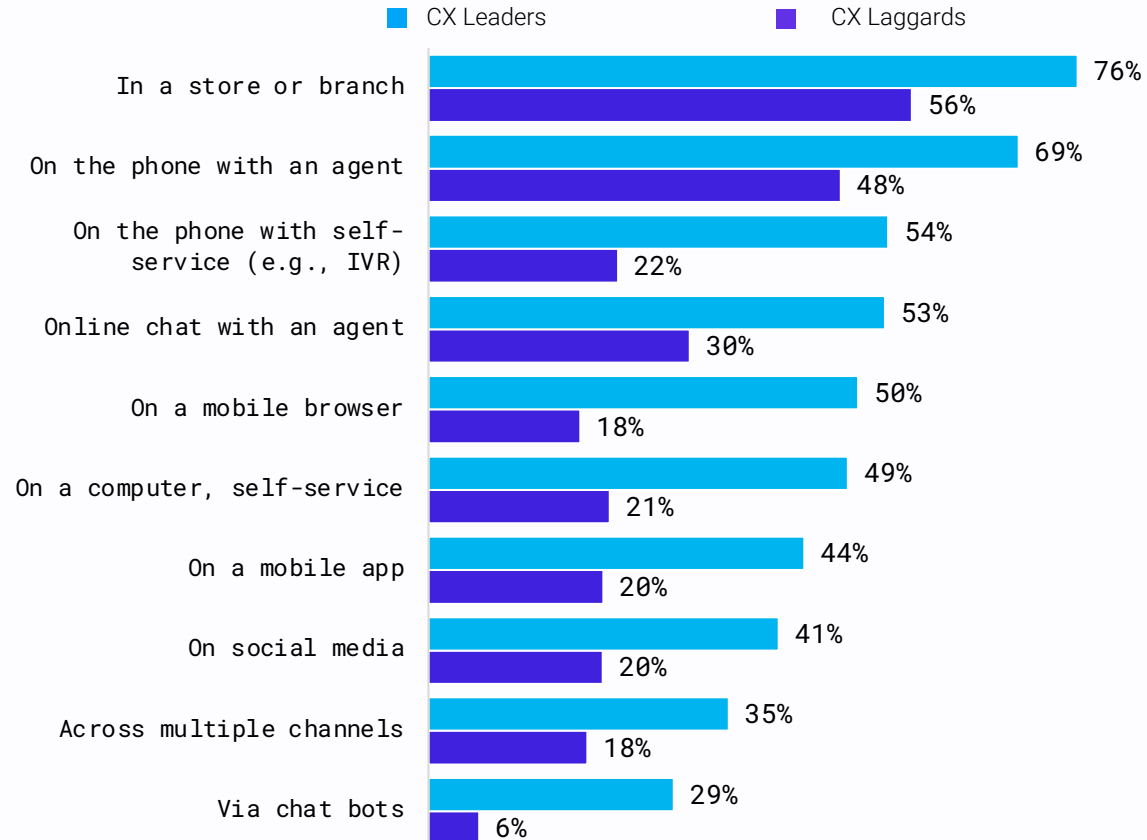
Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Interaction Quality: Leaders vs. Laggards

KEY TAKEAWAYS

- + CX leaders are more likely to rate the experience their organization delivers through all channels as *good* or *very good* than CX laggards.
- + The greatest gap in channel quality between CX leaders and laggards is for the experience delivered on a *mobile browser*, at 32 points.

How would you rate the experience that your organization typically delivers through the following interaction channels?
(*good* or *very good*)



ABOUT

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CX Metrics and Customer Listening Posts

KEY TAKEAWAYS

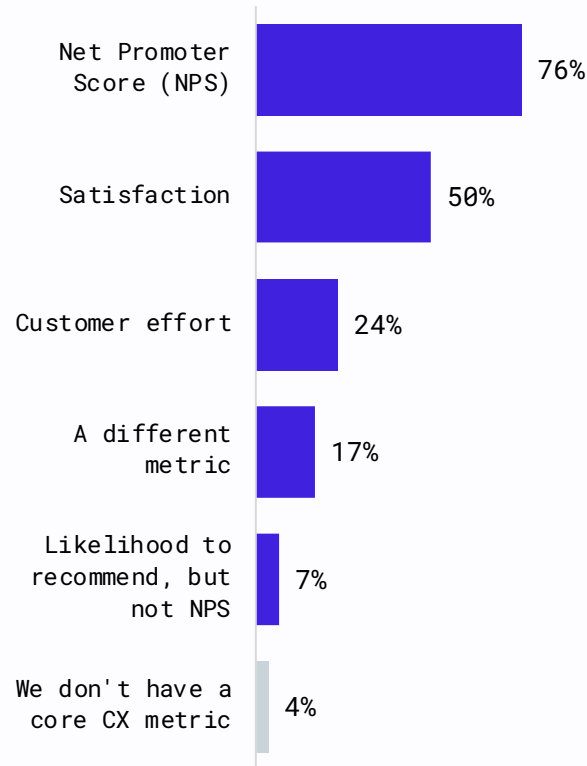
- + NPS is the most common core CX metric, with 76% using this. Just 4% of organizations do not have a CX metric.
- + *Relationship tracking* is the most common listening element in respondents' CX programs (81%), followed by *interaction feedback* (67%) and *journey feedback* (59%).

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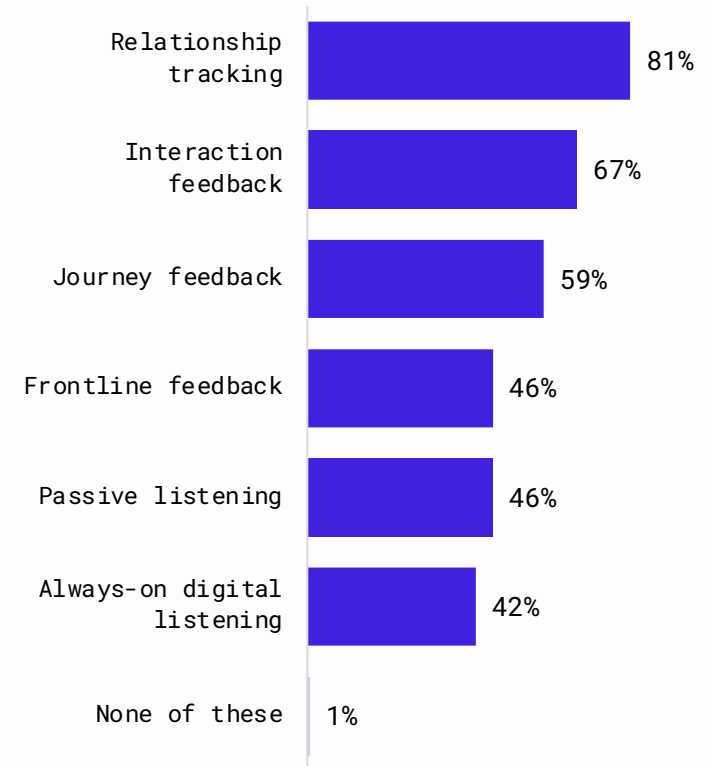
Which of the following is your core CX metric?

(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)

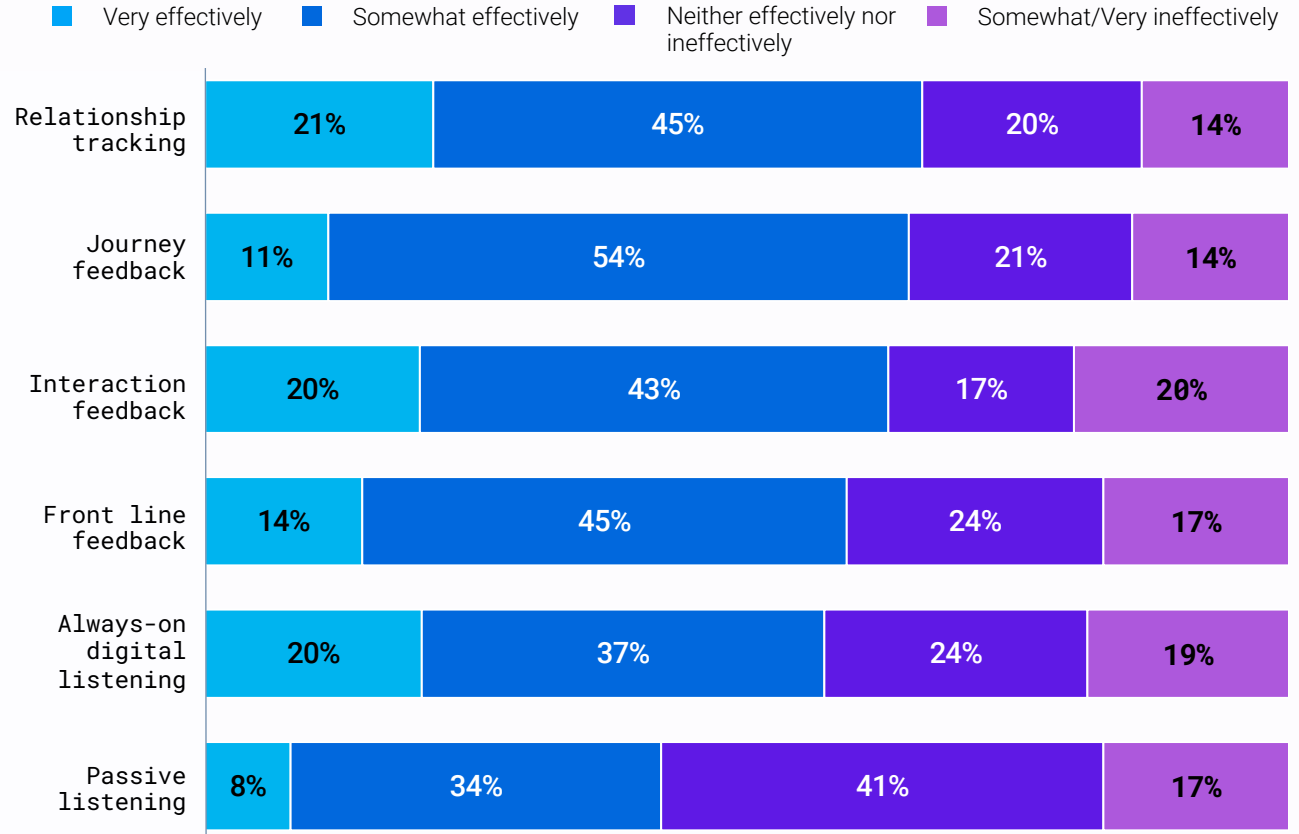


Listening Effectiveness

KEY TAKEAWAYS

- + Of the organizations that use each of these listening sources, respondents most frequently identified *relationship tracking* as the listening post that yields the most effective changes based on insights.
- + Organizations are least effective at making changes based on *passive listening*.

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



ABOUT

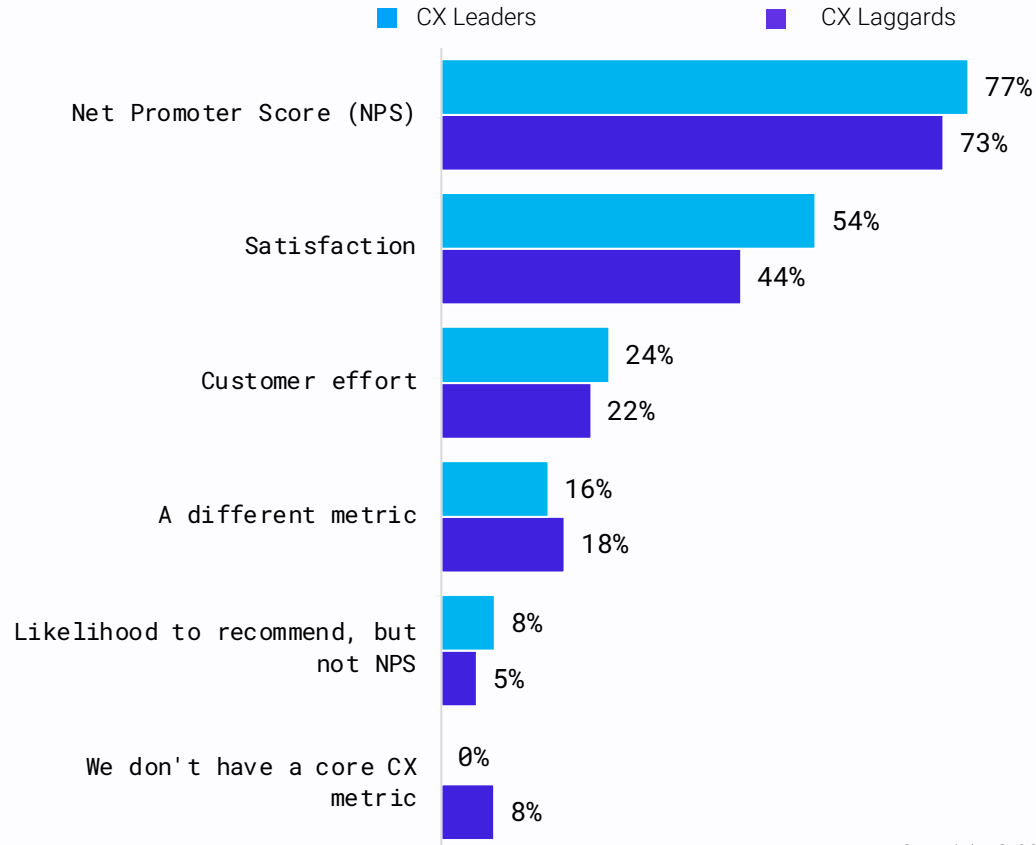
Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Core CX Metric: Leaders vs. Laggards

KEY TAKEAWAYS

- + Both CX leaders and laggards are most likely to use Net Promoter Score as their core CX metric.
- + CX laggards are slightly more likely than leaders (2 pp) to use a different metric than those listed as their core CX metric.
- + Eight percent of CX laggards do not have a core CX metric.

Which of the following is your core CX metric?
(Pick more than one if they are equally important)



ABOUT

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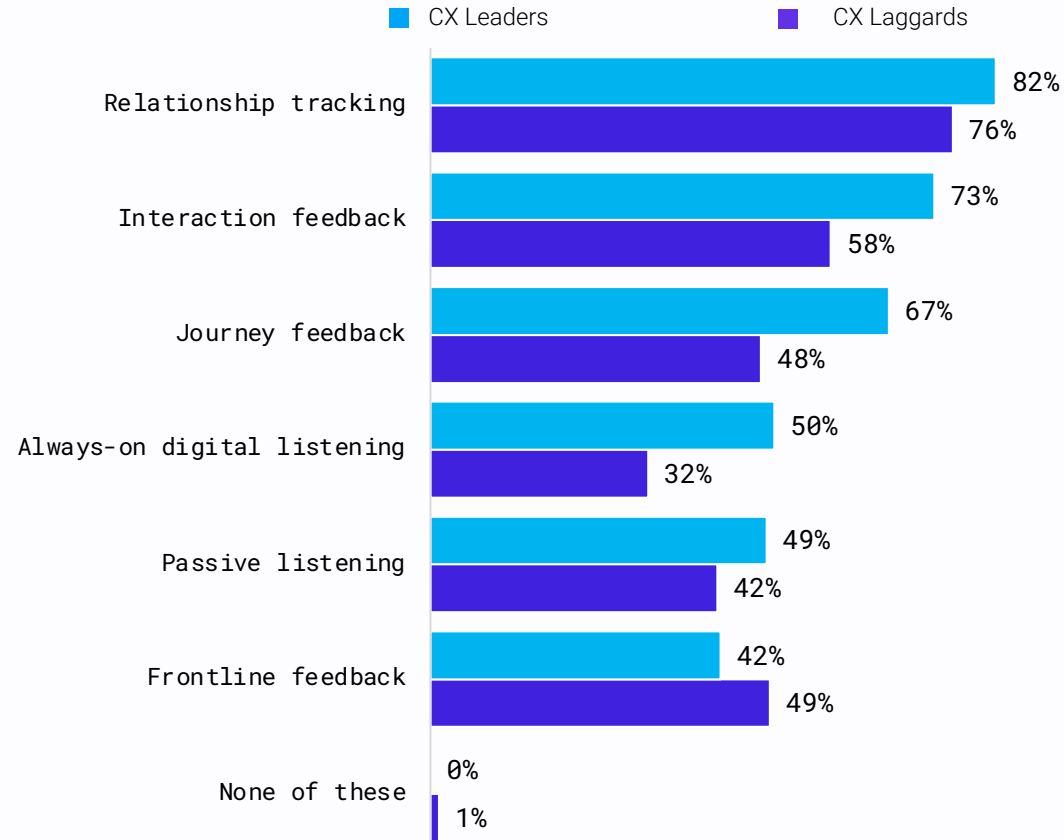
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Listening Elements: Leaders vs. Laggards

Which of the following listening elements are a part of your customer experience program?
(Select all that apply)

KEY TAKEAWAYS

- + CX leaders are more likely than CX laggards to use all of these listening elements in their CX program except for *frontline feedback*.
- + Both CX leaders and laggards are most likely to include *relationship tracking* in their listening toolbox.



ABOUT

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CX Technology, Competency, and Culture

KEY TAKEAWAYS

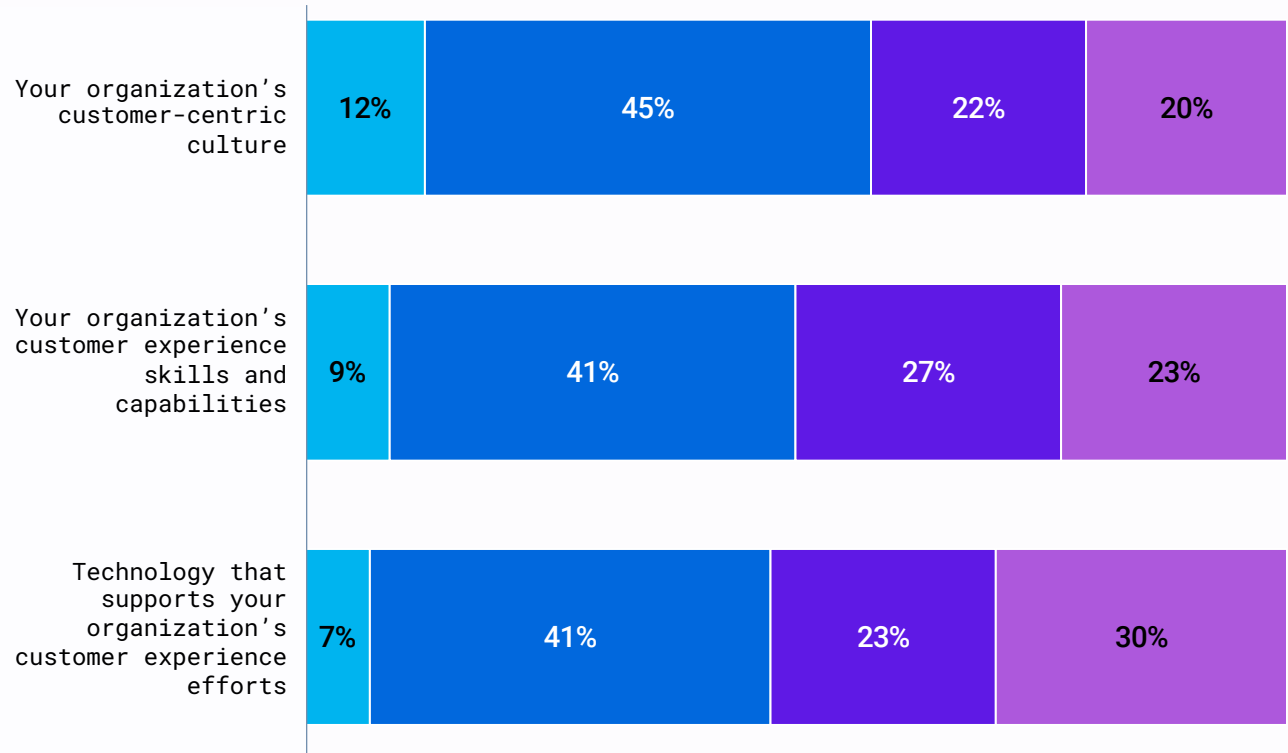
- + Respondents are most apt to rate their organization's CX culture as *somewhat* or *very strong* (57%).
- + Thirty percent of respondents rate their CX technology as *somewhat* or *very weak*.

ABOUT

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How would you rate your organization in the following areas?

Very strong Somewhat strong Neither weak nor strong Somewhat/very weak

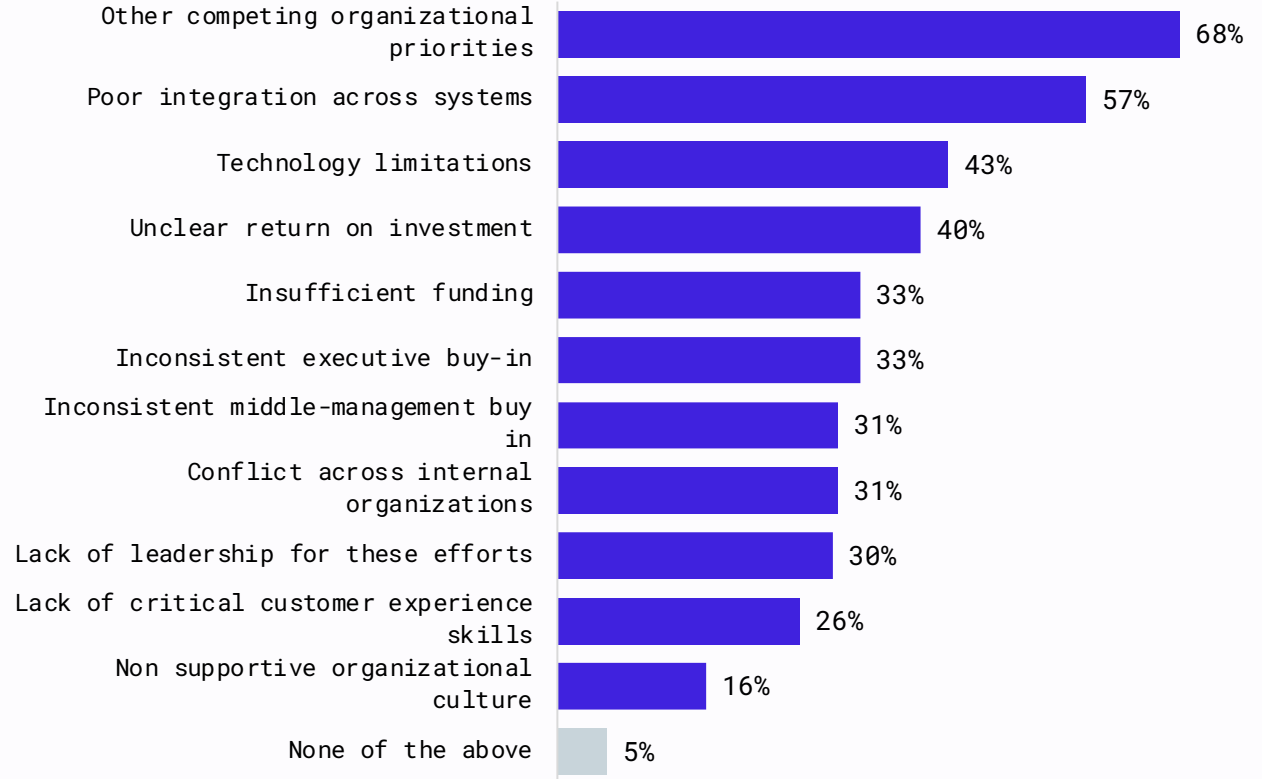


Obstacles to CX Success

KEY TAKEAWAYS

- + *Other competing organizational priorities* is the most frequently cited obstacle to CX success, at 68%, followed by *poor integration across systems* (57%).
- + Just 16% of respondents believe that *non-supporting organizational culture* is a significant obstacle to their CX success.
- + Five percent of respondents identified none of these 11 situations as an obstacle to their CX success.

Which of the following do you consider to be significant obstacles to your organization's customer experience management efforts?
(Select all that apply)



ABOUT

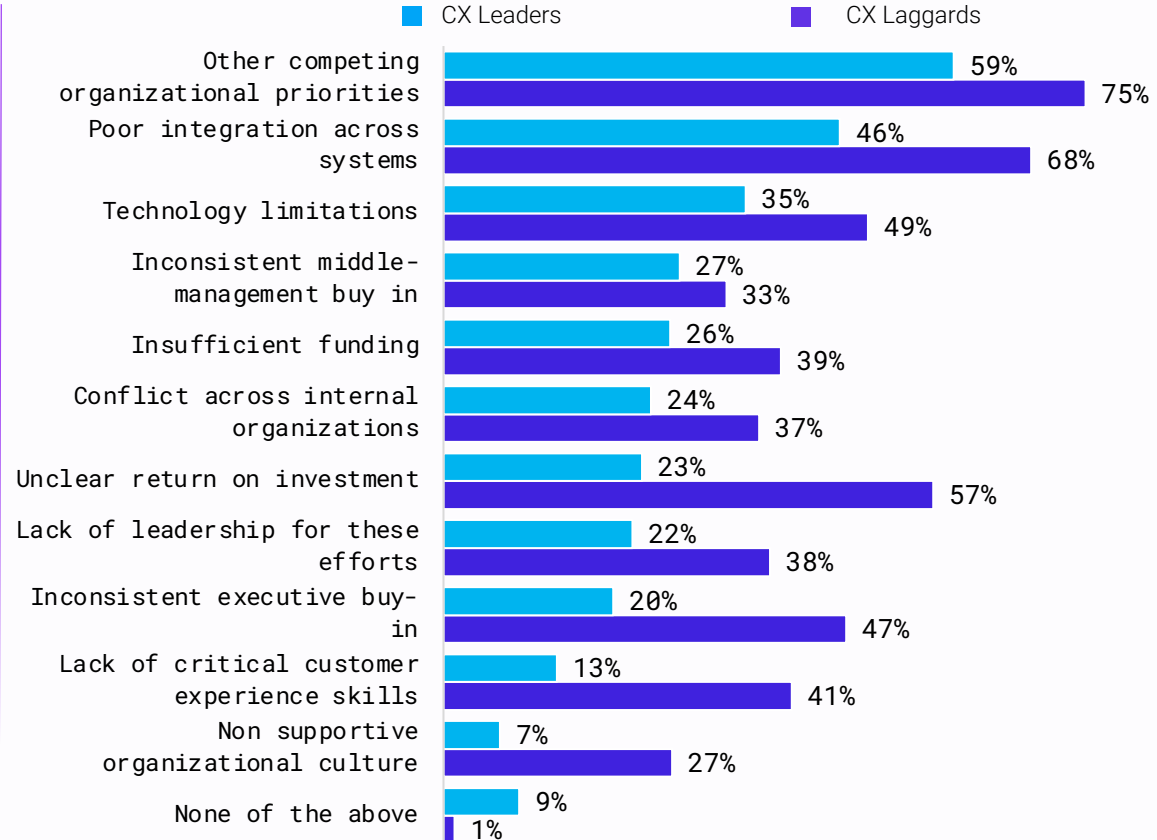
Base: 234 CX practitioners from orgs with 1,000+ employees
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

CX Obstacles: Leaders vs. Laggards

KEY TAKEAWAYS

- + CX laggards are more likely to cite all 11 items as significant obstacles to CX success than CX leaders.
- + The greatest gap between CX leaders versus laggards citing an obstacle is for *unclear return on investment* – laggards cite this 34 points more frequently.
- + CX leaders are 8 points more likely to find none of these items to be obstacles to CX success than 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)



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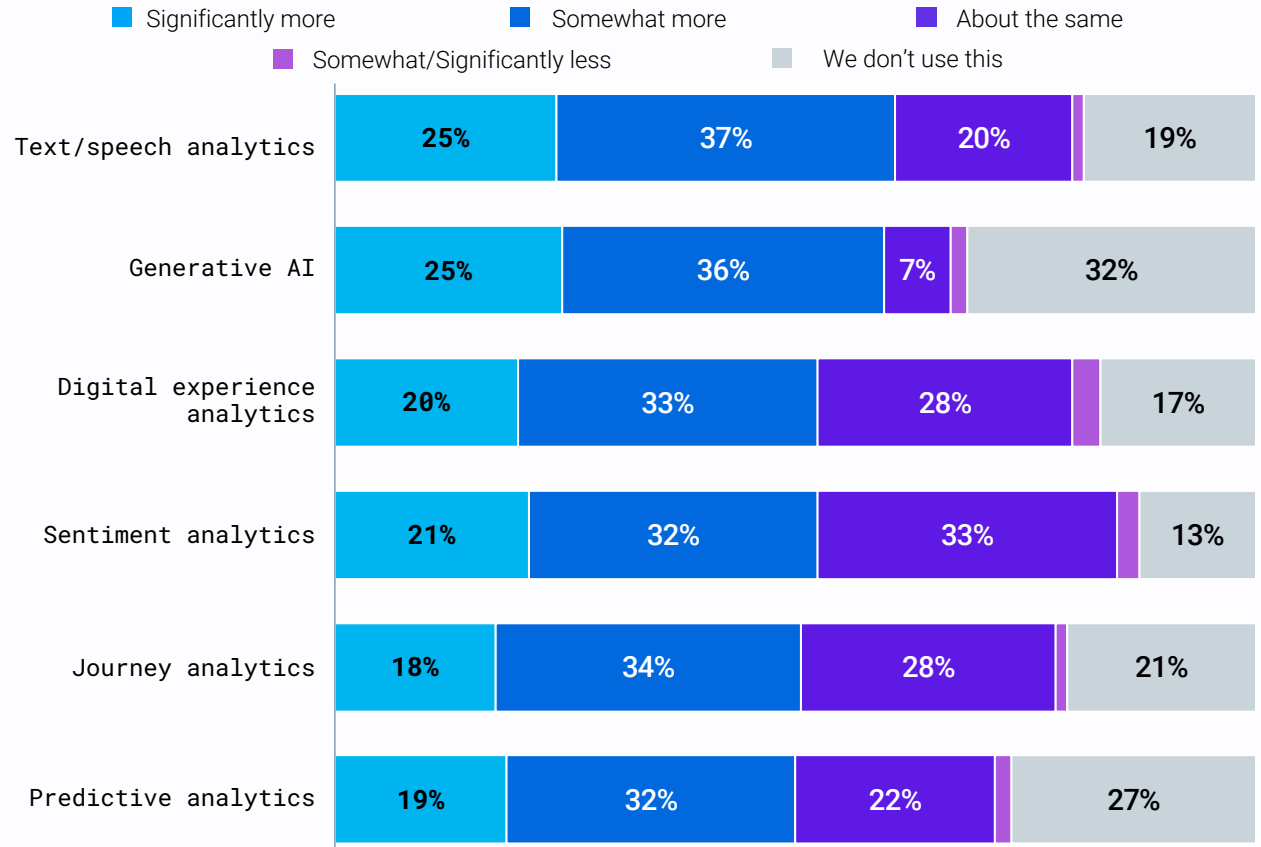
Momentum of AI-Powered Analytics Tools

KEY TAKEAWAYS

+ Compared to last year, CX practitioners most frequently expect their organization to increase their use of *text/speech analytics* to analyze experience data (62%), followed by *generative AI* (61%).

+ Nearly one-third of respondents say their organization does not use AI and reported no expected increase in the use of AI to analyze experience data.

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



ABOUT

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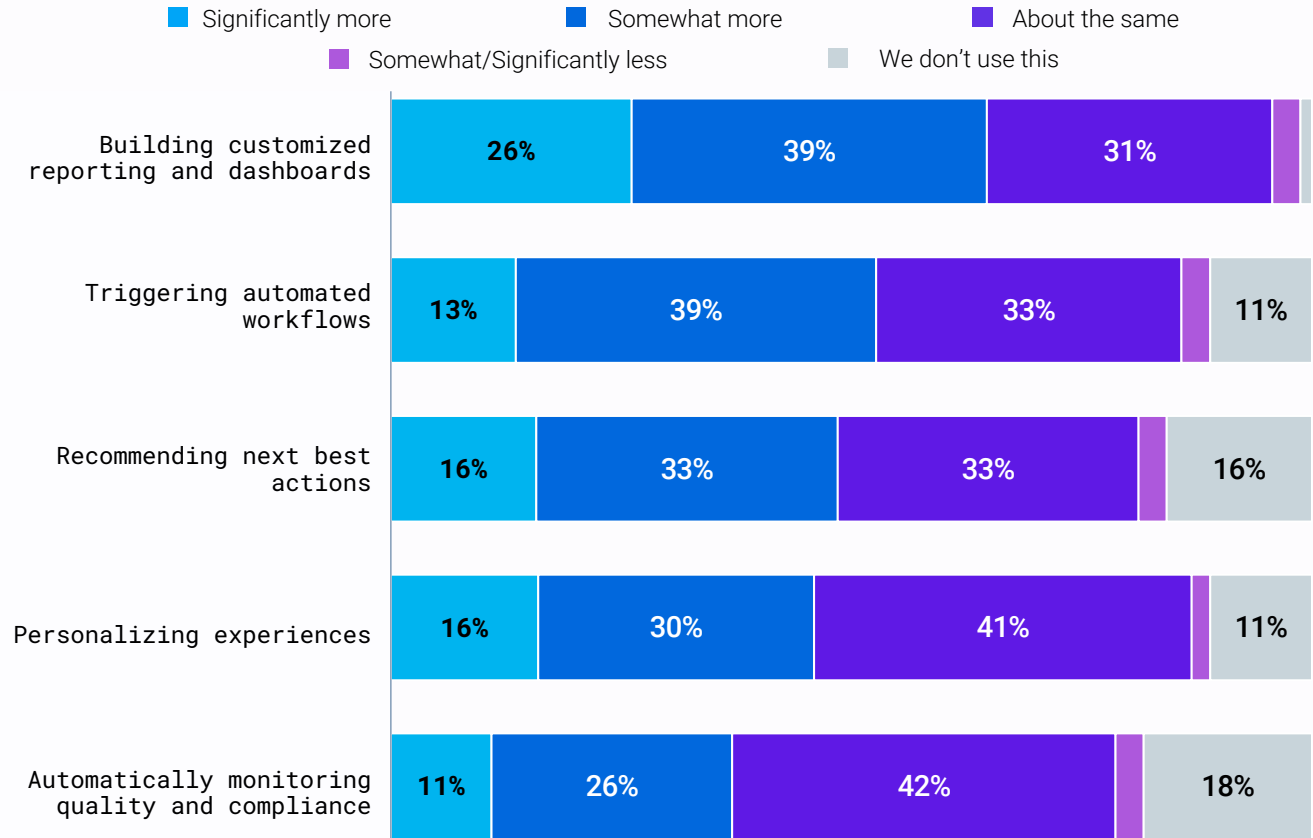
Momentum of CX Technologies for Driving Action

KEY TAKEAWAYS

+ Compared to last year, 66% of respondents' organizations plan to increase their use of *customized reporting and dashboards* to drive action from experience data.

+ Forty-six percent plan to drive action from experience data by *personalizing experiences* more.

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



ABOUT

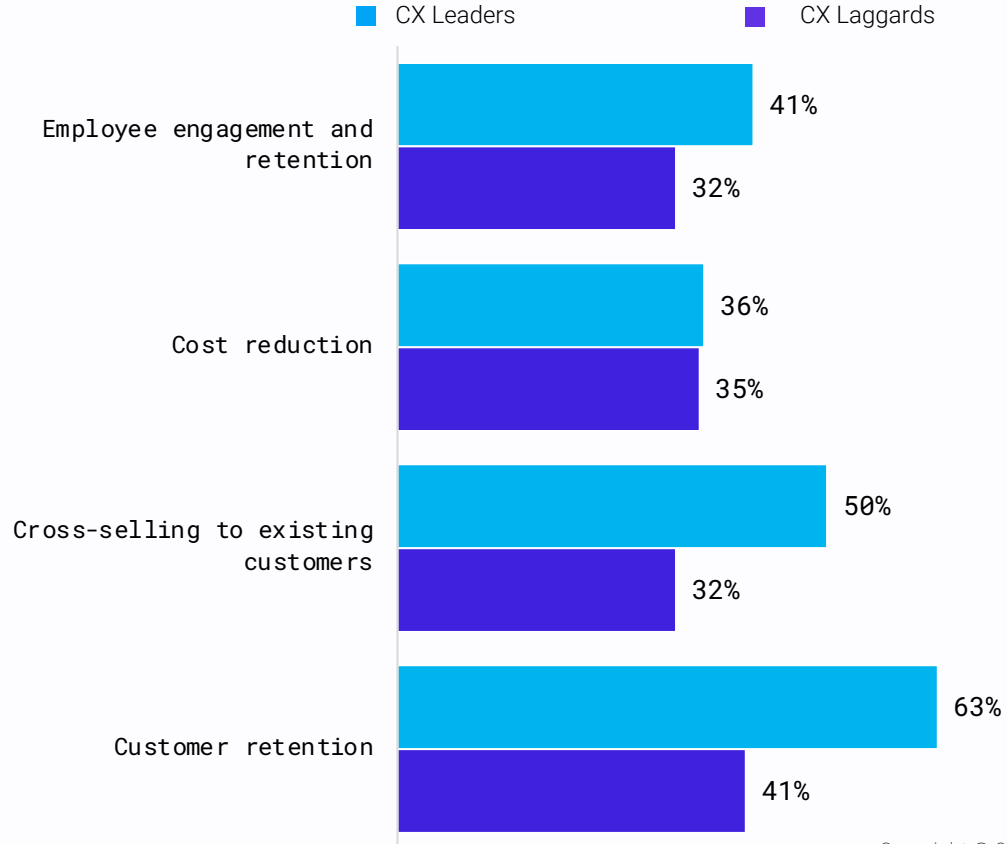
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Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Business Outcomes: Leaders vs. Laggards

KEY TAKEAWAYS

+ Over the past year, CX leaders are 9 points more likely to see improvements to employee engagement and retention, 18 points more likely to see improvements to cross-selling, and 22 points more likely to see improvements to customer retention due to their CX program than CX laggards.

Which of the following business outcomes has your customer experience program significantly improved over the last year?
(Select all that apply)



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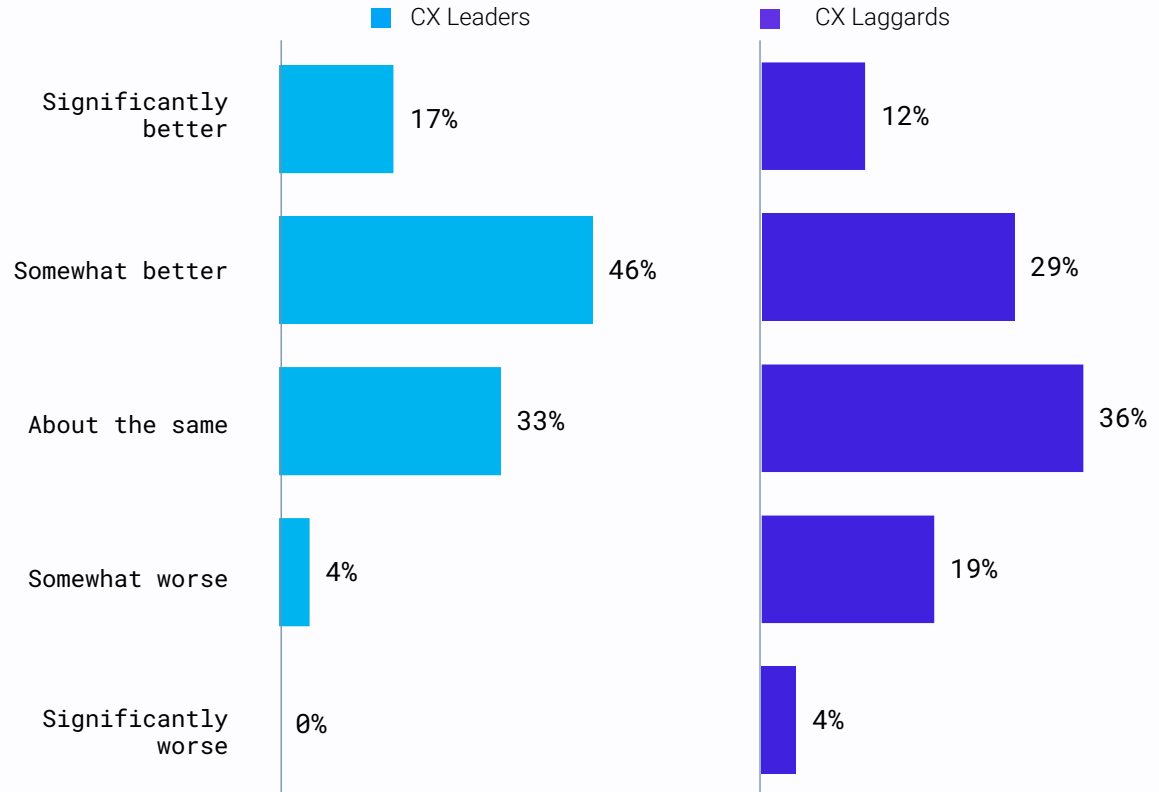
Source: Qualtrics XM Institute Q1 2024 CX Practitioner Survey

Financial Results: Leaders vs. Laggards

KEY TAKEAWAYS

+ Sixty-three percent of CX leaders say their financial results are *somewhat* or *significantly better* than competitors, while just 40% of CX laggards say the same.

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



ABOUT

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DATA CALCULATION

In Figure 5, 8, 12, 15, 16, 19, 22, and 23, we break responses into two groups based on their CX Competency and Maturity Assessment scores. Companies with scores above or equal to 16.17 (the median score) are *CX Leaders* while those with scores below 16.17 are *CX Laggards*.

AUTHORS

James Scutt, XMP – Principal XM Catalyst
Talia Quaadgras – Research Program Manager

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