

The
CX LEADER
PULSE

CONDUCTED BY

IN COORDINATION WITH



WALKER



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EXECUTIVE SUMMARY:

WHAT IS THE CX LEADER PULSE?

The CX Leader Pulse is a concise, practical survey designed to help CX professionals benchmark their program activities against others.

To provide valuable insights for leaders, Walker, in collaboration with the Customer Experience Professionals Association (CXPA), launched The CX Leader Pulse. These brief and timely studies focus on specific CX topics, offering leaders a clear view of what companies are doing within their CX programs—and what they are not.

Pulse aligns with the CXPA's 10-year goal of tracking the impact of CX on organizations. By gathering and analyzing information on CX programs and their impact, we aim to identify which aspects and activities can significantly enhance the value of CX efforts.

Explore the results from our latest Pulse survey and participate in the current wave here:

walkerinfo.com/pulse 

SUMMARY OF FINDINGS

- Challenges in Valuation: One-third of CX professionals struggle to get their organizations to recognize the value of CX.
- Data Integration is an Obstacle: Almost one-half of CX professionals indicate that consolidating customer data from multiple sources to truly understand the customer experience is an obstacle to demonstrating the value of CX.
- Overall, effectively driving action through collected customer feedback is very low – Only 32% of CX pros are rating their efforts as effectively driving action.
- CX professionals continue to be most comfortable and effective at using solicited feedback methods with web surveys, voice of customer through employees, and qualitative in-depth interviews being the most effective at driving action and the most used channels.
- Channels collecting unstructured and unsolicited data prove difficult for CX professionals to effectively drive action within their organizations with social media, rating sites, and online communities being the least effective channels in our research.

A decorative graphic consisting of numerous thin, light blue lines that flow and curve across the upper half of the page, creating a sense of motion and depth against a darker blue background.

CX AS A VALUED DISCIPLINE

CX AS A VALUED BUSINESS DISCIPLINE

Overall, 68% of Practitioners Strongly Agree/Agree that CX is broadly viewed as a “valued discipline” within their organizations.

But that means 1/3 of practitioners are struggling to get organizations to value the efforts and potential of CX.

68% Agree



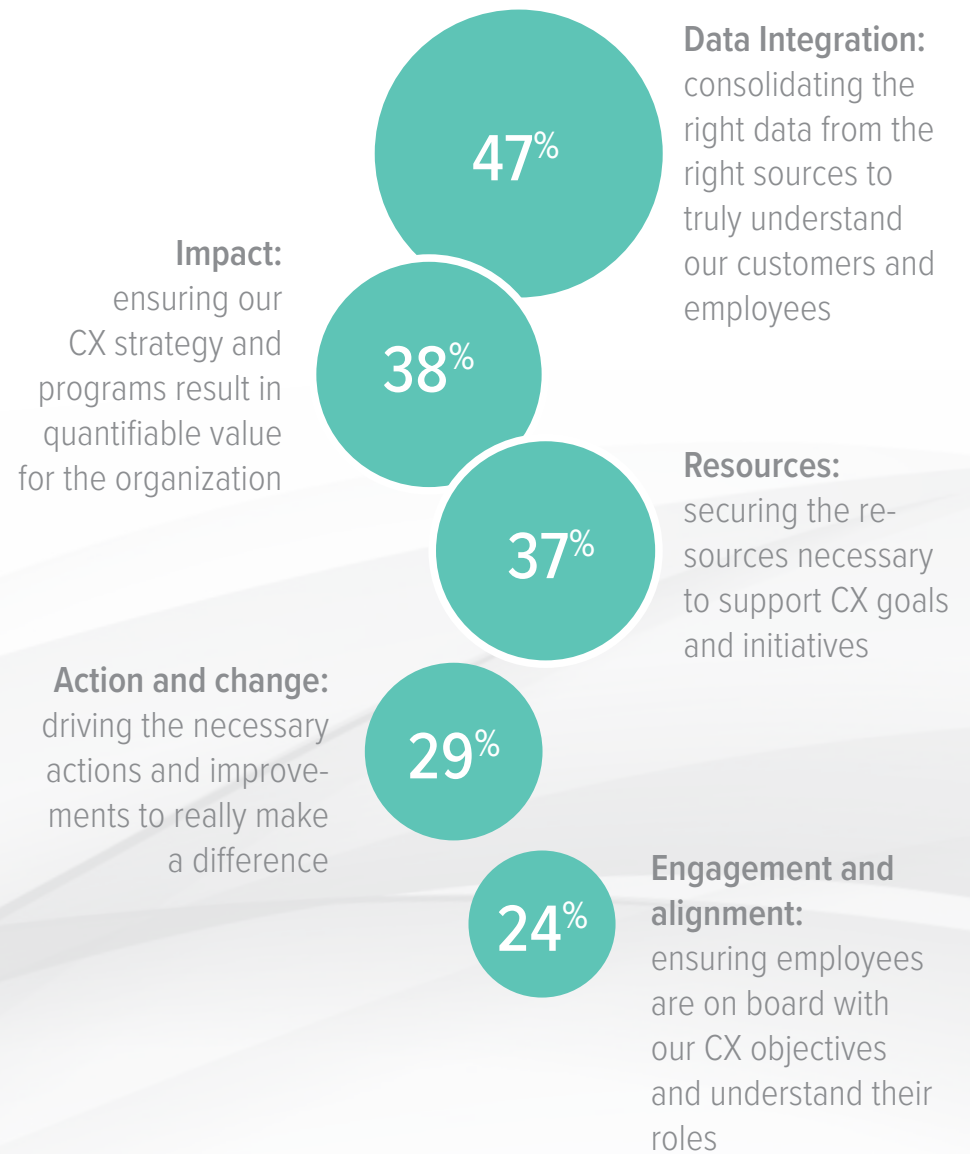
32% Disagree

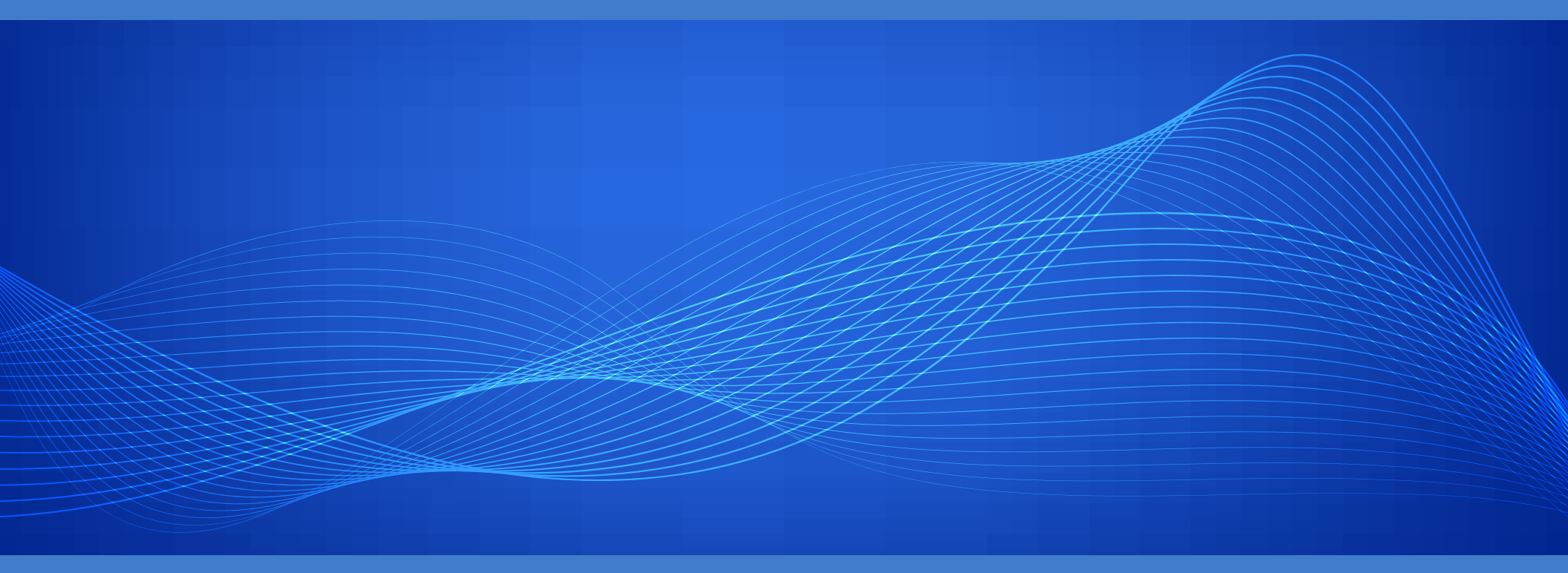


OBSTACLES TO CX BEING A VALUED BUSINESS DISCIPLINE

Nearly half of CX professionals indicate that Data Integration is an obstacle to CX being more valued by their organizations. This aligns with common challenges we hear from CX teams about getting access to the right data sources to create a truly modern and agile CX system.

Only about a quarter of CX professionals indicate that organizational engagement is a primary obstacle. This is good news and further indicates the CX industry has made strides to get organizations on-board with the message and goals of CX.





KEY FINDINGS

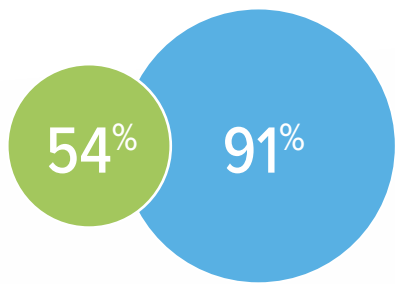
TOP 4 EFFECTIVE CX CHANNELS

Overall, effectively driving action through collected customer feedback is very low – Only 32% of CX pros are rating their efforts as effectively driving action.

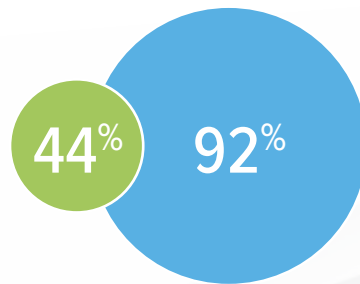
CX pros are still most comfortable and effective at using solicited feedback methods, although with a mix of structured and unstructured data.

The top four channels by effectiveness of driving action in the organization are all solicited feedback methods with two of them being standard web surveys.

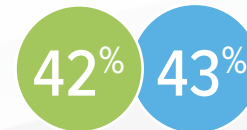
Three of these channels have the highest usage rates of all channels.



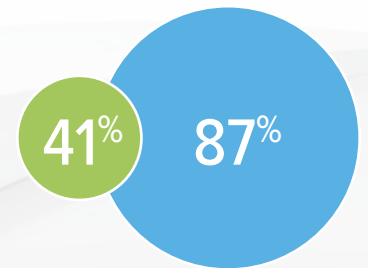
Icon: Laptop with speech bubble
 Email-invited web surveys



Icon: Three people with speech bubble
 Through front-line employees



Icon: Smartphone with speech bubble
 SMS-invited web surveys

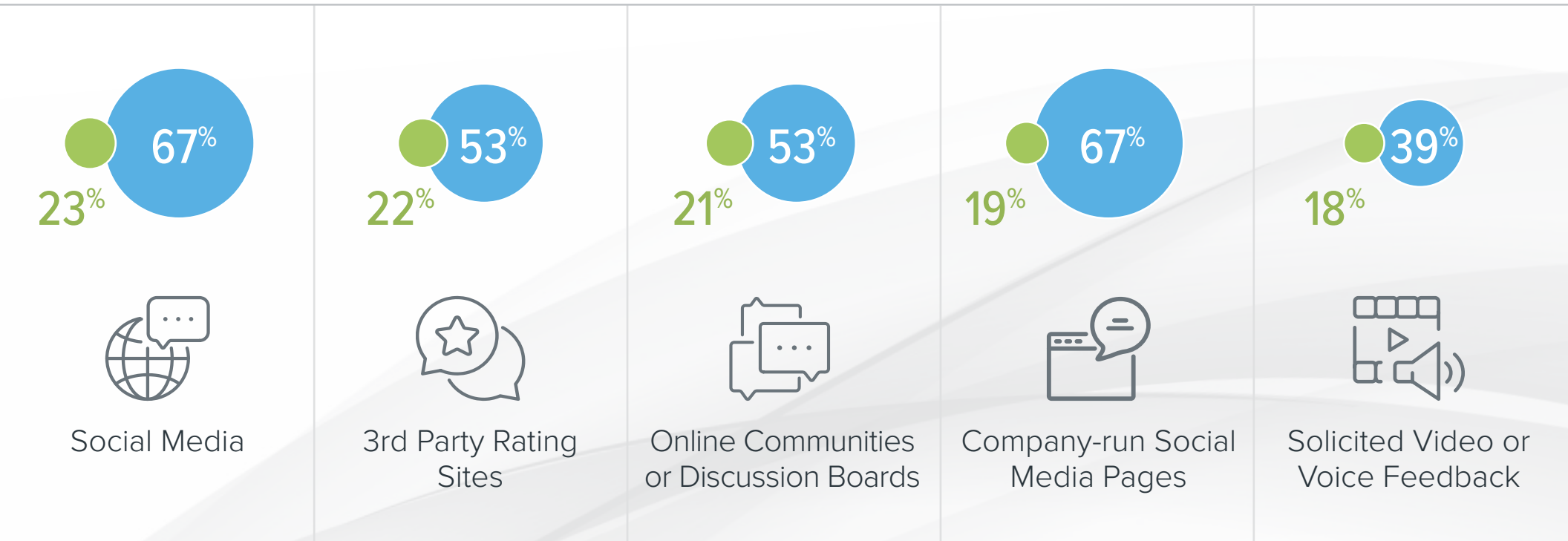


Icon: Person with speech bubble
 In-depth qualitative interviews

BOTTOM 5 EFFECTIVE CX CHANNELS

CX pros seem least effective at using unsolicited, unstructured data to drive action, but they are trying to incorporate these data at an average or slightly below average rate.

The least effective channel is a solicited method but uses less known technology channels.



● % Extremely/Very Effective
 ● % Usage

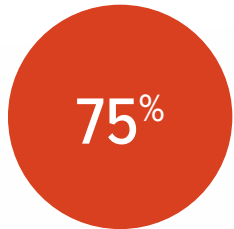
TOP “NEVER USED” CX CHANNELS

A majority of CX pros have never used SMS channels, either two-way or just invites to a web survey, in the last 12 months.

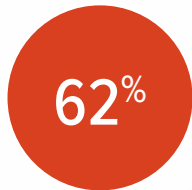
Alternate modes of soliciting feedback using survey-like questions aren’t used by a majority of CX pros (SMS,

Chatbots, video- or voice-based surveying).

Given the growing use of AI-driven chatbots for service and support, we wonder if there will be an increase in using them to solicit customer feedback.



Two-way SMS Surveys



Chatbot Surveys



Solicited Video or Voice Feedback



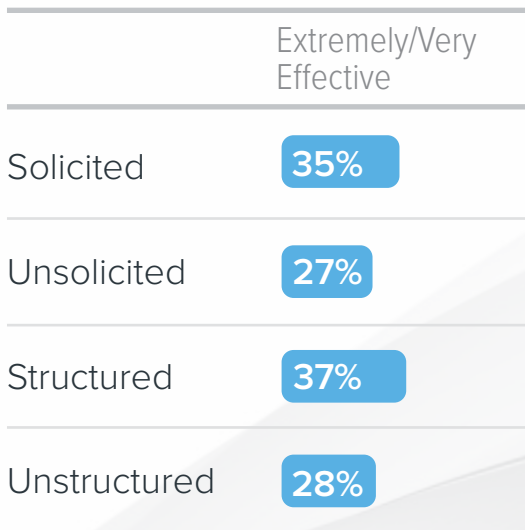
SMS-invited Web Surveys

 % Never Used

SOLICITED AND UNSOLICITED FEEDBACK

CX professionals are more effective at getting organizations to act on solicited and structured data. Likely because we have more time and experience with these data sources.

Still facing challenges with unstructured data, especially when it's unsolicited.



	SOLICITED DATA	EFFECTIVENESS SCORES		UNSOLICITED DATA
STRUCTURED DATA	<ul style="list-style-type: none"> Email-invited web surveys Through front-line employees (voice of the customer through employees) SMS-invited web surveys Pop-up or embedded digital surveys in apps Pop-up or embedded digital surveys on websites Two-way SMS surveys Chatbot surveys on company-owned or 3rd party websites/apps (e.g., WhatsApp, Messenger, etc.) 	39%	22%	<ul style="list-style-type: none"> 3rd party rating sites
UNSTRUCTURED DATA	<ul style="list-style-type: none"> In-depth qualitative interviews Digital or in-person ethnography Customer advisory boards/groups Focus groups Solicited video or voice feedback through web surveys, apps, or smart speakers/devices Through front-line employees (voice of the customer through employees) 	30%	27%	<ul style="list-style-type: none"> Feedback submitted via company website or app (passive digital feedback) Call transcripts with customers Chat or email transcripts with customers Social media 3rd party rating sites Online communities or discussion boards (e.g., Reddit, etc.) Company-run social media pages

DIGITAL FEEDBACK

Digital listening channels are frequently used but also have a high percentage of those who never use them.

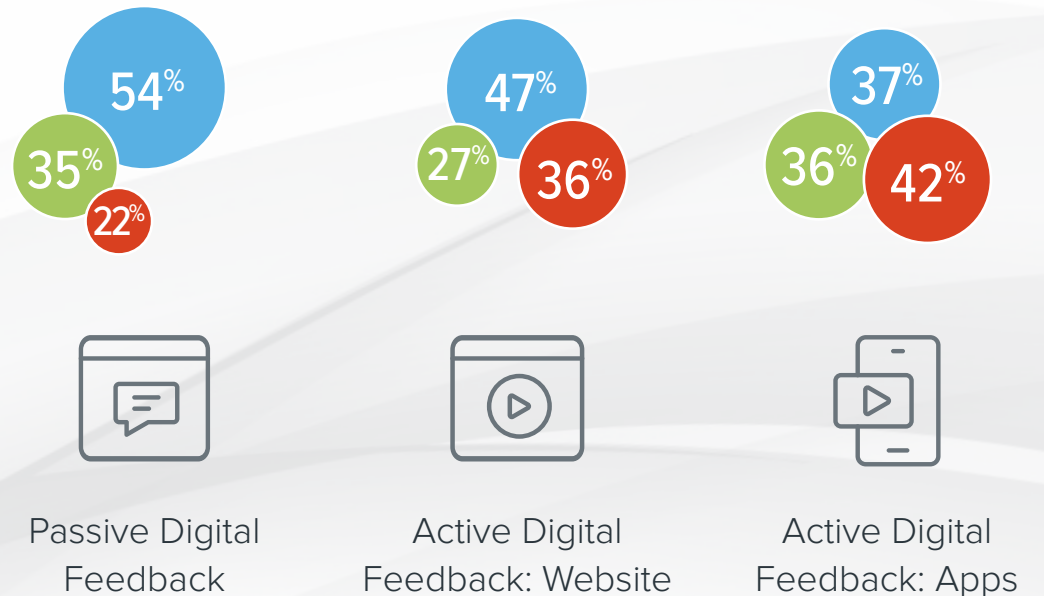
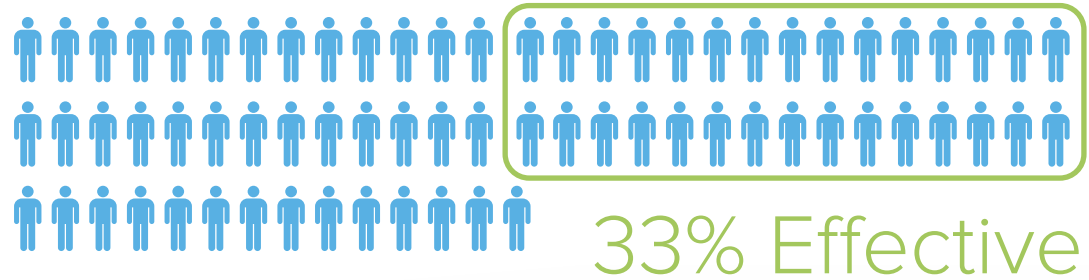
70% of CX pros report using at least one digital listening channel at least monthly.

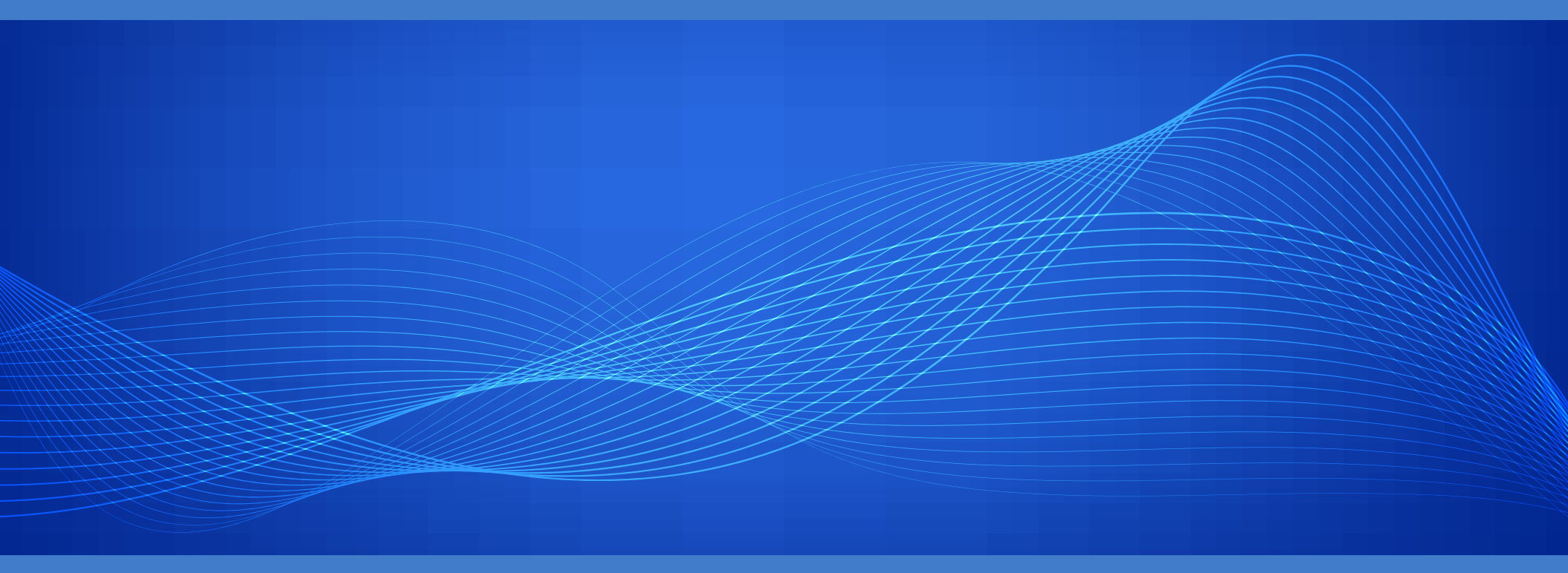
Have average effectiveness, though – 33% effectiveness on the whole.

Passive digital feedback is the most commonly used digital channel with 54% using it at least monthly, which is not surprising since it's the easiest channel to implement. What is a little surprising is that passive digital feedback is rated as more effective in driving action than active intercepts on websites (35% vs. 27%). This indicates that even deploying a fairly simple digital channel like a passive feedback option can yield above average effectiveness.

Adding active digital feedback intercepts into apps is the most effective digital channel (36%), but it is also the least commonly used with only 37% using it at least monthly.

70% Use Digital Listening





CX FEEDBACK CHANNELS



WEB SURVEYS

Web surveys are still the workhorses of CX, and they are also the most effective at generating action within organizations.

	Channel Ranking	Response Percentage
Used at least monthly	1	65%
Used at some point in the last year	2	91%
Effective at generating action	1	54%
Effective AND CX is valued	7	84%



VOCE

Voice of the Customer through Employees (VoCE) is frequently used and effective at driving action.

Organizations that most effectively drive action with insights derived through VoCE are also much more likely to view CX as a valued discipline.

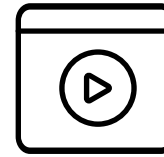
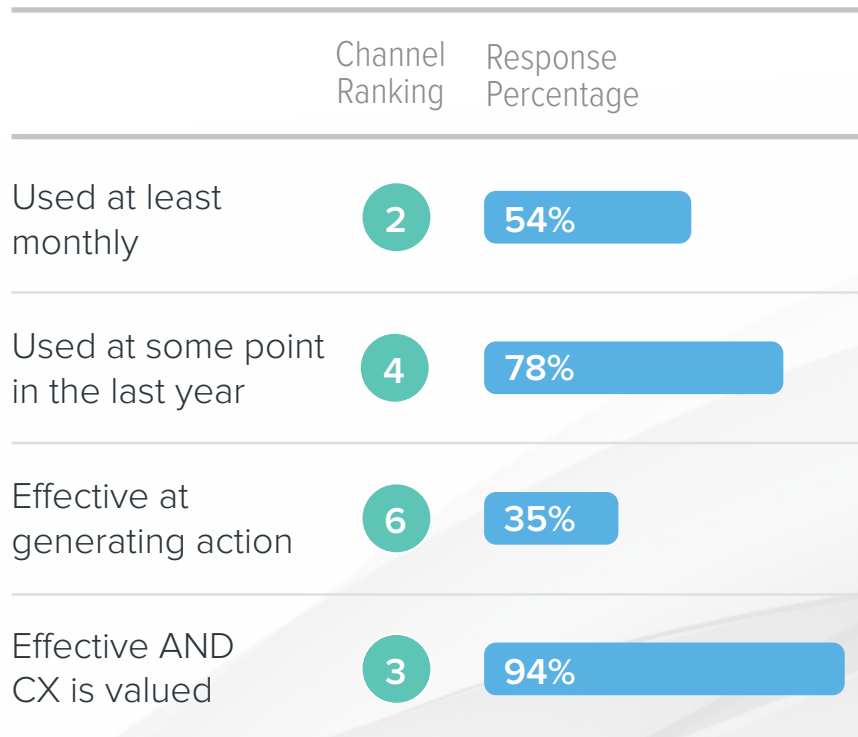
	Channel Ranking	Response Percentage
Used at least monthly	2	54%
Used at some point in the last year	1	92%
Effective at generating action	2	44%
Effective AND CX is valued	6	89%



PASSIVE DIGITAL FEEDBACK

Feedback submitted via a company website or app (passive digital feedback) has become a very commonly used channel.

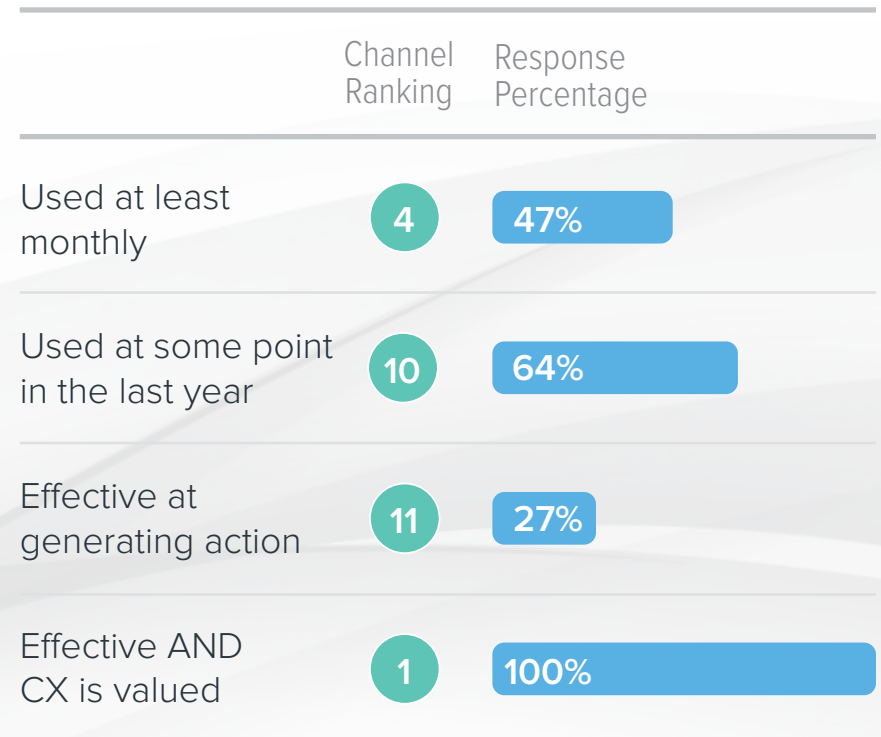
It is a remarkably effective channel for being a passive feedback source.

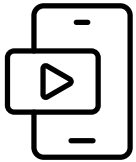


ACTIVE DIGITAL FEEDBACK: WEBSITE

Pop-up or embedded digital surveys on websites has become commonly used and is the second most frequently used digital channel. However, it has a relatively high level of companies not using it at all.

It has below average effectiveness, though.





ACTIVE DIGITAL FEEDBACK: APPS

Pop-up or embedded digital surveys in apps is only moderately used with a high level of companies not using it at all. It is the least commonly used digital channel.

It has relatively high effectiveness for those who use it.

	Channel Ranking	Response Percentage
Used at least monthly	8	37%
Used at some point in the last year	11	58%
Effective at generating action	5	36%
Effective AND CX is valued	4	92%



CALL TRANSCRIPTS

Call transcripts exhibit above average usage, being the 6th most frequently used feedback channel. This is good for a high-volume, unsolicited and unstructured data channel.

Effectiveness at driving action is just average, indicating that we have room for improvement in getting value from this channel.

	Channel Ranking	Response Percentage
Used at least monthly	6	38%
Used at some point in the last year	12	58%
Effective at generating action	7	33%
Effective AND CX is valued	4	92%



SOCIAL MEDIA

Using social media as a channel for customer feedback has average usage across CX professionals. This usage is heavily skewed to B2C organizations. Only 15% of B2B organizations use Social Media as a channel of feedback at least monthly compared to 47% of B2C and B2B2C organizations.

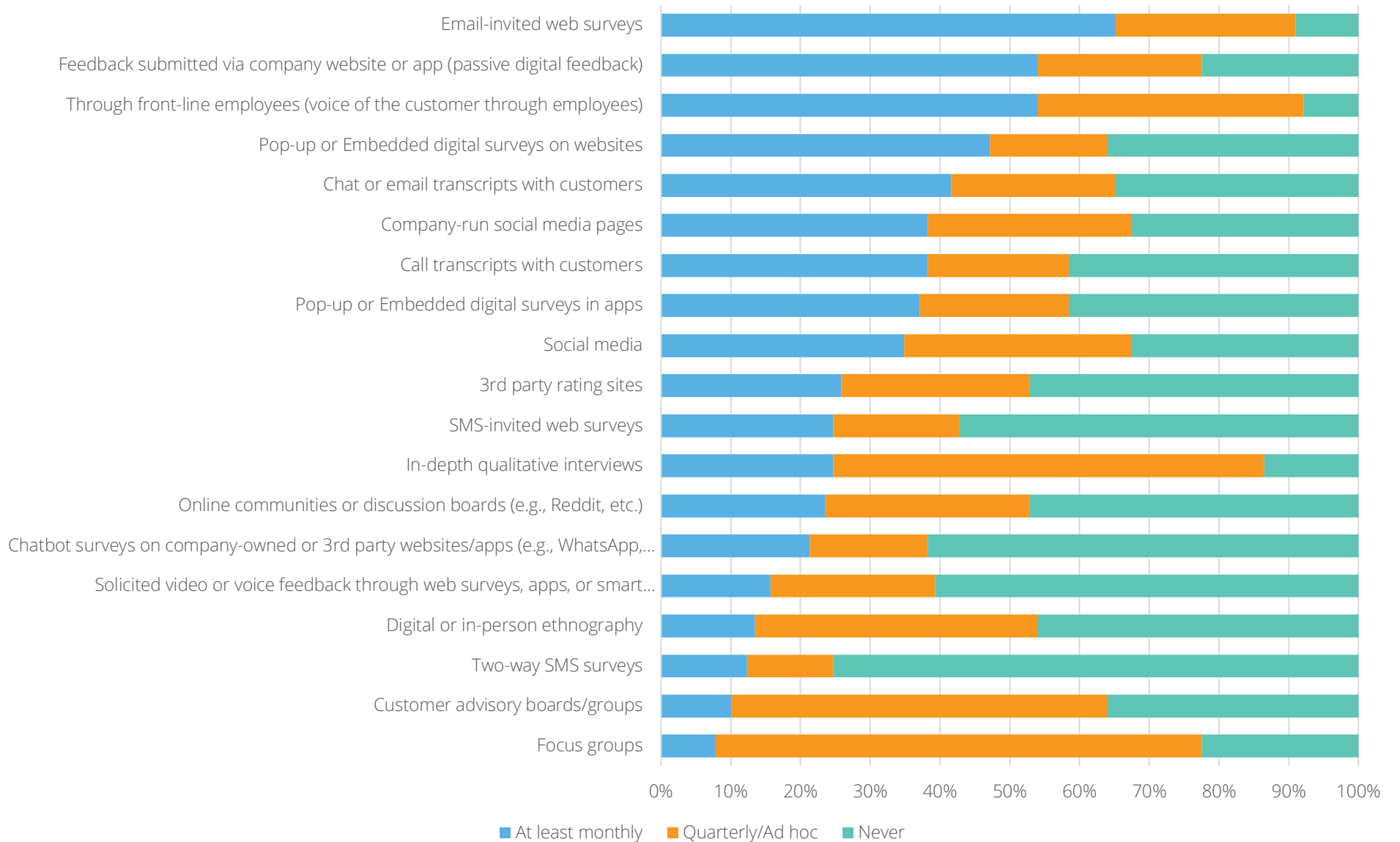
Effectiveness of this channel at driving action is very low. But 100% of those organizations who effectively use it also respond that CX is a valued discipline within their organizations.

	Channel Ranking	Response Percentage
Used at least monthly	9	35%
Used at some point in the last year	6	67%
Effective at generating action	15	23%
Effective AND CX is Valued	1	100%

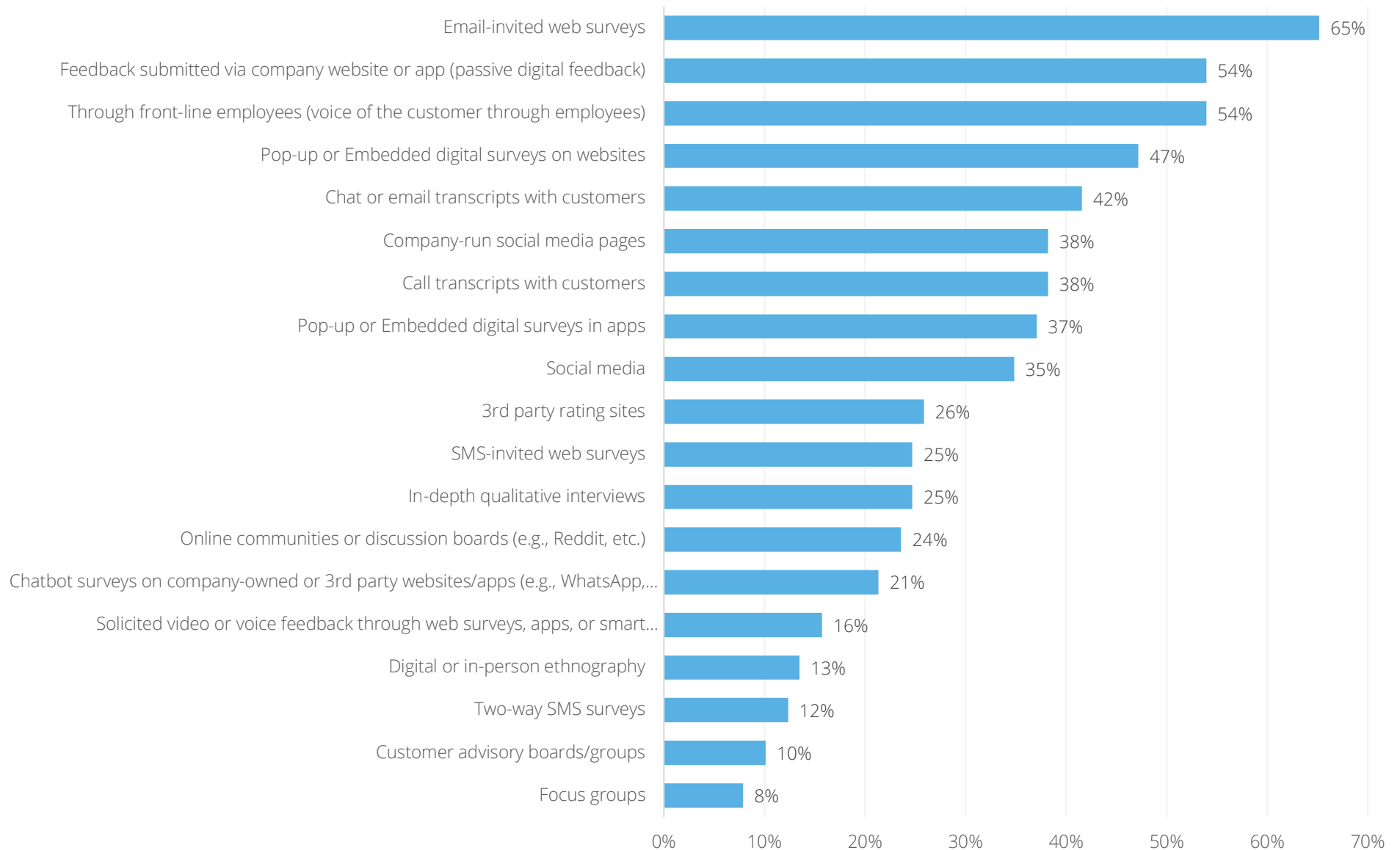
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FREQUENCY OF DATA COLLECTION BY CHANNEL

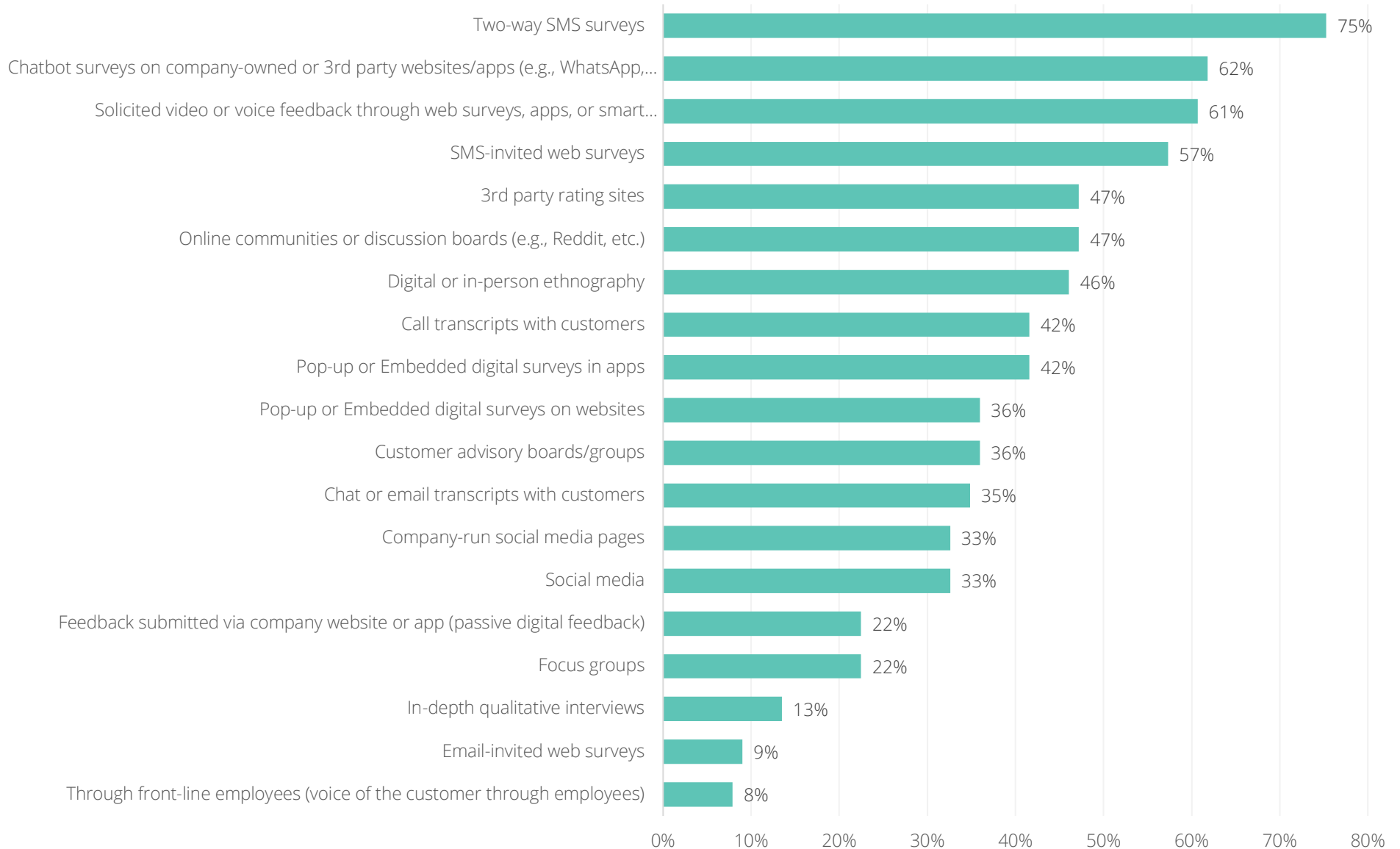
FREQUENCY OF DATA COLLECTION BY CHANNEL



AT LEAST MONTHLY DATA COLLECTION BY CHANNEL



NEVER USED BY CHANNEL

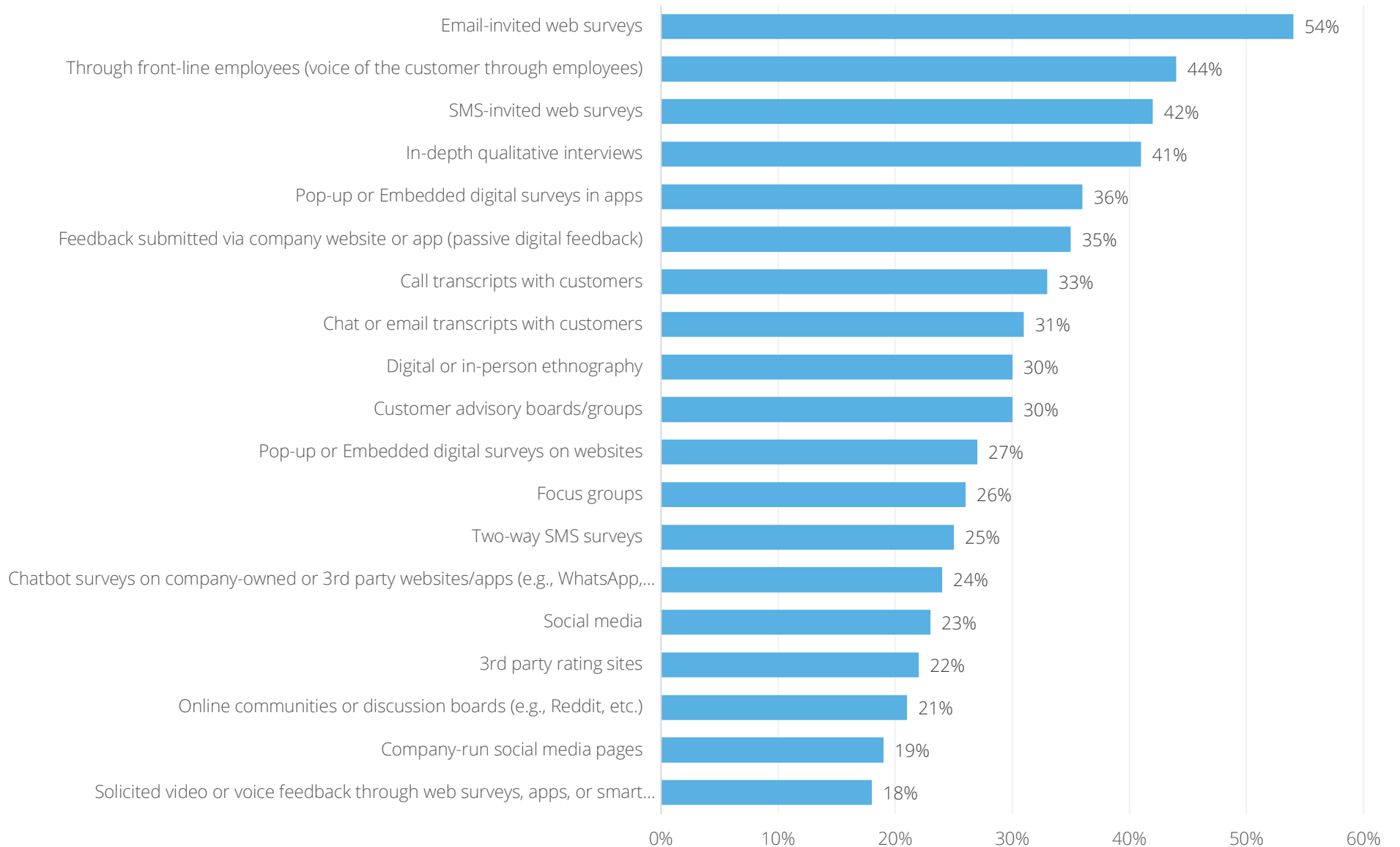




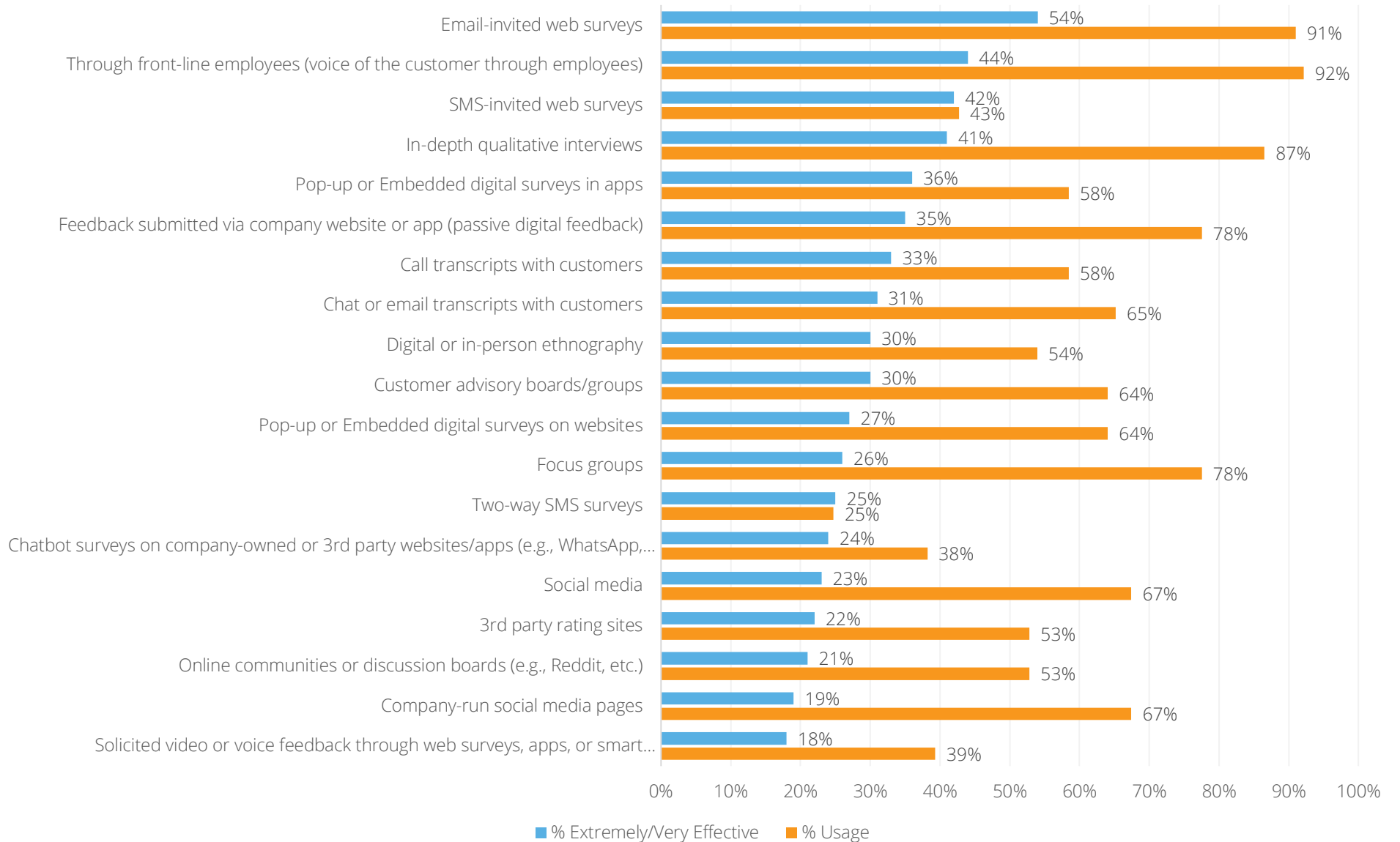
EFFECTIVENESS OF CHANNEL

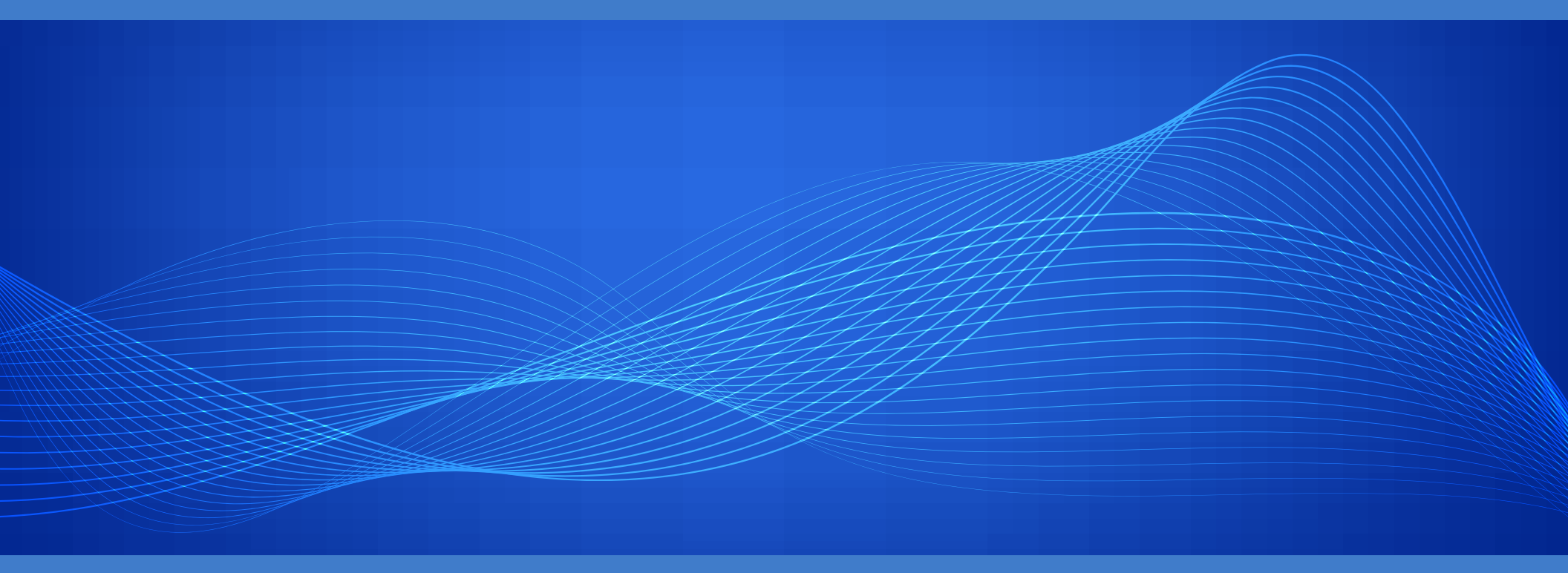
EFFECTIVENESS OF DATA BY CHANNEL

(% Extremely/Very Effective)



EFFECTIVENESS AND USAGE BY CHANNEL





DEMOGRAPHICS

DEMOGRAPHICS

Tenure in CX

Less than 1 year	2%
1-4 years	14%
5-9 years	29%
10 years or more	55%

CX Role

CX Leader	57%
Vendor/Consultant	18%
Individual Contributor	23%
Uncategorized	2%

Company Revenue

< \$50M	27%
\$51M - \$500M	18%
\$501M+	44%
Uncategorized	11%

Respondent Region

North America	67%
EMEA	15%
Latin America	8%
APAC	10%

HQ Region

North America	65%
EMEA	18%
Latin America	7%
APAC	10%

Market Served

B2B	38%
B2B2C	42%
B2C	20%

Organization Industry

Professional Services	18%
Technology	17%
Other industries	10%
Banking	10%
Financial Services	9%
Manufacturing	8%
Healthcare	8%
Retail	4%
Government - State or Local	4%
Telecom	3%
Insurance	3%
Transportation & Logistics	2%
Utilities	1%
Non-Profit	1%
Hospitality, Sports, & Entertainment	1%
Government - Federal	1%

ABOUT WALKER

Walker is an experience management (XM) services firm. Our experts provide wide range of flexible solutions to maximize technology investments and support customer and employee experience initiatives for a wide range of organizations.

Our solutions span four general areas:



Customer Experience

Proven practices, and extensive experience serving hundreds of global brands



Digital Customer Experience

The digital options to deliver effective and efficient customer experiences



Employee Experience

Expert measurement and strategic consulting for best-in-class employee experiences



Patient Experience

A modern approach focused on patients, family members, and healthcare providers

Learn more about Walker at walkerinfo.com 