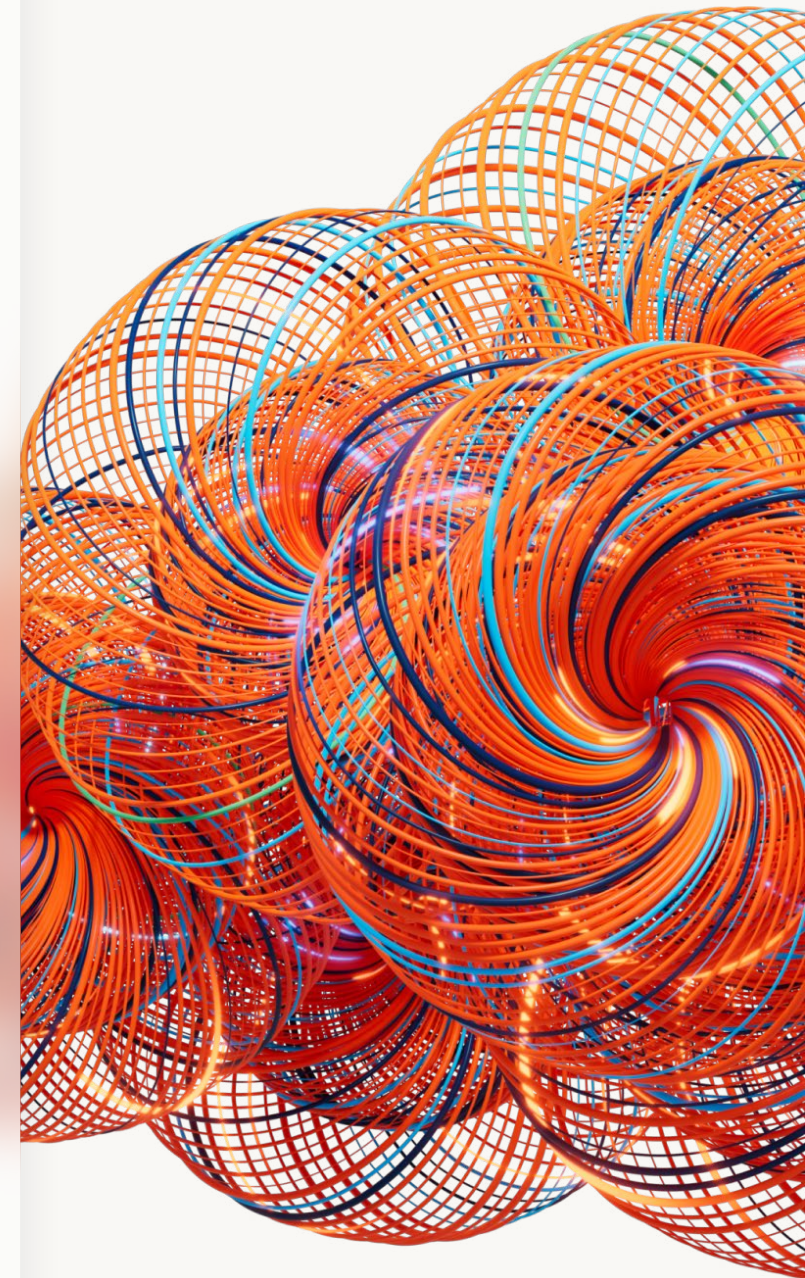# GENESYS™

The State of Customer Experience

Introduction

The fourth edition of "The State of Customer Experience" report is based on a global survey of 5,232 consumers and 1,181 customer experience (CX) decision-makers. Genesys has conducted this survey biannually since 2017, giving us a unique perspective on consumer expectations, perceptions and experiences, as well as an understanding of how CX professionals prioritize, measure and deliver customer and employee experiences.

This year's report reflects how customer expectations and the ways that CX leaders are delivering experiences continue to evolve. It reveals where the priorities of consumers and businesses align and diverge. And it reveals how trends — such as consumers' desires to seek service in multiple channels, and CX leaders' continued move to the cloud and embrace of artificial intelligence (AI) — shape how CX is delivered.

Contents

Executive summary

Consumer expectations continue to rise and, as shown by our survey, there's a gap between their expectations and their lived realities. For CX organizations to keep pace, they need to continue to improve how — and where — they deliver service and ensure they're investing in the right technologies and practices.

The importance of CX is undeniable: 82% of consumers globally say a company is only as good as its service. Though down from 86% in our 2023 report, this finding makes the connection between service and brand reputation abundantly clear.

Consumers worldwide have remarkably consistent views about the importance of customer experience.

Consumers worldwide say "a company is only as good as its service."

Legend: ■ Global ■ North America ■ LATAM ■ Europe ■ APAC ■ Africa/Middle East

Region	Value
Global	82%
North America	83%
LATAM	86%
Europe	76%
APAC	76%
Africa/Middle East	88%
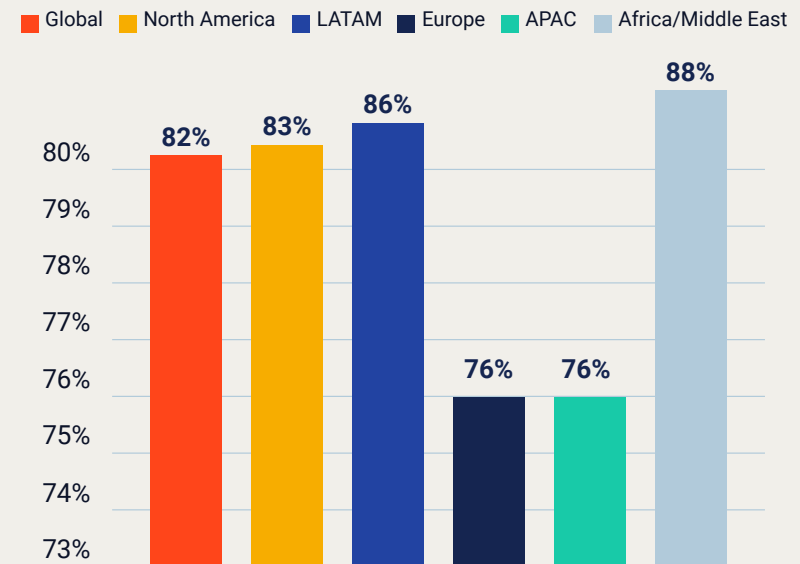
Question: How much do you agree with the following statement?
"A company is only as good as its customer service"
(showing top two responses)

Consumers are looking for fast, first-interaction resolution; and CX leaders say their organizations are prioritizing customer satisfaction. Despite that, our survey findings indicate that there's room for improvement in today's customer experiences. Only 11% of consumers surveyed agree the service they receive is consistently excellent, while an additional 35% rate service as "good." Most consumers, slightly less than half (49%), say service quality is mixed.

Even so, 63% of consumers agree that the customer service they receive, in general, is getting better. Forty-three percent say they've enjoyed a service interaction in the past year and 41% have felt like a highly valued and appreciated customer following a service interaction. Consumers' outlook is positive, as well: 64% believe that AI will improve the quality and speed of customer service over the next two to three years.

When consumers receive good service, they're willing to share feedback with family and friends: 41% of consumers surveyed took the time to recommend a company due to a positive service experience in the past 12 months; one-third say the most likely reason they'd mention a service interaction with a brand on social media is due to a great experience.

The cost of poor service can be steep for organizations. Our survey found that 53% of consumers will switch from a favorite brand after two to five poor interactions, while 47% will switch from a company they only buy from occasionally after that same number of bad interactions. Just under one-third of consumers say they've warned others against a company after having a negative customer service experience, and 30% of consumers said they've stopped doing business with a company during the past year because of a bad customer service experience.

82% of consumers globally say a company is only as good as its service
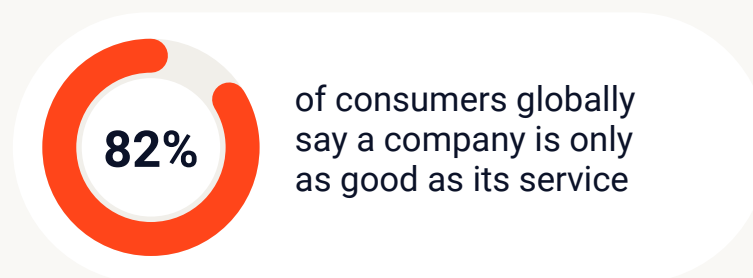
Consumer expectations drive action

CX leaders face more than just ever-evolving customer expectations. They also need to determine if they should adopt rapidly advancing CX technology — and if so, when. Indeed, leaders surveyed cite those two issues as the top CX-related challenges facing their organizations.

CX leaders believe they're largely delivering on customer satisfaction, which they ranked as the most important attribute in an interaction and cited most often as a top CX metric.

Underscoring the strategic value of CX, our survey found that nearly half of the executives responsible for the customer experience function report directly to the CEO.

Organizations are also investing in CX. Globally, leaders expect their CX budgets to increase 15% in the next year.

Both consumers and CX leaders agree on the need for seamless, omnichannel experiences: 97% of consumers and 86% of CX leaders say omnichannel experiences are critical. That's tempered by the fact that only 16% of CX leaders say they offer multiple channels for customer interactions with completely integrated technology and seamlessly connected data.
AI is clearly on the mind of CX leaders, who say

they expect to allocate one-third of their CX-related budget to AI-powered technology in the next 12 months. They're also bullish on the potential for AI to transform CX over the next few years, including 67% who believe that all proactive service outreach will use AI within three years.

The fact that CX organizations haven't fully embraced modern, cloud-based CX platforms will likely hamper their ability to adopt AI in CX. Only about one-third of organizations have fully moved to the cloud. This is inhibiting their ability to deliver the types of experiences consumers crave. And it's making it difficult (if not impossible) to deploy advanced AI-powered tools, which are often only available in the cloud.

Consumers crave more effective self-service and truly personalized omnichannel experiences. They want to be able to reach human agents when that's their choice. And they want empathy regardless of the channel or modality. Organizations that harness AI and cloud-based platforms will be well-positioned to meet and exceed these expectations.

Let's dive deeper into the state of customer experience.

What consumers value in a service interaction

Consumers have decided views about what's important in customer service interactions. Globally, consumers surveyed say they want their issues solved — quickly: First-interaction resolution and a fast response are most valued by far, with 49% and 48% citing these, respectively. This means organizations need to prioritize continually improving their ability to quickly and completely resolve customer concerns.

A closer look at what consumers value reveals several other attributes of a successful interaction. A knowledgeable agent (37%) and interactions being handled with professionalism and friendliness (34%) are priorities, as are listening and empathy (30%).

What consumers value most in a service interaction

Category	Percentage
Resolves my problem on the first interaction	49%
Fast response	48%
Knowledgeable representative / agent	37%
Professionalism / friendliness	34%
Listening / understanding / empathy	30%
Reliable follow-through	27%
Trustworthiness of the representative / agent	19%
Ability to move from one channel to another without having to restate information	17%
Trustworthiness of the business	16%
Personalized interaction using my preferences and account history	14%

Question: Which of these do you value most in a customer service interaction?

When interacting with their favorite brands, consumers place high value on empathy and relevance. Nearly three-quarters of consumers (72%) rank "they listen to me and understand what I'm trying to achieve" among the top three most valuable attributes of a service interaction with a brand with which they do repeat business. More than half of consumers prefer that these brands anticipate their needs and ensure they don't have to repeat themselves. And 56% want the company to know their account history and current activities with that business.

Making it easy for customers to reach an agent and ensuring agents have the details of any previous interactions are also ways for organizations to provide empathetic experiences. Infusing interactions with these attributes also increases the likelihood of a fast response and a first-interaction resolution.

When organizations take the time to understand what their customers want — and mold the experience they deliver to meet those expectations — they can differentiate themselves from the competition and foster stronger customer loyalty.

Consumers value first-interaction resolution and a fast response

What consumers value most when interacting with a preferred brand

72% They listen to me and understand what I'm trying to achieve

56% They know my account history and current activities with that company

52% They ensure I don't have to repeat myself

51% They anticipate my intentions and proactively offer solutions

33% They ensure that the same agent assists me each time

29% They understand and acknowledge my emotional state

Question: Thinking specifically of those businesses/service providers with whom you do repeat business, how valuable are the following service attributes to you in an interaction with customer support?

Consumers want seamless service across channels

Nearly every consumer surveyed (97%) said it's somewhat or extremely important to be able to move from one channel to another and have the company pass along information that's already been shared so they don't have to repeat themselves.

Even so, consumers repeating themselves during service interactions is still a common occurrence. More than half of consumers globally say they've had to repeat themselves to a second agent during an interaction in the past year. And 41% have had to repeat a chatbot conversation to an agent.

This resharing of information is frustrating to consumers: 22% say repeating themselves to agents makes them either want to scream or vow to never do business with that organization again. About 18% say the same about having to repeat information to an agent that they had already provided to a chatbot.

Consumers say it's important to be able to move between channels and not have to repeat themselves
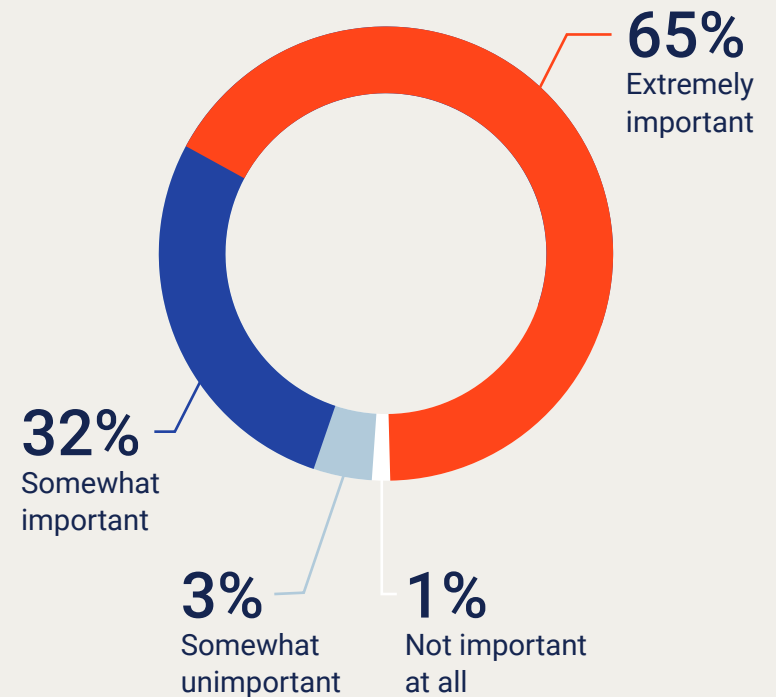
65%
Extremely important

32%
Somewhat important

3%
Somewhat unimportant

1%
Not important at all

Question: How important is it for a company to be able to move your interaction from one channel to another and pass along the information you've shared so you don't have to repeat yourself?

Consumers want personalized service

Another attribute that consumers value is personalization in and across interactions. About three-quarters of consumers globally say they're likely to recommend a brand and buy more, more often from brands that consistently provide personalized service experiences. A small majority are even willing to pay a slightly higher price for service that's personalized.

Actions consumers would likely take because of consistently personalized service experiences

Action	Percentage
Recommend the company to a friend or colleague	77%
Do a greater percentage of your online shopping with the company	74%
Purchase repeat items from the same company	73%
Purchase additional items from the same company	73%
Pay a slightly higher price for products / services	55%
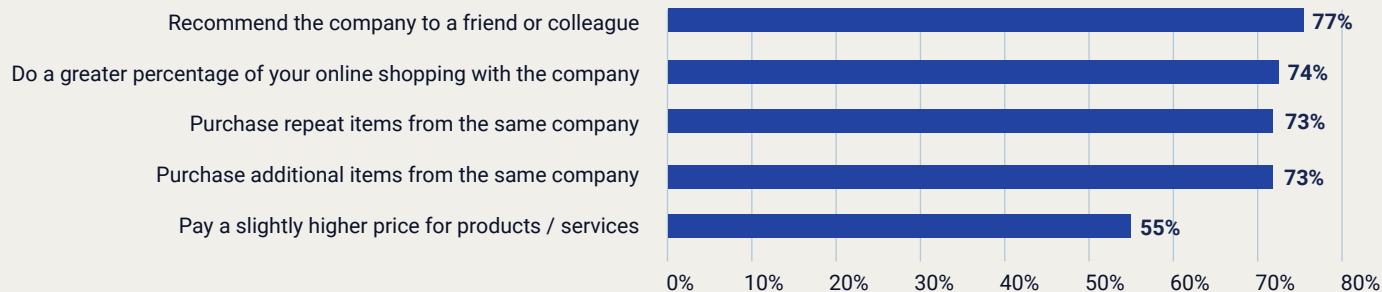
Question: If you were assured a customized/personalized customer service/support experience every time you have a service interaction with a particular company, how likely would you be to: (responses of "very likely" or "somewhat likely")

Consumers have a broad definition of personalization, providing numerous opportunities for organizations to deliver service in a way that's positively received. Activities that consumers globally consider to be important forms of personalization include "being connected straightaway with the right person to help me" (65%) and "receiving the services I need at any time in my preferred channel" (50%).

Consumers also value agents knowing their account history, not having to repeat themselves and proactive service outreach. These elements of personalization can drive satisfaction.
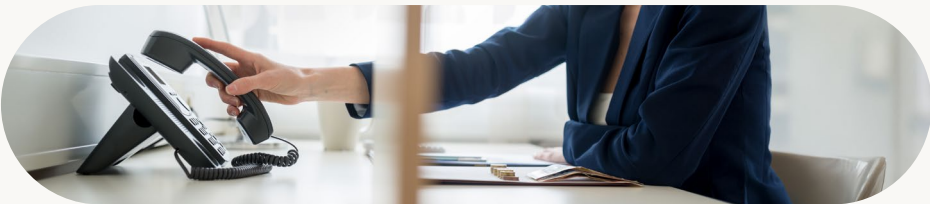
37% of consumers say **"it really frustrates me"** when there's no way to reach a live agent at all

Consumers value personalization (in many forms) during an interaction

Being connected straightaway with the right person to help me	65%
Receiving the services I need at any time in my preferred channel (call / text / social / messaging)	50%
Proactive communication about services or assistance I may need	39%
Being offered services and products that are customized to my needs	38%
A company representative knowing who I am before I've introduced myself	26%
A company knowing / predicting the reason I am contacting them	24%
Personalized marketing offers or loyalty programs	20%

Question: Which of the following personalized customer service interactions would be most valuable to you? (showing choices selected in top three)

Not being offered personalized service can drive dissatisfaction: 69% of consumers say it's either a little irritating or really frustrating when an agent doesn't have immediate access to their information.

The value of personalization is such that many consumers are comfortable with organizations having and using their data to provide personalized experiences. Nearly half of consumers prefer that a customer service agent has access to their personal information and preferences to deliver a more personalized experience. Thirty-five percent say the same about chatbots. And 36% say they prefer that a company knows their location to enable them to personalize interactions.

That said, just over half of consumers (53%) say they'd prefer to have total control over the personal information and data they share with companies. Given that consumers express a strong desire for personalized services, there may be an opportunity for organizations to build trust through transparency, making it clear to consumers what data is being used and what benefits it provides.

Response times are longer than consumers like

Waiting in a queue, whether via chat or phone, is a reality for consumers. But the length of the wait can either be a source of frustration or satisfaction. Only 13% of consumers globally say they've waited less than five minutes to interact with a service agent in the past year. Far more common is waiting from five to 14 minutes (33%) or from 15 to 29 minutes (26%). Frustratingly, 29% of consumers are waiting 30 minutes or more, including 8% who were on hold more than an hour.

Most consumers are waiting far longer than they deem acceptable. While only 6% expect instant gratification (a wait of less than a minute), 86% expect to connect with an agent somewhere in the one- to 10-minute range. A mere 4% say it's okay to wait more than 10 minutes.

There's a gap between what consumers are experiencing and what CX leaders say they're delivering. CX leaders say response times for live agents are less than five minutes roughly two-thirds of the time, and that the wait is longer than 10 minutes only 10% of the time.

Callbacks don't seem to be the answer: Only 4% of consumers say they prefer to have a representative call them back if there's a wait. Despite this, 45% of CX leaders report they already have callback service, and rank it as the second-most valuable CX technology. There's an opportunity for organizations to communicate the value and simplicity of callbacks, increasing customer satisfaction and streamlining service in the process.

Consumers want to be able to interact with people

More than half (53%) of consumers say they prefer to work with a human agent to resolve their customer service or support needs whenever possible. They want to be able to reach an agent quickly and easily when an agent-led interaction is their preference. Note that this doesn't necessarily mean a telephone call. It can mean any kind of interaction with a human — voice call, chat, messaging or video.

Consumer frustration is high when organizations make it difficult to reach a human agent, putting loyalty and repeat business at risk. Thirty-seven percent of consumers said they've experienced not being able to access an agent at all in the last year. One-third of consumers (33%) say they've experienced not being able to access an agent directly from a chatbot in the past 12 months.

Highlighting the impact not providing access to human agents can have, 37% of consumers say "it really frustrates me" when there's no way to reach a live agent at all; 16% say it makes them want to cry or scream; and 22% say it makes them "so angry I vow never to use the company again."

Similarly, 40% of consumers find it really frustrating when they can't move seamlessly from a chatbot to an agent. And 26% say it's so upsetting that they either want to cry, scream or stop doing business with the company. This also reflects the importance of providing omnichannel experiences.

For CX leaders, it will be important to strike the balance between offering increasingly capable self-service options so consumers can solve issues themselves while ensuring they can reach a human agent when that's the consumer's preference.

22%

Almost one-quarter (22%) of consumers say repeating themselves to agents makes them want to scream or vow to never do business with that organization again

The channels consumers use — and prefer

With more channels available to them than ever before, it's useful to examine which channels consumers have used in the past year, the ones they use most frequently and which they prefer. Understanding these preferences can help organizations orchestrate more satisfying experiences.

While consumers do have preferred channels, they also take advantage of the wide variety of channels that organizations provide for service interactions. Approximately two-thirds of consumers surveyed have used email and interacted with a live agent via phone in the past year, at 69% and 67%, respectively.

When looking at which channels consumers have used the *most frequently* in the past year, live agent via phone (53%) slightly edges out email (51%). Live agent via webchat (28%); messaging apps (22%); and chatbot/virtual agent (22%) make up the five most frequently used channels.

Consumers take advantage of a **wide variety of channels**
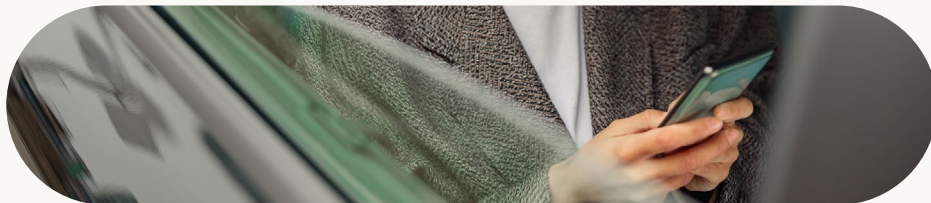
Consumers use a variety of channels

■ Used in the past 12 months **■ Used most often in the past 12 months**

Channel	Used in the past 12 months	Used most often in the past 12 months
Email	69%	51%
Live agent via phone	67%	53%
Live agent via webchat	46%	28%
Chatbot / virtual agent on website	41%	22%
Messaging app (e.g., WhatsApp, Facebook Messenger)	38%	22%
Chatbot / virtual agent on mobile	36%	20%
Text / SMS	30%	13%
Social media (e.g., Facebook, X)	27%	9%
Website / portal self-service	27%	11%
Brand-specific mobile app	20%	8%
Video chat (via phone or webcam)	17%	7%
Conversational voicebot / Voice-driven phone prompts	15%	5%
Smart home assistant (e.g., Amazon Alexa, Google Home)	13%	2%
Company-owned customer community forum	8%	1%

Question: Which of the following have you used in the past 12 months for a customer service/support interaction? Of those customer service/support communication methods you have used in the past 12 months, which do you use most often? (top three choices)

There's a notable drop-off between email and phone and other available interaction channels. The convenience and flexibility of email makes it a consistent consumer favorite for seeking service, and we've already noted that consumers prefer channels that offer human-led interactions. That finding is consistent across service channels (such as chat, email and phone) and is evident in both their use and preferences. It's also consistent with previous editions of "The State of Customer Experience" report.

Consumers' most preferred channels

Channel	Percentage
Live agent via phone	55%
Email	45%
Live agent via webchat	35%
Messaging app (e.g., WhatsApp, Facebook Messenger)	29%
Chatbot / virtual agent on mobile	18%
Website / portal self-service	17%
Text / SMS	17%
Chatbot / virtual agent on website	15%
Brand-specific mobile app	15%
Video chat (via phone or webcam)	14%
Social media (e.g., Facebook, X)	11%
Conversational voicebot / Voice-driven phone prompts	8%
Company-owned customer community forum	3%
Smart home assistant (e.g., Amazon Alexa, Google Home)	3%

Question: Which of the following customer service/support communication methods would you most prefer to use if available to you? (top three choices)

Our survey also found that different generations have distinct channel preferences, with younger generations rating channels such as chatbots, voicebots, messaging apps and social much higher than older generations. CX leaders need to keep an eye on changing preferences as they plan their channel strategies.

Channel preferences vary by generation

Legend: ■ Gen Z ■ Millennials ■ Gen X ■ Baby Boomers ■ Silent Generation

Channel	Gen Z	Millennials	Gen X	Baby Boomers	Silent Generation
Email	45%	41%	44%	53%	65%
Live agent via phone	44%	49%	61%	71%	80%
Live agent via webchat	28%	35%	37%	39%	33%
Chatbot / virtual agent on website	17%	17%	14%	13%	12%
Chatbot / virtual agent on mobile	17%	22%	16%	11%	0%
Conversational voicebot / Voice-driven phone prompts	11%	9%	7%	5%	4%
Text / SMS	22%	15%	17%	20%	16%
Messaging app (e.g., WhatsApp, Facebook Messenger)	35%	33%	27%	15%	4%
Social media (e.g., Facebook, X)	14%	15%	8%	5%	4%

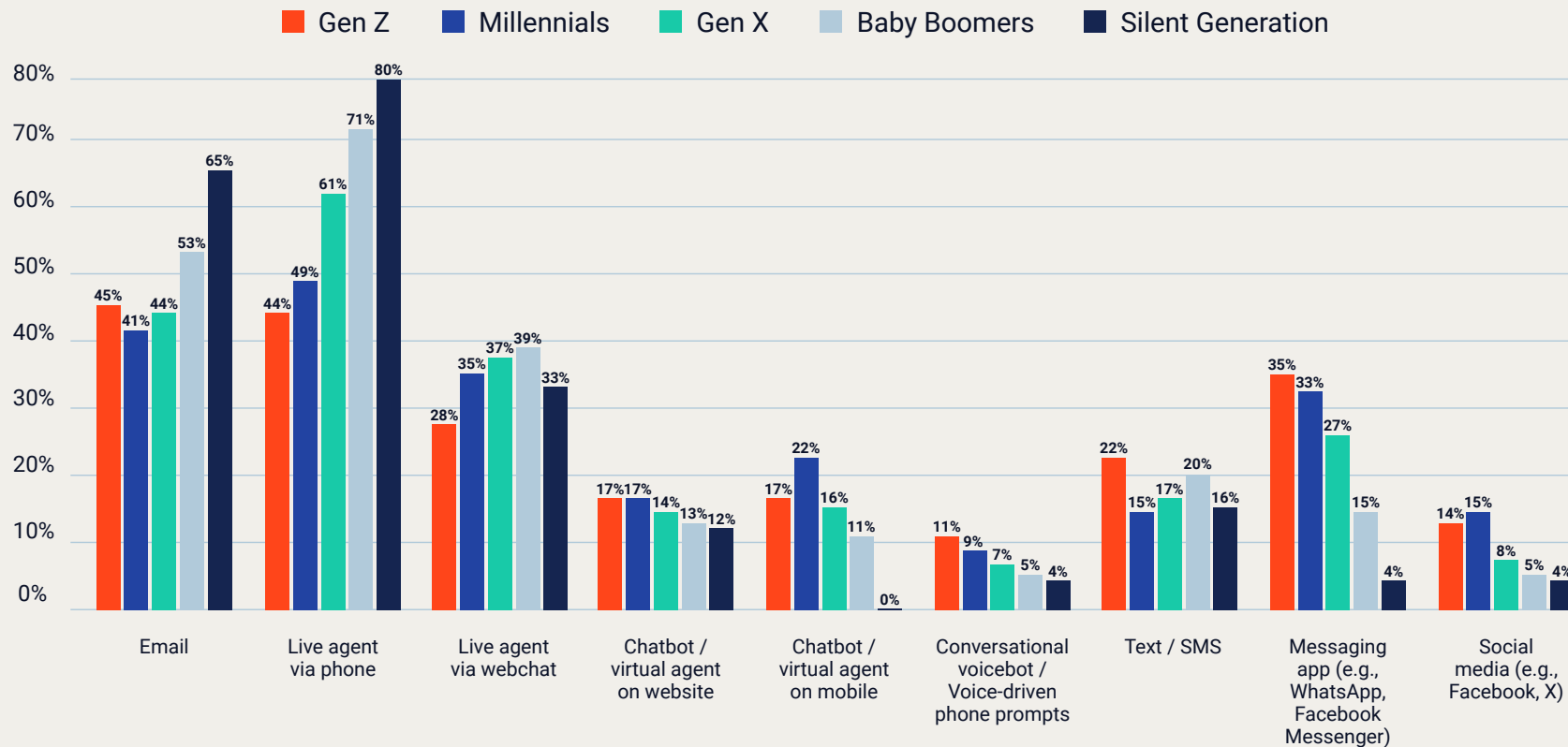*Question: Which of the following customer service/support communication methods would you most prefer to use if available to you? (top three choices)*

Consumer satisfaction varies by channel

Given the strong preference consumers express for using email and reaching a live agent on the phone, it could be expected that these would also top the list of channels that deliver the most satisfying experience.

And indeed, 40% of consumers globally are "extremely satisfied" with service interactions with agents via phone. But slightly more consumers (41%) are extremely satisfied with video chat-based service interactions — a channel with relatively low use, but one that clearly has a high impact.

Consumers also show high satisfaction with service provided via smart home devices and messaging apps. This suggests that these channels, despite low use, are meeting customers' expectations. And 34% of consumers say they're comfortable having their smart devices communicate on their behalf to provide proactive customer service.

For CX leaders, it also suggests that organizations need to be intentional about their channel strategies. Understanding consumer channel preferences and which channels are best suited to different types of interactions can help ensure that customer expectations around channels are met. It also underscores the importance of adopting a CX platform that provides an integrated view of interaction data across multiple channels (and the need to ensure all interaction channels are in that platform).

Organizations need to be **intentional** about their channel strategies

Consumer satisfaction with different channels

Channel	Percentage
Video chat (via phone or webcam)	41%
Live agent via phone	40%
Smart home assistant (e.g., Amazon Alexa, Google Home)	36%
Messaging app (e.g., WhatsApp, Facebook Messenger)	36%
Brand-specific mobile app	34%
Social media (e.g., Facebook, X)	33%
Company-owned customer community forum	32%
Live agent via webchat	32%
Email	31%
Text / SMS	27%
Website / portal self-service	26%
Conversational voicebot / Voice-driven phone prompts	25%
Chatbot / virtual agent on mobile	24%
Chatbot / virtual agent on website	22%

Question: Thinking of your overall experience as a customer, please rate your satisfaction with each of the methods (rather than the company itself) you used to interact with customer service/support (showing responses marked "extremely satisfied")

But the service experience across various channels is just one element of a collection of factors that influence customer satisfaction, or a lack thereof. The research highlights other areas where organizations could either improve low satisfaction or harness the opportunities that arise from high satisfaction.

Why consumers share service experiences on social

Consumers do share about their service experiences on social media, but not always for reasons CX leaders might think. Data shows that 46% of consumers who've shared about a service interaction on social media have done so because of a positive experience versus 19% citing a negative experience.

That said, of those who take to social media to share about a negative experience, 52% say it was to prompt attention and 51% say it was to "encourage others to avoid the brand."

What makes consumers share about an experience on social
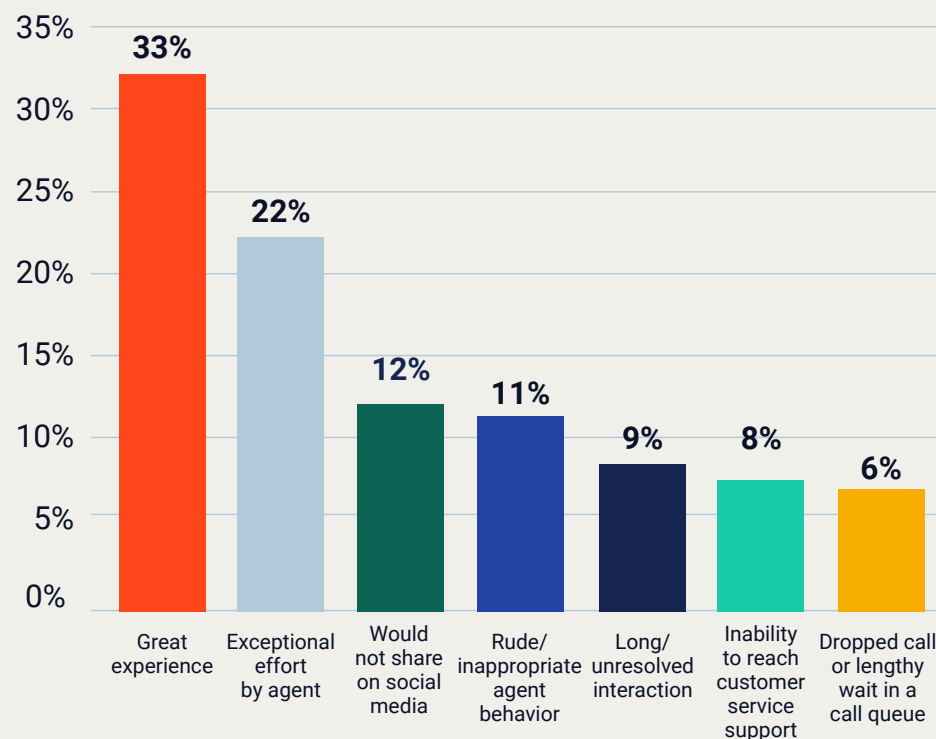
Category	Percentage
Great experience	33%
Exceptional effort by agent	22%
Would not share on social media	12%
Rude/ inappropriate agent behavior	11%
Long/ unresolved interaction	9%
Inability to reach customer service support	8%
Dropped call or lengthy wait in a call queue	6%

Question: Which of the following is most likely to prompt you to share a customer service/support experience on a social networking site?

Actions that drive consumer dissatisfaction

For organizations looking to deliver a satisfying customer experience, it's also important to understand what drives irritation and frustration on the part of consumers. By far, consumers rank "no way to reach a live agent at all" during an interaction most negatively. Thirty-eight percent say it either makes them "want to yell or cry" or "so angry I vow never to use the company again."

And while more than 36% of consumers globally say repeating themselves is highly frustrating, 20% say it upsets them so much that they either want to cry, scream or stop doing business with the offending organization.

These findings underscore the importance of providing access to live agents across channels and making sure they have the information needed to provide customers with personalized service and fast issue resolution.

What makes consumers want to yell, cry, or vow to switch brands

No way to reach a live agent at all	38%
Dropped call	30%
Reaching a dead end in a call center menu / can't find the right option	29%
No way to reach a live agent directly from a chatbot	26%
Agent doesn't have authority to resolve my issue	25%
Repeating myself to different agents	22%
Consistently encountering the same minor issues	21%
Self-service options on a website limited to FAQs	20%
Repeating a conversation I've had with a chatbot to an agent	18%
No customer service chatbot available on website	16%
Agent doesn't have immediate access to my information / account	15%
Not knowing my position in a call queue	13%

Question: How do you feel when any of the following occur during a customer service interaction? (showing responses marked "Makes me want to yell or cry" or "So angry I vow never to use the company again")

Bad experiences can have a cost

Thirty percent of consumers globally have stopped doing business with a company because of a poor customer service experience in the past year. Most consumers will switch brands after only a few poor service interactions, though they seem to be more patient with preferred brands.

While only 12% will switch brands after one bad service interaction with a favorite brand, 25% will switch when they only do occasional business with a brand. But the gap closes as the number of poor interactions increases. After two to five poor interactions, just over half of consumers will switch from a favorite brand; 47% will switch from a company they only buy from occasionally.

One component of what some consumers consider a poor service interaction is a lack of empathy. More than 70% of consumers say they're likely to leave a company for a competitor if that business fails to treat them with empathy during a service interaction. And of those, 29% say they're extremely likely to leave under those circumstances.

Switching isn't consumers' only reaction to poor service experiences. Nearly one-third have warned others against a company after having a negative customer service experience. And while nearly 20% have lost their temper or yelled during a customer service interaction, 11% were so frustrated by a negative service experience that it made them cry.

Some customers would rather clean a bathroom (21%), be stuck in traffic (20%) or go to the dentist (19%) to avoid dealing with customer service.

After how many negative interactions would consumers switch to another business?
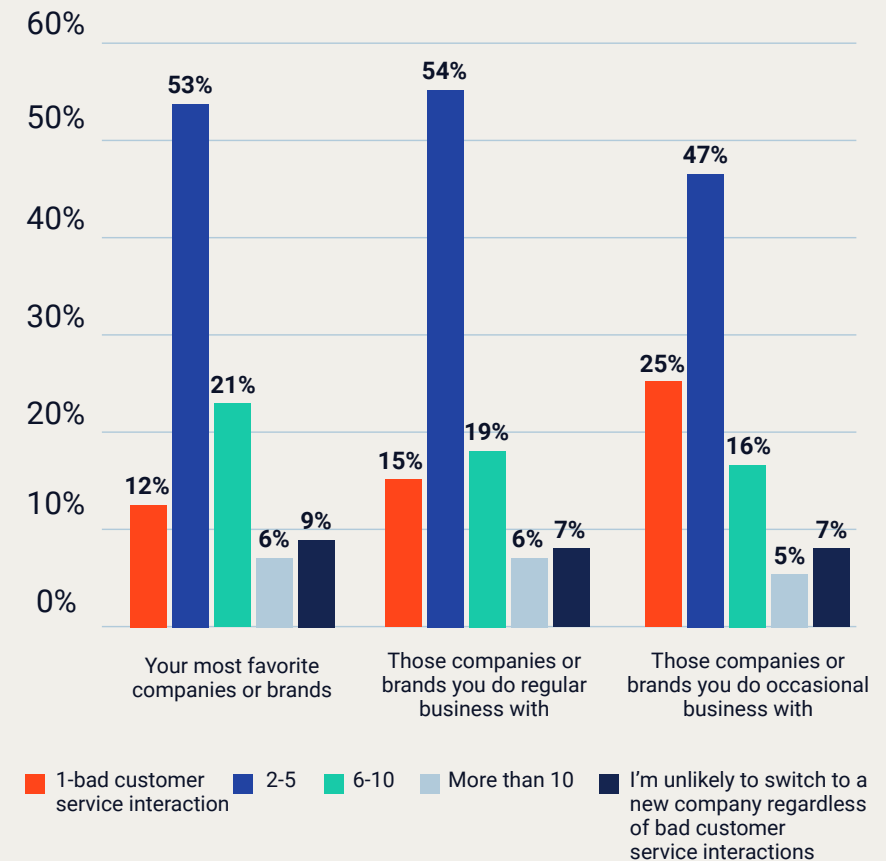
Legend:
- 1-bad customer service interaction
- 2-5
- 6-10
- More than 10
- I'm unlikely to switch to a new company regardless of bad customer service interactions

Question: How many poor/unsatisfactory customer service interactions would it take before you switched to a new company or brand?

The CX function continues to rise in strategic importance

Our research finds that customer experience is a top strategic priority for many organizations. Nearly half of the executives who oversee the customer experience function report directly to the CEO, and 44% of CX leaders have C-level titles. These include Chief Customer Officer (19%), Head of CX (15%) and Chief Experience Officer (10%). Additionally, 88% of the nearly 1,200 CX leaders surveyed globally say their company has an organization-wide initiative to track and improve the customer experience.

And as AI increases in importance across the full customer experience, organizations are also aligning their leadership to address the shift. According to the Genesys report **"Customer experience in the age of AI"**, 46% of organizations surveyed have a C-level leader who specifically oversees AI, including 20% who have a Chief AI Officer.

What CX organizations value and measure

Like consumers, CX leaders value multiple attributes of service interactions. Unlike consumers, leaders have operational matters to consider, including outcomes like customer satisfaction and retention. So, it's illustrative to look not just at what CX leaders value in interactions, but where there's overlap and disconnect between CX leaders and consumers.

■ What CX leaders value in a customer service interaction
■ What CX leaders believe their organizations are very effective at accomplishing

Attribute	Value	Effective
Customer satisfaction	45%	46%
Professionalism / friendliness	33%	49%
Customer retention	28%	38%
Fast response / low wait time	28%	38%
Listening / understanding / empathy	24%	44%
Resolving customer issues with minimal representative / agent intervention	22%	36%
Trustworthiness of the representative / agent	21%	41%
Reliable follow-through	21%	40%
First-contact issue resolution	20%	33%
Ease of multichannel support within one customer service interaction	17%	33%
Knowledgeable representative / agent	17%	38%
Knowledge of account / history	13%	33%
Cross-selling / Up-selling	12%	24%

Question: Which of the following does your organization value most in a customer service interaction? (showing top three choices),
How effective do you believe your customer service operation is in accomplishing each of the following? (responses marked "very effective")

The aspect of customer interactions that CX leaders say their organization values most, by far, is customer satisfaction (45%). While multiple aspects of an interaction contribute to a consumer being satisfied, it's incredibly positive that CX organizations have an overall focus on customer satisfaction. One of those aspects is the professionalism/friendliness of the agent, which 33% of CX leaders cite as highly valued — and consumers rank in their top five priorities.

With only 20% of CX leaders saying first-contact resolution is the most-valued attribute of an interaction, though, there's a clear disconnect with consumers. Consumers indicated first-contact resolution is the most important aspect of an interaction — and CX leaders ranked it ninth.

Another area of disconnect is the value placed on a knowledgeable agent, which consumers ranked third-most important, versus eleventh-most for CX leaders. Since consumers often prefer human-led interactions, CX leaders should consider elevating this as a priority.

More positively, 28% of CX leaders value a fast response (ranking it fourth); it was the second-most important attribute valued by consumers.

When it comes to judging the effectiveness of their CX operation, organizations' outcomes aren't always in line with their priorities. Nearly half of CX leaders say their agents are very effective at servicing customers with professionalism and friendliness, and 46% say they're very effective at satisfying customers. Additionally, 44% say their organization is very effective at listening and providing empathetic experiences, even though only 24% cite this among their top priorities (versus 30% for consumers).

When it comes to measuring success, the weight that CX leaders place on customer satisfaction is evident. CX leaders ranked customer satisfaction as the most important attribute in an interaction. It was also ranked highest on both the list of metrics tracked by organizations (63%) and the list of metrics that are critical to business performance (50%).

31%

of CX leaders say they're significantly minimizing customer effort

Nearly half of organizations track customer acquisition (48%), with 30% citing it as a critical CX success measure. And 43% track customer retention/loyalty, with 28% placing it among their critical success metrics. About one-third do track first-contact resolution, despite CX leaders viewing that as a lower priority during interactions.

Net Promoter Score (NPS), long seen as a key metric, is only seen as critical to business performance by 9% of respondents, indicating the industry needs to find more meaningful ways to measure success.

CX metrics and perceived business value

Metric	CX leaders tracking	Metric is critical to business performance
Customer satisfaction	63%	50%
New customer acquisitions	48%	30%
Customer longevity/retention/loyalty	43%	28%
Number of customer support interactions	37%	17%
Current customer value	37%	20%
Customer turnover rate	33%	18%
Customer lifetime value	32%	20%
First-contact resolution rates	32%	16%
Repurchase rates	29%	17%
AI/chatbot containment rates	27%	15%
Customer effort score	26%	12%
Repurchase timing	23%	11%
Net Promoter Score	18%	9%

Question: Which of the following customer metrics are you currently tracking? Of the customer metrics you are currently tracking, which are most critical to your business performance?

Most CX leaders believe that their focus on improving experiences is effective. More than 90% believe they're minimizing customer effort to some extent, with 31% saying they're significantly minimizing customer effort. Nearly all CX leaders (96%) believe their organization is providing some level of personalization in their service interactions. Forty-two percent say their service experiences are extremely personalized.

The extent to which CX leaders believe they're minimizing customer effort

- 1 - Not at all minimizing customer effort
- 2
- 3 - Somewhat minimizing customer effort
- 4
- 5 - Significantly minimizing customer effort
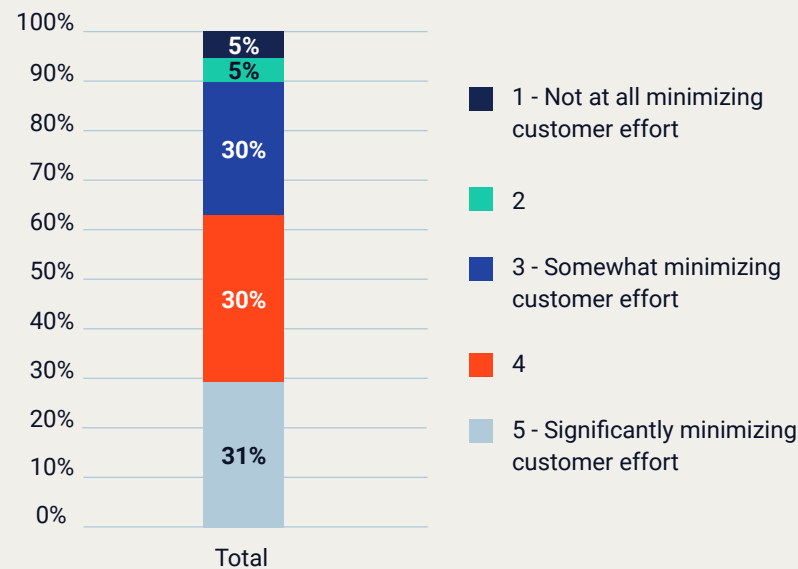
Question: To what extent do you believe you are currently minimizing customer effort in the customer journey or in customer interactions today?

CX leaders believe they're delivering personalized experiences

- 1 - Not at all personalized customer service experience
- 2
- 3 - Somewhat personalized customer service experience
- 4
- 5 - Extremely personalized customer service experience
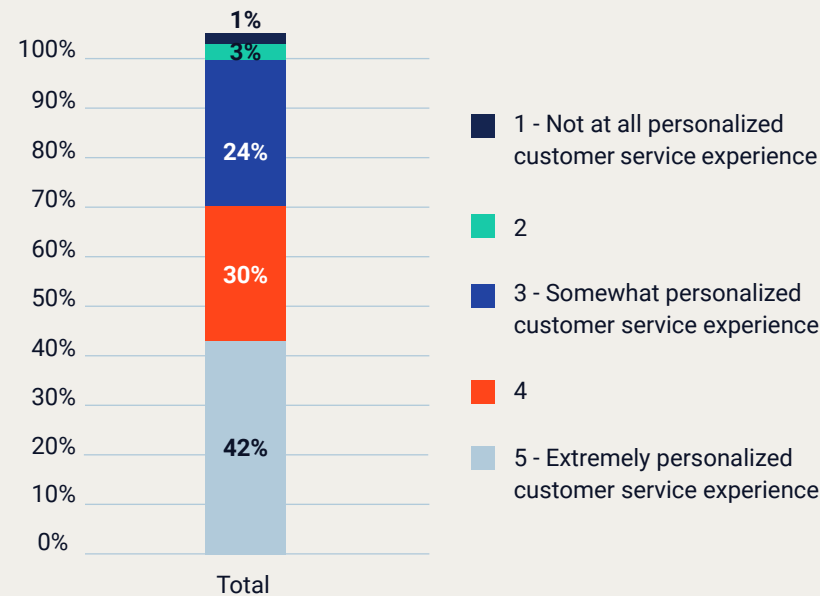
Question: To what degree do you feel you are currently delivering a personalized customer service experience?

Strategic CX priorities align with experience orchestration

Satisfying customers means meeting, and ideally exceeding, their expectations — but customer expectations are a moving target. Indeed, 41% of CX leaders cite keeping pace with customers' rising expectations as the greatest challenge facing their customer experience function today; this was also the top challenge in the third edition of our report in 2023 (see sidebar "Challenges facing CX organizations").

Given the challenge of keeping up with continuously evolving customer expectations, it's no surprise that many organizations' top strategic CX priorities enable them to better orchestrate customer interactions and journeys.

43% Increasing customer understanding and personalization

42% Increasing the use of AI to improve the customer experience

38% Enhancing data capabilities for real-time insights, analytics and reporting
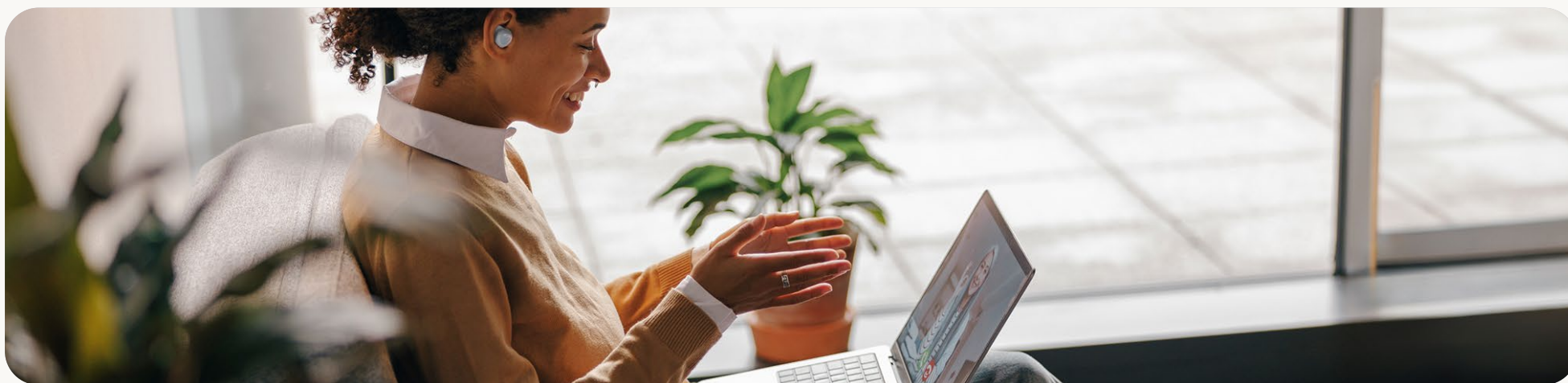
Additionally, 39% of CX leaders say increasing customer lifetime value is a top CX strategic priority, despite only 20% citing it as one of the metrics most critical to their business performance.

Organizations are also focusing on improving the customer experience by enhancing the employee experience (EX). Thirty-seven percent of CX leaders cite improving EX through new and existing technology as a top strategic CX priority.

This could help them address another issue: keeping staff continually trained on new tools and protocols, which 37% of CX leaders cite as a challenge.

Strategic CX priorities for the next 12-24 months

Priority	Percentage
Increasing customer understanding and personalization	43%
Increasing the use of AI for improved customer experience	42%
Increasing lifetime customer value	39%
Enhancing data capabilities for real-time insights, analytics, and reporting	38%
Improving employee experience through new / existing technology	37%
Improving performance management for remote / hybrid working	35%
Attract and retain top talent	34%
Reducing cost to serve	32%
Driving self-service adoption to improve efficiency	28%
Reducing data silos and channels to create a more seamless customer journey	23%
Navigating the impact of new regulations	22%

Question: What are your company's top strategic customer experience priorities for the next 1-2 years?

Challenges facing CX organizations

CX leaders face numerous challenges, reflecting the complexity facing contact centers and the wider customer experience function.

Challenges facing CX organizations

Challenge	Percentage
Keeping pace with rising customer expectations	41%
Keeping pace with rapidly evolving customer / employee experience technology	39%
Keeping staff continually trained on new tools and protocols	37%
Improving effectiveness of self-service technologies (e.g., bots, virtual assistants / AI)	36%
Managing and maintaining increasing volumes of data	32%
Maintaining quality of service while operating aging technology	32%
Staying compliant with evolving regulations	31%
Containing staffing-related costs (e.g., reducing turnover, lowering cost to hire)	31%
Budgetary pressures / uncertainty	30%
Managing quality and productivity with remote / hybrid working	28%
Managing increased interaction volume and channel complexity	27%

Question: What are the greatest challenges facing your company's customer experience function today?

Addressing these challenges requires a multifaceted CX strategy that comprises people, process and technology. Organizations need an intentional voice-of-the-customer plan designed to help them stay abreast of evolving expectations. They must rethink their approach to hiring, training, and retaining employees who excel at communication and complex problem-solving. And they must evolve their CX operations to bring in the latest technologies (including AI) to improve self-service, containment and, ultimately, customer satisfaction. These solutions should be built on a robust cloud-based CX platform that makes it easy to continually add new features and helps to ensure regulatory compliance.

CX leaders are implementing or planning to implement technologies that could enable them to meet their strategic priorities and customer expectations — as well as enable them to better orchestrate more personalized experiences. Nearly half are investing in solutions like copilots and AI-powered coaching that will also help them improve the employee experience, which 26% of leaders consider critical to ensuring they meet their strategic CX goals.

Forty-four percent are improving their data quality and structure and implementing a CX platform that integrates systems; similarly, 27% say these are critical to ensuring their organization meets its strategic CX goals.

Other technology initiatives are also related to deploying AI: 29% say they're using natural language understanding and processing in voice and digital channels, and 28% plan to extend their bot strategy (see sidebar "Enhancing CX by building an AI advantage"). Additionally, 30% of CX leaders cite addressing data privacy and security as most critical to meeting their strategic CX goals.

For more on technology adoption and future plans, see **this section**.

> **Keeping pace with rising customer expectations is the biggest challenge facing CX organizations**

CX technology is in wide use, but varies in perceived importance

Initiative	Will support (next 2 years)	Viewed as critical
Improving the employee experience through technology	46%	26%
Improving data quality and structure	44%	27%
Implementing a customer experience platform that integrates systems	44%	27%
Improving how we manage our workforce (e.g., workforce management or engagement technology)	42%	24%
Addressing data privacy and security	35%	30%
Connecting technology and data to deliver an omnichannel experience	34%	23%
Using natural language understanding/processing in voice and digital channels	29%	22%
Migrating customer experience technology to the cloud	29%	22%
Extending bot strategy to improve service interactions	28%	21%
Re-architecting the technology environment to mitigate regulatory risk	24%	19%

■ Technology initiatives that will support strategic CX goals in the next two years
■ Technology initiative is viewed as critical to reaching strategic CX goals

Question: Which of the following technology initiatives will you employ to support your CX strategic priorities within the next 2 years?
How critical or influential are each of the following technology initiatives to ensuring you reach your strategic CX goals?

Enhancing CX by building an AI advantage

CX leaders are focusing heavily on AI, both directly and by prioritizing initiatives that are critical to successful AI adoption. The second-highest strategic CX priority, according to our survey, is increasing the use of AI (42%). Leaders are so bullish on AI that most expect their organization to allocate 33% of their CX-related budget to AI-powered technologies in the next 12 months. Regional differences on how much budget is expected to go to AI are significant: CX leaders in the Middle East and Africa expect 45% of their budgets to go to AI, compared to 29% in Latin America.

Seventy percent of CX leaders recognize AI as a business imperative; 60% expect AI to increase customer loyalty and lifetime value for their organization in the next five years, according to the Genesys report "**Customer experience in the age of AI**," which surveyed 1,000 CX leaders worldwide. More than one-quarter say AI is already critical to their CX operations, and 43% expect it to be essential within the next three years.

"The State of Customer Experience" report found a range of AI-related priorities, including enhancing data capabilities (cited by 38% of leaders); driving self-service adoption (28%), which will increasingly rely on AI; and reducing data silos (23%). The 56% of CX leaders who plan to move to cloud-based CX technology in the next two years are also investing to ensure their organizations can take advantage of AI.

When it comes to technology initiatives designed to support organizations' strategic CX priorities, it's clear that AI is on CX leaders' minds. Improving data quality and structure and implementing a single customer experience platform — both of which are critical to leveraging

AI — were cited by 44% of CX leaders. And 29% of respondents cited using natural language understanding and processing.

CX leaders are also prioritizing AI to support employees. For instance, they cited improving the employee experience through technology (for example, copilots, AI-powered coaching and knowledge recommendations) — with 26% saying this is critical to achieving their strategic CX goals.

Despite being bullish on AI, CX leaders recognize that improving the effectiveness of self-service technologies, such as bots and virtual assistants, is a challenge, with 36% of leaders globally citing this.

Organizations are currently using a variety of AI-powered CX technologies — including chatbots, conversational AI and predictive routing (see **this section**) — that they find valuable and effective. For example, 27% of CX leaders track AI-powered chatbot containment rates as a CX success measure, and 22% prioritize resolving customer issues with minimal agent intervention — which is often a proxy for AI-powered self-service technologies.

64% of consumers believe that **AI will improve** the quality and speed of customer service

Three-quarters of CX leaders surveyed for the "Customer experience in the age of AI" report are using or piloting AI to personalize their customer experience and 72% are using it to identify pain points in the customer journey. Thirty percent say it's extremely likely they'll handle all their proactive service-related outreach using AI in the next three years. Similarly, 30% say it's extremely likely their customers will be completely at ease interacting with AI-powered chatbots and voicebots in the next three years.

Consumers seem ready to embrace AI, with 62% surveyed for "The State of Customer Experience" saying they believe AI will improve organizations' ability to provide more personalized customer service; 64% say they believe that AI will improve the quality and speed of customer service over the next two to three years. They also have a strong expectation for transparency, with 88% of consumers saying they have a right to know when they're interacting with a bot.

Organizations that balance their use of AI to improve service experiences (and business outcomes) with customers' expectations of personalization and transparency are those most likely to build trust and loyalty.
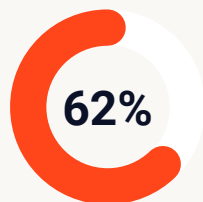
62% of CX leaders believe AI will improve organizations' ability to provide more personalized customer service

Channel mix, effectiveness and plans

Consumers often prefer human-led service interactions, and when that's their preference, they want to be able to reach agents via whichever channel suits them. This is most often email and phone but can span everything from messaging apps to chat to social media.

Most organizations' channel mixes are closely aligned to this consumer desire. More than three-quarters of CX leaders (77%) say their organization uses email for customer interactions and two-thirds provide live agents via phone. Also popular are messaging apps and social media, which 63% of organizations use. Even the least-used channels in our survey, many of which are self-service channels, were cited by more than 10% of consumers as ones they've used in the last year.

The preference for human-led interactions doesn't mean that consumers avoid self-service. According to our report, "**Generational dynamics and the experience economy**," younger generations prefer self-service options by 15 percentage points over older generations.

CX leaders surveyed for "The State of Customer Experience" are deploying chatbots and virtual agents to meet this need, with 41% saying they're currently using chatbots on their websites, and another 36% on mobile. Two-thirds of consumers agree that companies are already getting better at providing options that help them find answers or solve customer support issues by themselves.

45% of CX leaders plan to launch virtual agents on mobile in the next two years

Chatbots are also among the channels CX leaders cite most as areas of planned growth over the next two years. Other notable plans for implementing self-service tools include 50% of CX leaders planning to offer voicebots; 45% planning to launch virtual agents on mobile; and 43% planning to launch virtual agents on the desktop.

As chatbots continue to advance in sophistication, CX leaders are seeing broad benefits, including for self-service. In fact, 87% say they agree that chatbots are an effective way for customers to begin a self-service interaction. And 83% say chatbots are also effective in enabling customers to complete interactions. A vast majority said their chatbots or virtual agents use AI (85%).

Channel adoption and plans for deployment

Channel	Use currently	Plans (within six months)	Plans (six months to two years)	No plans within two years
Email	77%	14%	5%	3%
Live agent via phone	67%	17%	8%	7%
Messaging app (for example, WhatsApp, Facebook Messenger)	63%	15%	9%	13%
Social media (for example, Facebook, X)	63%	19%	8%	11%
Text/SMS	59%	17%	9%	15%
Website/portal self-service	58%	19%	13%	11%
Live agent via webchat	53%	21%	13%	13%
Brand-specific mobile app	42%	22%	16%	20%
Chatbot/virtual agent on website	41%	27%	16%	16%
Video chat (via phone or webcam)	39%	26%	17%	19%
Chatbot/virtual agent on mobile	36%	27%	18%	19%
Company-owned customer community forum	34%	27%	15%	24%
Smart home assistants (for example, Amazon Alexa/Google Home)	29%	26%	16%	29%
Voicebot (conversational AI)/ interactive voice response (IVR)	25%	29%	21%	24%

Question: Which of the following channels does your organization use for customer interaction?

Although it's essential to provide a variety of interaction channels, not all service quality is equal. Many CX leaders do believe their organization is delivering top-notch customer service across numerous channels. Nearly 60% say their customer service operation is extremely effective at meeting customer expectations when the interactions are with live agents via phone. More than half (52%) say the same about video chat and messaging apps; these are also channels with which consumers indicated high satisfaction.

Channels CX leaders rate as "extremely effective"

Channel	%
Live agent via phone	58%
Video chat (via phone or webcam)	52%
Messaging app (e.g., WhatsApp, Facebook Messenger)	52%
Email	50%
Voicebot (Conversational AI) / Interactive Voice Response (IVR)	50%
Live agent via webchat	48%
Brand-specific mobile app	48%
Smart home assistants (e.g., Amazon Alexa / Google Home)	46%
Company-owned customer community forum	44%
Chatbot / virtual agent on mobile	43%
Social media (e.g., Facebook, X)	43%
Website / portal self-service	43%
Chatbot / virtual agent on website	41%
Text / SMS	39%

Question: How effective do you believe your customer service operation is in meeting customer expectations through each of the following channels? (showing responses ranked "extremely effective")

CX organizations are making progress on omnichannel experiences
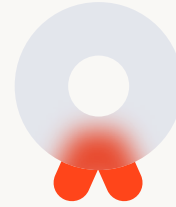
With so many channel options available, and customers' expectations for seamless journeys so high, organizations must prioritize creating omnichannel experiences. And many are, but few have achieved it, despite how important CX leaders — and consumers — consider it to be.

A whopping 86% of CX leaders say providing an omnichannel experience is important, with 48% of those saying it's extremely important.

But only 16% of CX leaders say their organization offers multiple channels for customer interactions with completely integrated technology and seamlessly connected data — and can gain insights and adjust in real time. Many still offer service via multiple disconnected channels.

Progress is being made, with the percentage of organizations saying they have completely integrated technology and data increasing slightly since our last "The State of Customer Experience" report in 2023. But given that 97% of consumers say the ability to move between channels while preserving context is important, organizations have work to do.

86% of CX leaders say providing an omnichannel experience is important

Organizations moving to omnichannel face numerous headwinds. Their top challenges include siloed departments with separate customer engagement solutions and competing departmental priorities or success measures. Other obstacles include lack of shared voice-of-the-customer data across departments and lack of carry-over of customer context from one channel to another.

These organizational and cultural challenges point to the need for functional leaders across organizations to recognize that delivering an exceptional customer experience is a business imperative that requires multiple teams to work together on data, technology and strategy.

Where are you on your journey to providing an omnichannel experience to your customers?

- **We offer multiple channels for customer interactions with completely integrated technology and seamlessly connected data. We can gain insights and adjust in real time.** (16%)
- **We offer multiple channels for customer interactions with some connectivity of technology and data. Further integration is a priority for us.** (24%)
- **We offer several different channels for customer interactions but are yet to connect the underlying technology or data.** (18%)
- **We are considering following an omnichannel strategy but have yet to make meaningful plans or progress in this space.** (28%)
- **We do not provide an omnichannel experience for our customers and we have no plans to.** (14%)

Question: Where are you on your journey to providing an omnichannel experience to your customers?

Another key aspect of delivering a seamless experience is ensuring that customers don't have to repeat information they've already provided. While half of CX leaders say their CX solutions enable them to automatically pass previously collected customer data (such as information gathered by chatbots or website behavioral data) to agents, 42% say agents must manually access this data. And for 7% of organizations, that data isn't readily available to agents, which can lead to frustration for agents and customers alike.

CX leaders are optimistic about the potential of omnichannel, with 72% believing that in the future their customers will never need to repeat themselves as they switch between channels or agents — with 34% considering that scenario to be extremely likely. With roughly 20% of consumers saying that repeating themselves is frustrating, CX leaders should ensure they're making the investments in CX technology that will solve this customer pain point.
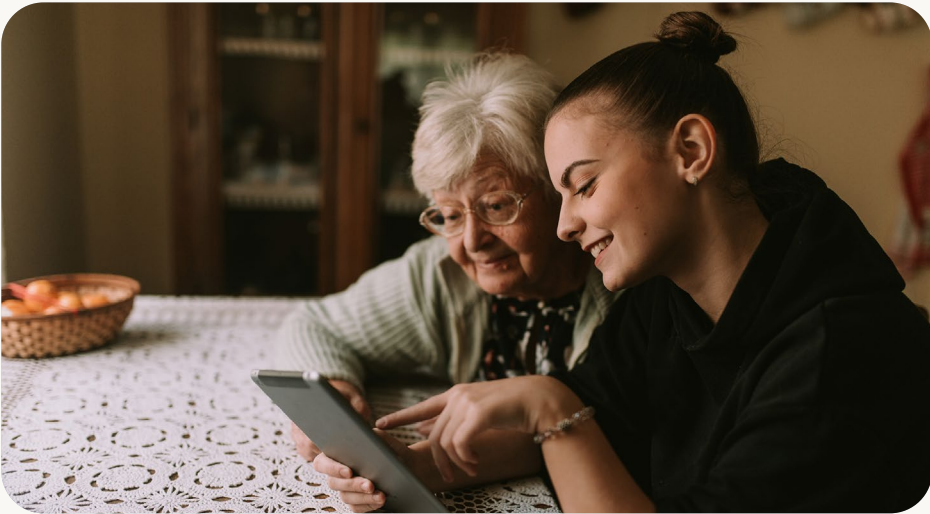
Internal issues impact the ability of CX organizations to deliver a seamless customer journey

Siloed departments with separate customer engagement solutions	33%
Competing departmental priorities or success measures	33%
Lack of shared voice-of-the-customer data across departments	31%
Lack of carry-over of customer context from one channel to another	31%
Lack of consolidated/shared data	30%
Lack of consolidated/shared analytics	29%

Question: Which of the following internal issues impact your company's ability to deliver a seamless customer journey?

Customer experience technology adoption and plans

CX organizations have leveraged technology since the days of telephone switchboards. Today's CX leaders rely on powerful, extensible technologies to realize their strategies and meet customer expectations. The right mix of solutions can enable innovation, orchestrate more personalized journeys and seamlessly connect channels.

More than half of CX leaders say their organization is using a customer data platform (CDP) and another 27% plan to deploy one in the next 18 months. Considering the importance of accessing real-time data for AI-powered technologies and personalization efforts, this is no surprise. Indeed, 50% of CX leaders say a CDP is extremely valuable for managing customer service/support.
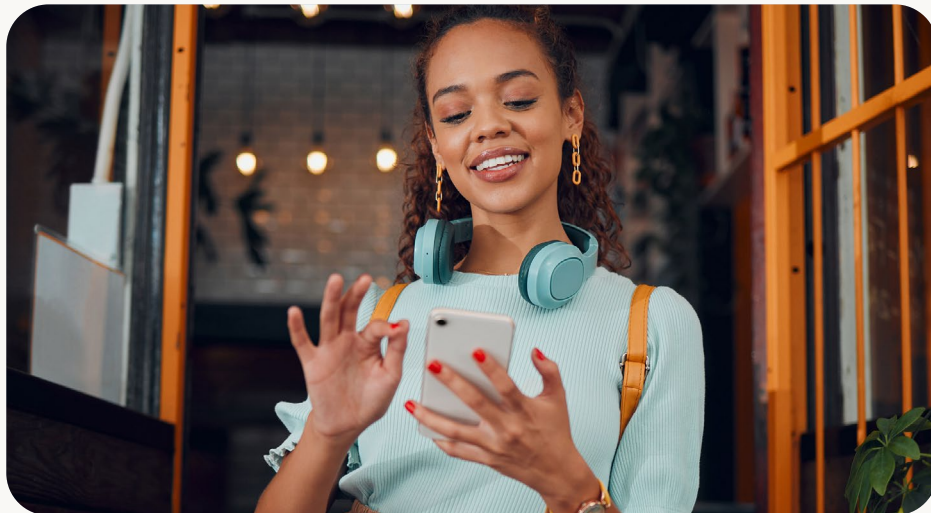
46% of CX organizations are using workforce engagement management (WEM)

26% plan to implement WEM within the next 18 months

Similarly, 46% of organizations are using workforce engagement management, with another 26% planning to implement it within the next 18 months, which aligns with CX leaders' emphasis on improving the employee experience.

The CX features that leaders expect to add over the next few years are clustered in four areas: delivering a better omnichannel experience; improving the employee experience; modernizing and connecting their CX platform; and increasing the use of AI in CX.

CX features in use and plans for future adoption

Features our organization uses for managing customer service/support	Currently using	Plan to use within the next 18 months	Plan to use; no specific timeframe	No plans to use
Customer data platform	51%	27%	10%	12%
Workforce engagement management	46%	26%	13%	16%
Callback functionality that preserves customer queue placement	45%	26%	13%	17%
Prebuilt integrations to HR, CRM and customer engagement solutions	43%	27%	14%	16%
Outbound notifications	43%	25%	14%	18%
Agent-assist technology	41%	28%	15%	17%
Single point of system administration	40%	30%	15%	16%
Unified agent desktop application	38%	29%	14%	19%
Speech and text analytics	37%	28%	14%	20%
Video capabilities for service or support	37%	30%	14%	18%
Journey analytics and/or management	37%	28%	17%	18%
AI-powered chatbots	37%	30%	15%	19%
Predictive analytics	36%	31%	14%	18%
Omnichannel digital engagement solution for web and mobile	36%	30%	15%	19%
Predictive web engagement	35%	32%	15%	18%

Question: Which of the following features do you currently employ for managing your customer service/support business needs?

CX platforms continue to shift to the cloud — but the majority have yet to move

The CX industry continues to shift to cloud-based platforms, which have significant advantages over both on-premises solutions and hybrid on-premises/cloud approaches. A short list of those advantages includes scalability; availability; continuous innovation; better channel and data connectivity; and, critically, access to the most sophisticated AI-powered tools, which are only being delivered in the cloud.

Our survey shows that only about one-third of organizations have moved their CX technology to the cloud. Most still host their solutions on-premises and some are using a hybrid approach blending the cloud and on-premises. This roughly 57% of CX organizations that haven't fully embraced the cloud represents a massive untapped opportunity for those organizations to deliver a markedly better customer (and employee) experience.

Looking to the future, there's a notable shift to the cloud planned. On average, 56% of CX leaders expect to move their CX capabilities into the cloud in the next two years. The number is even higher for specific components; for example, 63% of CX leaders expect to host all their digital engagement tools in the cloud within the next two years, and 58% plan to move their analytics and reporting to the cloud. Highlighting the connection between a good employee experience and a good customer experience, 53% say they plan to move their agent desktop and workforce engagement management to the cloud in the next two years.

Only about one-third of CX organizations have moved fully to the cloud

Adoption of AI is also undoubtedly fueling this shift. As noted earlier, leaders expect roughly one-third of CX budgets to go to AI-powered technology in the next year. To fully take advantage of AI requires access to data and a view into the entire customer journey that are only being delivered through cloud-based CX platforms.

CX leaders should ensure their investment strategies are aligned so they're able to deliver on the promise of AI and meet both internal leadership and customer expectations. Put another way, both top-down investments and bottom-up needs from CX organizations must align to successfully deploy AI.

Current delivery of CX infrastructure

Current delivery of customer care infrastructure components	On-premises	Via the cloud	Hybrid cloud/ on-premises	Don't know don't support
Agent desktop	40%	30%	23%	8%
Contact center telephony	39%	28%	24%	9%
Workforce engagement management	38%	28%	23%	11%
Customer relationship management (CRM)	33%	35%	24%	9%
Social listening	33%	32%	22%	14%
Customer experience platform	32%	33%	25%	11%
Digital engagement (including chatbots)	31%	37%	18%	14%
Unified communications platform	30%	33%	25%	13%
Analytics/reporting dashboards	29%	35%	24%	12%

Plans for moving CX infrastructure to the cloud

Timing of future delivery of CX components in the cloud	In six months	In two years
Digital engagement (including chatbots)	30%	33%
Analytics/reporting dashboards	28%	30%
Customer relationship management (CRM)	27%	27%
Contact center telephony	27%	27%
Agent desktop	27%	26%
Workforce engagement management	27%	26%
Unified communications platform	28%	28%
Customer experience platform	28%	27%
Social listening	25%	30%

Organizations that have moved their CX platform to the cloud cite multiple benefits. Better access to data across channels and increased cybersecurity are the top two benefits cited by leaders in our survey. Beyond these, the benefits of a cloud-based CX platform address many of the challenges and priorities cited by leaders.

The ability to more quickly add new capabilities and features, for example, enables organizations to keep pace with rising customer expectations. The ability to adapt to regulatory changes squarely addresses regulatory compliance challenges. Several of the benefits of a cloud-based CX platform relate to better managing the workforce, including enabling remote and hybrid working.

As mentioned earlier, access to advanced AI capabilities that are typically only delivered through the cloud is another key benefit. It's likely that the 44% of CX leaders who cited implementing a unified CX platform as a technology priority also view that as both a benefit of moving to the cloud and a path to adopting AI.

Benefits of cloud-based CX infrastructure

Benefit	%
Better access to data across channels	41%
Increased cybersecurity	41%
Enabling remote or hybrid working	39%
Improved ability to adapt to regulatory changes	36%
Reduced cost to serve	35%
Enhanced reporting and analytics	35%
Ability to add new capabilities / features / channels faster	35%
Ability to use advanced AI capabilities / solutions	33%
Improved disaster recovery / business continuity	33%
Simplification through a single interface	31%
Better address changing geographical support needs	29%
Reduced total cost of ownership (TCO)	27%

Question: What have been the greatest benefits of moving to a cloud-based infrastructure?

CX leader expectations for the future

As they look ahead to the future of CX, leaders expect a landscape where the CX function is more strategic, where customers have more seamless experiences, and where self-service and proactive outreach are pervasive, thanks to AI.

Almost three quarters of leaders expect that the CX organization will measure the financial and business impact of the customer experience. And the same amount (74%) expect to need to stay current with the regulatory environment.

They also envision that AI will be widely deployed. CX leaders expect proactive outreach to minimize customer effort even further.

Two-thirds predict they'll handle all their proactive service-related outreach using AI, with 30% saying that's extremely likely. Two-thirds of CX leaders predict their customers will be completely at ease interacting with AI-powered chatbots and voicebots in the future, with 30% saying it's extremely likely.

75% of CX leaders expect to measure the financial impact of customer experience in the next three years

Some CX leaders are so bullish on self-service channels that they predict customers will manage their own service and support needs without interacting with a person in the future. Of the 65% who expect this, 31% say it's extremely likely.

Although only 39% of organizations are using video chat today, 43% of CX leader say they plan to implement it in the next two years and 69% say it's likely that video will be widely available for customer service interactions over the next few years, with 32% saying it's highly likely.

The future of CX, according to leaders

Our organization will measure the financial / business impact of the customer experience, not just contact center metrics	74%
Customer experience leadership will need a deeper understanding of the regulatory environment	74%
Our customers will never need to repeat themselves as they switch between channels or agents	72%
Our customers will be in complete control of their own data and how they share it	71%
Video chat will be widely available for customer service interactions	69%
Customers can manage their own service and support needs without interacting with a person	67%
We'll handle all our proactive service-related outreach using AI	67%
Our customers will be completely at ease interacting with AI-powered chatbots and voicebots	66%

Question: If you look three years into the future, how likely are each of the following predictions to become a reality for the future in the customer experience? (showing responses of "likely" and "extremely likely")

Guidance for the future of CX

The customer experience function stands at a crossroads. While organizations are prioritizing customer satisfaction, the elements required to deliver it aren't fully aligned. The good news is organizations are prioritizing efforts that will help achieve that alignment.

This includes providing service across the channels consumers prefer and working to create more personalized omnichannel experiences that incorporate self-service and proactive outreach to simplify journeys. It also includes better enabling frontline employees with the data and tools they need to deliver relevant interactions and faster issue resolution.

No matter where you are on your journey, here are some key recommendations for charting the future of the customer experience:

✅ **Make it possible — and easy — for consumers to interact with a human agent.**

Organizations should ensure that customers have clear ways to reach out to a human, whether that means staying in an existing channel or moving to another one. And remember that "a human agent" doesn't always mean a phone call. Consumers are willing — and sometimes prefer — to interact with agents in chat, messaging, video and other interaction modes.

✅ **Deliver personalized service and meet customers where they are.**

With 77% of consumers worldwide saying they're somewhat or very likely to recommend a brand based on consistently receiving personalized service, the business benefit of personalization is clear. It's also clear that personalization can take many forms, from understanding the customer's history to being able to interact in their preferred channel.

A successful omnichannel strategy should be intentional, understanding which channels are best suited to different types of interactions and helping guide customers along a journey. Our survey makes it clear that customers are comfortable with a mix of company-owned channels, as well as ones they "already have" such as email, messaging, and text/SMS. For CX organizations, having a platform that integrates those channels is critical to ensure all data related to customer interactions is captured in a single place.

✅ **Level up chatbots to virtual agents.**

Some customers rank chatbots and virtual agents highly as preferred channels, but also express lower levels of satisfaction with them. Organizations should focus on implementing AI-powered virtual agents that can handle more complex interactions and allow customers to self-serve.

Previous research has found that millennials and Generation Z consumers prefer self-service options by 15 percentage points over older generations. More sophisticated virtual agents can drive customer satisfaction by allowing customers to solve challenges on their own while allowing human agents to focus on the most difficult or sensitive cases.

Adopt AI across the customer journey.

AI is poised to deliver improvements across the customer experience. From hyper-personalization to virtual agents to agent copilots, AI can increase efficiency and open up new ways to delight customers. And with almost two-thirds of consumers believing AI will improve the quality and speed of customer service over the next two to three years, organizations that ethically and transparently adopt AI will likely find a receptive base of consumers.

Embrace cloud-based platforms

The majority of organizations have yet to move their CX platform to the cloud. Given the benefits of the cloud — including scalability, continuous innovation and the most sophisticated AI — organizations that fully adopt the cloud will be poised to reap a competitive advantage.

The journey to deliver the future of customer experience is ongoing. To meet ever-evolving consumer expectations and close the gap between their expectations and their experiences, organizations should harness AI and cloud-based platforms to revolutionize self-service and allow for true omnichannel experiences.

For those organizations ready to embrace it, the future of the customer experience is within reach.

Methodology

Genesys worked with an independent research firm to survey 5,232 consumers and 1,181 CX decision-makers in more than 16 countries. The survey was conducted in September and October of 2024. Among the business respondents, the industries represented were airlines, automotive, banking, government, healthcare, insurance, manufacturing, media and entertainment, professional services, retail, travel and hospitality, technology, telecommunications and utilities.

Consumer survey

Consumer survey respondents by region

Consumer survey respondents by region	N
North America (Canada, US)	1,055
Latin America (Brazil, Mexico, other)	1,068
Europe (UK/Ireland, Germany, other)	1,031
Asia-Pacific (Australia, New Zealand, China, India, Japan, Singapore, South Korea)	1,011
Africa/Middle East (Saudi Arabia, South Africa, Turkey, United Arab Emirates)	1,067
Total	5,232

Consumer survey respondents by age group

Consumer survey respondents by age group	N	%
Gen Z (ages 18−25)	756	14%
Millennials (26−41)	2,266	43%
Gen X (42−56)	1,378	26%
Baby boomers (57−76)	781	15%
Silent generation (77+)	51	1%

CX leaders survey

CX leader survey respondents by region

CX leader survey respondents by region	N
North America (Canada, US)	290
Latin America (Brazil, Mexico, other)	177
Europe (UK/Ireland, Germany, other)	290
Asia-Pacific (Australia, New Zealand, China, India, Japan, Singapore, South Korea)	244
Africa/Middle East (Saudi Arabia, South Africa, Turkey, United Arab Emirates)	180
Total	1,181

CX leader respondents by job title

Other C-level/Senior Management	17%
Customer Service/Customer Support Head/VP/Director	15%
IT Director	13%
Sales Head/VP/Director	12%
Chief Technical/Information Officer	8%
Customer Experience VP/Director	6%
Marketing Head/VP/Director	6%
Digital Experience or Digital Marketing Head/VP/Director	5%
Chief Customer Officer	4%
Demand Generation Manager/VP/Director	4%
Customer Marketing VP/Director	4%
CMO	3%
Digital Marketing VP/Director	2%
Chief Experience Officer	2%

Appendix

Additional findings

Additional survey findings

Consumer survey
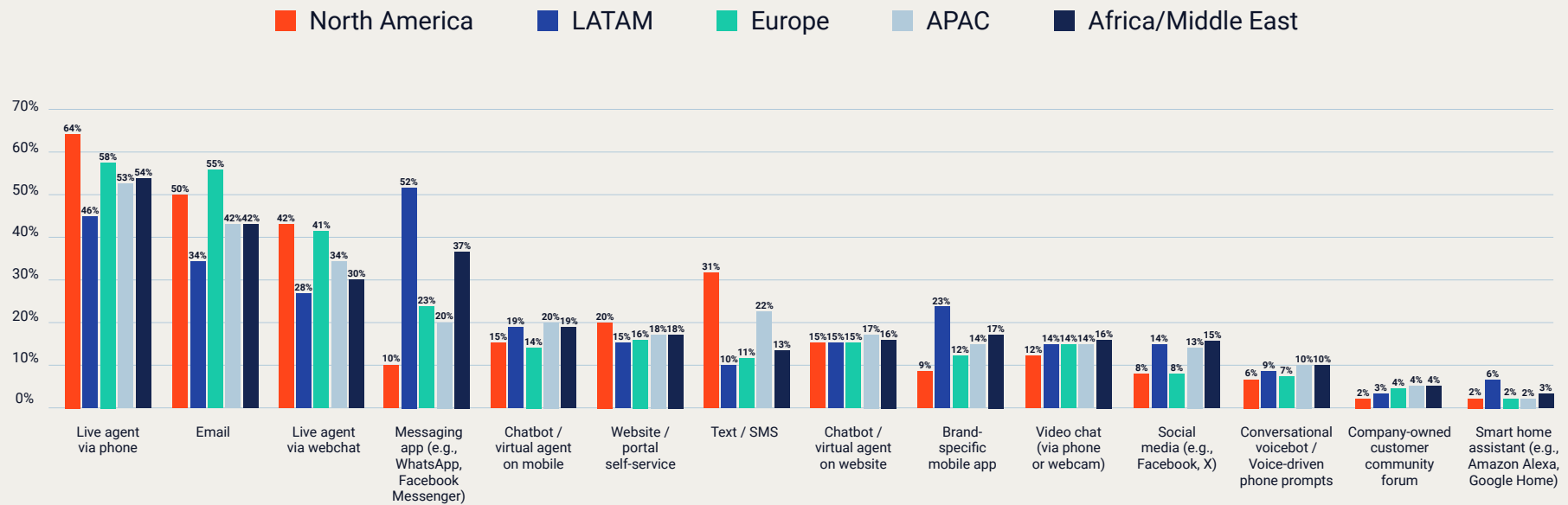
Legend: North America · LATAM · Europe · APAC · Africa/Middle East

Question: Which of the following customer service/support communication methods would you most prefer to use if available to you? (ranked in top 3)

Legend: North America, LATAM, Europe, APAC, Africa/Middle East

Category	North America	LATAM	Europe	APAC	Africa/Middle East
Resolves my problem on the first interaction	53%	53%	45%	44%	51%
Fast response	41%	49%	43%	50%	58%
Knowledgeable representative / agent	50%	29%	41%	32%	32%
Professionalism / friendliness	32%	36%	39%	35%	30%
Listening / understanding / empathy	32%	34%	31%	24%	31%
Reliable follow-through	27%	24%	30%	29%	25%
Trustworthiness of the representative / agent	20%	16%	18%	23%	18%
Ability to move from one channel to another (e.g., from chat to phone) without having to restate information	13%	21%	14%	20%	18%
Trustworthiness of the business	14%	16%	13%	17%	21%
Personalized interaction using my preferences and account history	13%	14%	15%	15%	11%

Question: Which of these do you value most in a customer service interaction? (ranked in top 3)

Legend: I prefer to have a representative call me back if there is a wait · More than 10 minutes · 5 to less than 10 minutes · 3 to less than 3 minutes · Immediate (less than 1 minute)

	Global	North America	LATAM	Europe	APAC	Africa/Middle East
I prefer to have a representative call me back if there is a wait	4%	8%	2%	3%	5%	2%
(orange)	4%	7%	3%	4%	5%	3%
More than 10 minutes	24%	34%	21%	26%	22%	18%
5 to less than 10 minutes	34%	32%	34%	41%	33%	30%
3 to less than 3 minutes	28%	16%	33%	24%	28%	38%
Immediate (less than 1 minute)	6%	4%	7%	3%	7%	10%
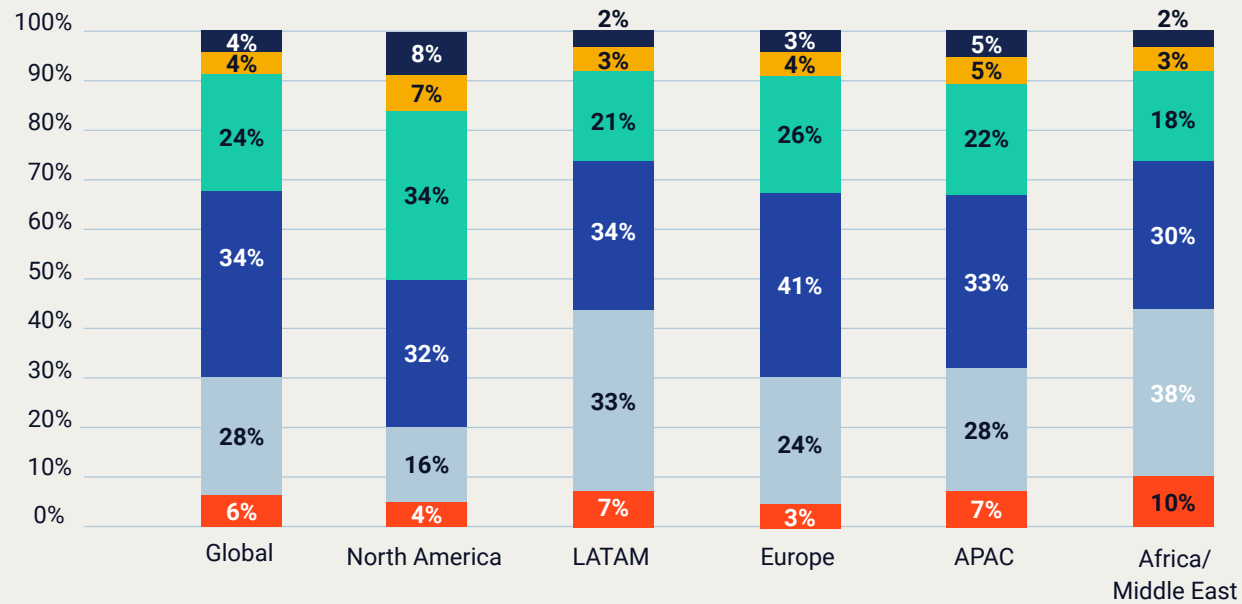
Question: When contacting customer service, what maximum length of time do you view as acceptable when waiting for a live agent/customer support representative?
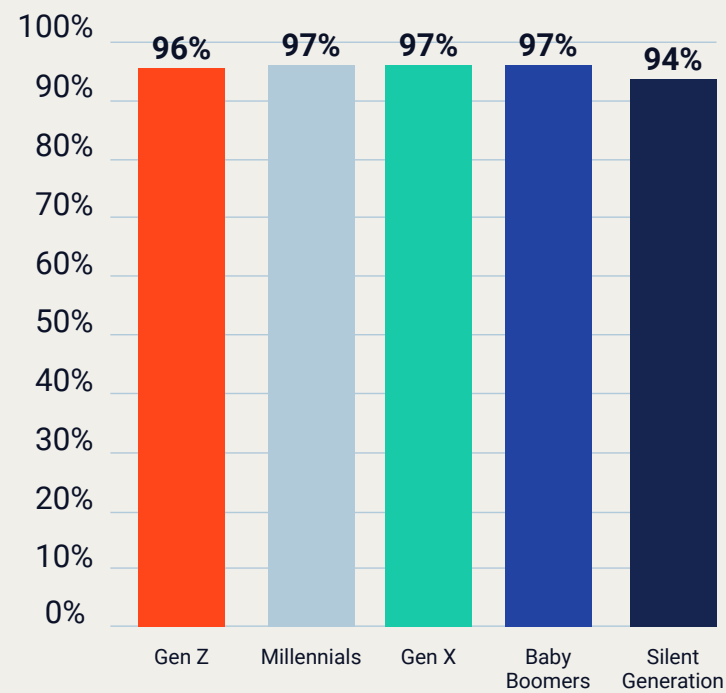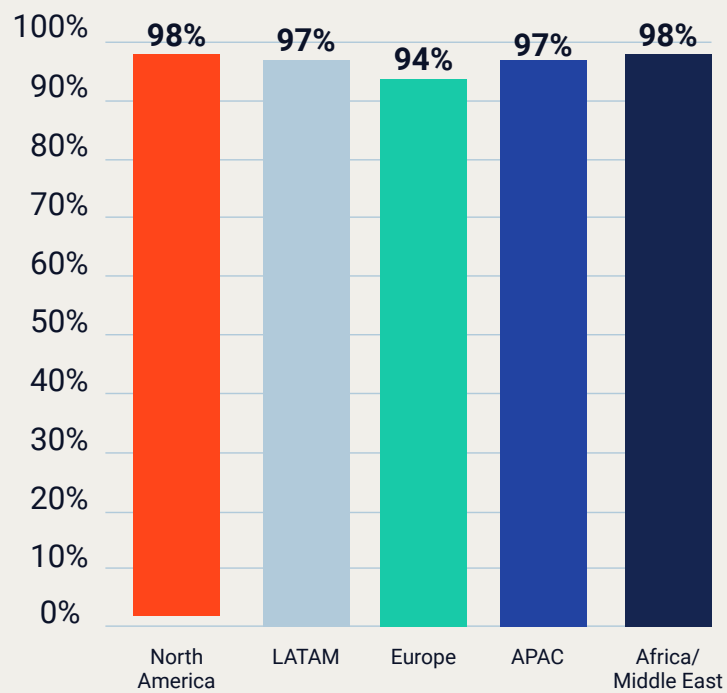
Left chart:
- North America: 98%
- LATAM: 97%
- Europe: 94%
- APAC: 97%
- Africa/Middle East: 98%

Right chart:
- Gen Z: 96%
- Millennials: 97%
- Gen X: 97%
- Baby Boomers: 97%
- Silent Generation: 94%

Question: How important is it for a company to be able to move your interaction from one channel to another and pass along the information you've shared so you don't have to repeat yourself? (responses ranked "extremely important" and "somewhat important")

Question: How do you feel when any of the following occur during a customer service interaction?

Legend: North America, LATAM, Europe, APAC, Africa/Middle East

They listen to me and understand what I'm trying to achieve
- North America: 78%
- LATAM: 70%
- Europe: 69%
- APAC: 73%
- Africa/Middle East: 69%
- 69%

They know my account history and current activities with that company
- North America: 63%
- LATAM: 54%
- Europe: 58%
- APAC: 45%
- Africa/Middle East: 58%
- 58%

They ensure I don't have to repeat myself
- North America: 54%
- LATAM: 51%
- Europe: 51%
- APAC: 51%
- Africa/Middle East: 53%
- 53%

They anticipate my intentions and proactively offer solutions
- North America: 43%
- LATAM: 58%
- Europe: 50%
- APAC: 55%
- Africa/Middle East: 49%
- 49%

They ensure that the same agent assists me each time
- North America: 27%
- LATAM: 37%
- Europe: 30%
- APAC: 32%
- Africa/Middle East: 39%
- 39%

They understand and acknowledge my emotional state
- North America: 29%
- LATAM: 22%
- Europe: 31%
- APAC: 35%
- Africa/Middle East: 29%
- 29%
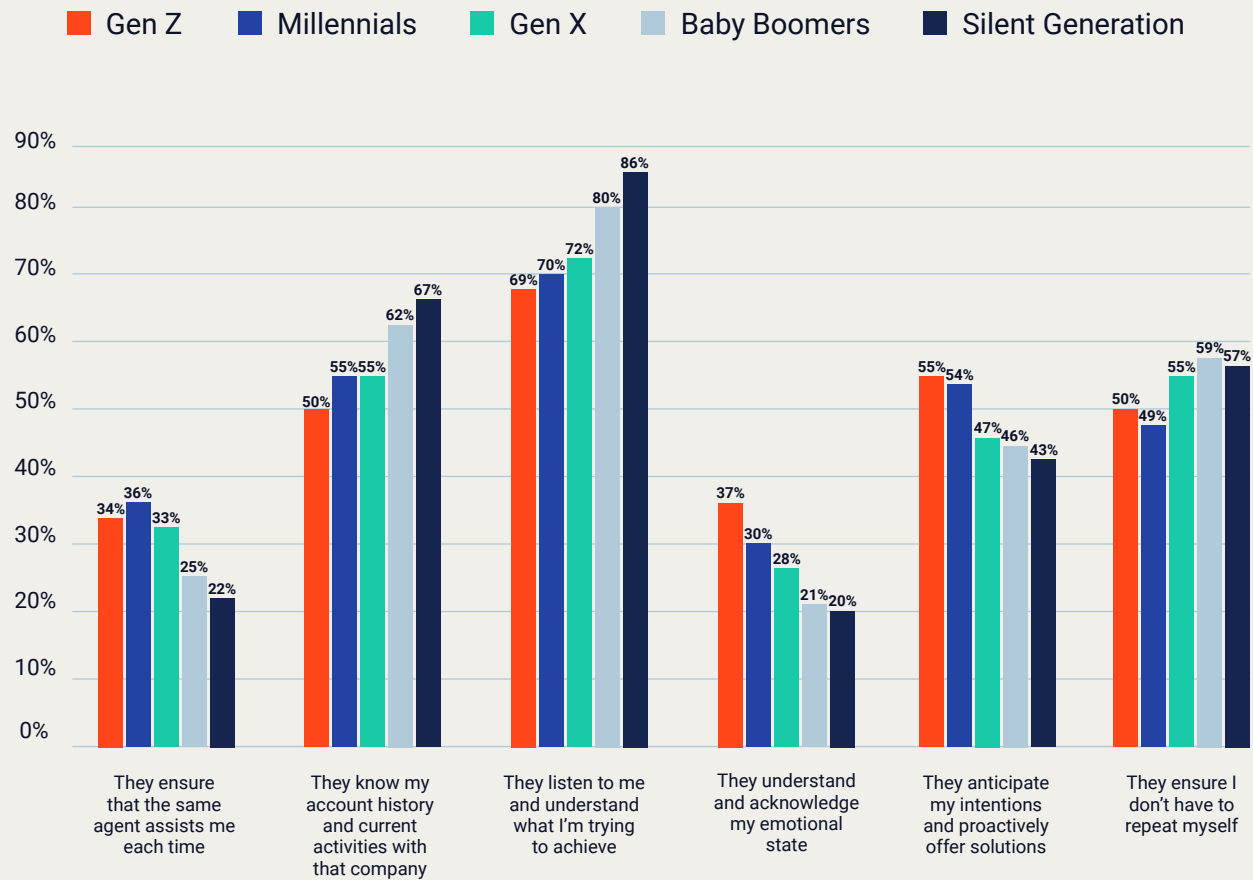
Question: Thinking specifically of those businesses / service providers with whom you do repeat business, how valuable are the following service attributes to you in an interaction with customer support? (ranked in the top 3)

Question: *Thinking specifically of those businesses / service providers with whom you do repeat business, how valuable are the following service attributes to you in an interaction with customer support? (ranked in the top 3)*

North America ■ **LATAM** ■ **Europe** ■ **APAC** ■ **Africa/Middle East**

	Great experience	Exceptional effort by agent	Inability to reach customer service/support	Rude / inappropriate agent behavior	Long / unresolved interaction	Dropped call or lengthy wait in a call queue	Would not share on social media
North America	32%	18%	7%	12%	10%	4%	18%
LATAM	33%	25%	9%	11%	7%	7%	6%
Europe	24%	22%	8%	13%	9%	5%	19%
APAC	33%	21%	7%	8%	10%	6%	14%
Africa/Middle East	40%	21%	8%	11%	9%	6%	5%

Gen Z ■ **Millennials** ■ **Gen X** ■ **Baby Boomers** ■ **Silent Generation**

	Great experience	Exceptional effort by agent	Inability to reach customer service/support	Rude / inappropriate agent behavior	Long / unresolved interaction	Dropped call or lengthy wait in a call queue	Would not share on social media
Gen Z	40%	21%	6%	12%	8%	6%	7%
Millennials	37%	21%	9%	11%	9%	6%	7%
Gen X	29%	22%	8%	11%	10%	6%	14%
Baby Boomers	20%	23%	7%	11%	8%	3%	27%
Silent Generation	14%	22%	2%	0%	12%	6%	45%

Question: Which of the following is most likely to prompt you to share a customer service/support experience on a social networking site?

Poor - I feel like I can never get what I need

Mixed - some organizations are doing well while others are failing

Good – customer service is getting better with time and technology

Excellent - many organizations are setting the bar for exceptional service

	North America	LATAM	Europe	APAC	Africa/Middle East
Poor	7%	5%	7%	4%	4%
Mixed	53%	48%	56%	44%	44%
Good	30%	38%	31%	40%	37%
Excellent	10%	10%	6%	12%	15%

	Gen Z	Millenials	Gen X	Baby Boomers	Silent Generation
Poor	4%	4%	7%	8%	4%
Mixed	47%	44%	53%	57%	51%
Good	38%	38%	33%	29%	41%
Excellent	12%	14%	8%	6%	4%
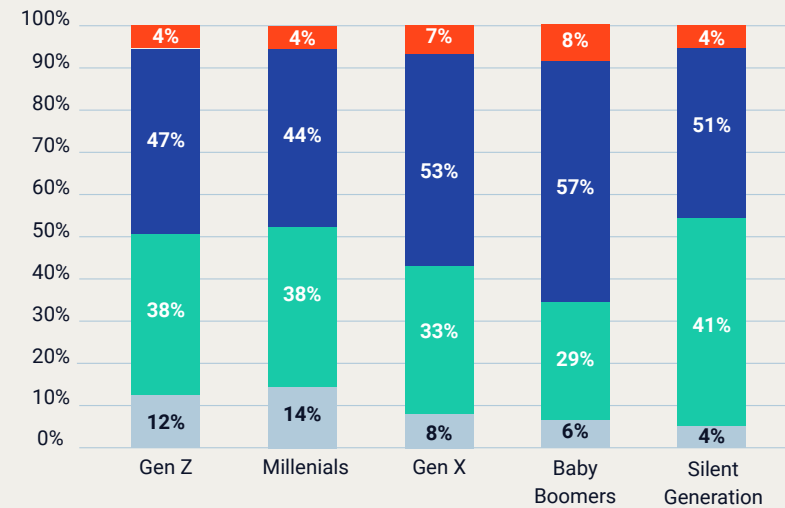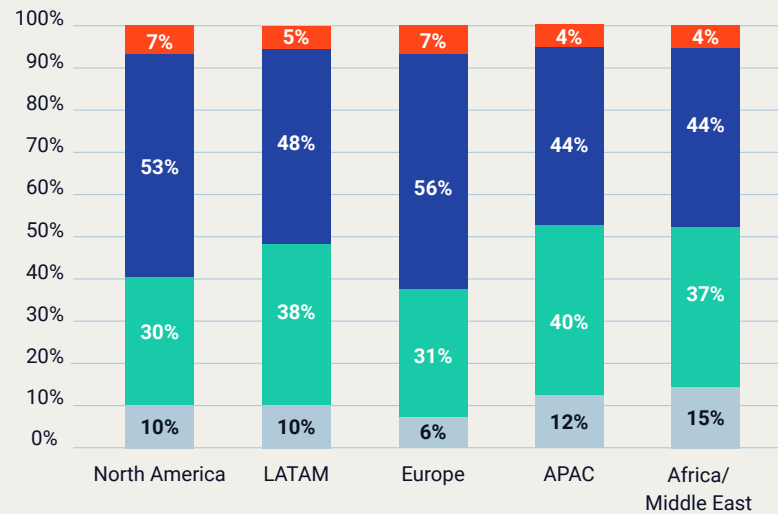
Question: In general, how would you rate the state of customer experience / service today?

Left chart — by region:
- Global: 88%
- North America: 90%
- LATAM: 92%
- Europe: 86%
- APAC: 81%
- Africa/Middle East: 91%

Legend (left): North America, LATAM, Europe, APAC, Africa/Middle East

Right chart — by generation:
- Gen Z: 84%
- Millennials: 87%
- Gen X: 89%
- Baby Boomers: 92%
- Silent Generation: 92%

Legend (right): Gen Z, Millennials, Gen X, Baby Boomers, Silent Generation
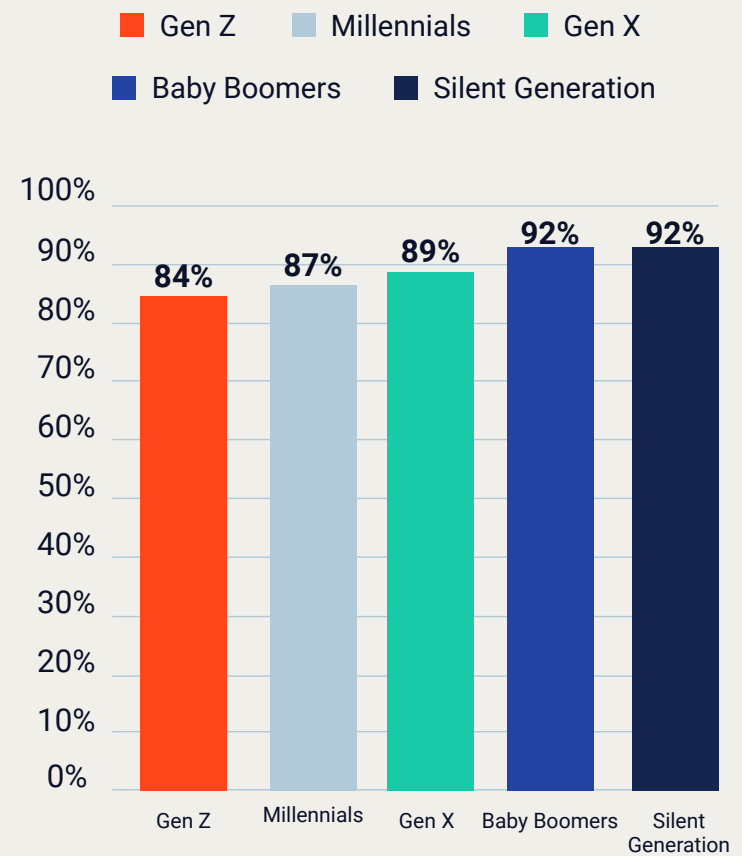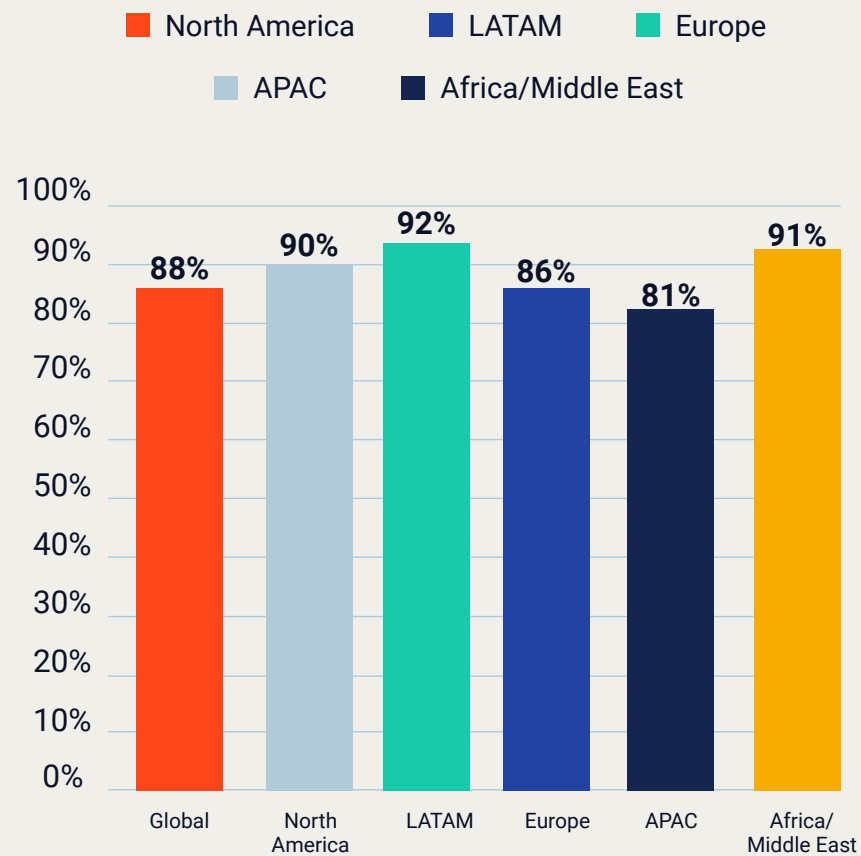
Question: How much do you agree with the following statement? "I have a right to know when I'm interacting with a bot"
(responses marked "somewhat agree" or "strongly agree")

Legend:
- 1-bad customer service interaction
- 2-5
- 6-10
- More than 10
- I'm unlikely to switch to a new company regardless of bad customer service interactions

Left chart (by region):

	North America	LATAM	Europe	APAC	Africa/Middle East
I'm unlikely to switch	11%	8%	11%	8%	6%
More than 10	6%	6%	7%	4%	9%
6-10	17%	21%	23%	20%	22%
2-5	56%	53%	50%	53%	51%
1-bad	9%	12%	9%	15%	12%

Right chart (by generation):

	Gen Z	Millenials	Gen X	Baby Boomers	Silent Generation
I'm unlikely to switch	9%	8%	10%	11%	24%
More than 10	9%	8%	4%	2%	
6-10	26%	23%	19%	12%	4%
2-5	46%	50%	55%	63%	51%
1-bad	11%	12%	11%	11%	12%

Question: How many poor / unsatisfactory customer service interactions would it take before you switched to a new company or brand? (for "your most favorite companies or brands")

The State of Customer Experience

Legend: North America, LATAM, Europe, APAC, Africa/Middle East

	North America	LATAM	Europe	APAC	Africa/Middle East
None of these	9%	5%	13%	16%	3%
I have cussed at a customer service/support representative	14%	8%	8%	11%	10%
A negative customer service experience has made me cry	14%	10%	10%	11%	12%
I have called customer service just to have someone to speak to	13%	10%	9%	15%	16%
I have lost my temper / yelled during a customer service interaction	25%	15%	14%	17%	19%
I've stopped doing business with a company because of a bad customer service experience	31%	30%	28%	24%	34%
I have warned others against a company after having a negative customer service experience	32%	35%	29%	26%	38%
I've felt like a highly valued and appreciated customer following a customer service interaction	40%	41%	37%	35%	49%
I have recommended a company after having a positive customer service experience	38%	43%	33%	37%	52%
I've enjoyed a customer service interaction	46%	44%	35%	37%	53%

Question: Which of the following experiences have you had at any time within the past year?

Legend: Gen Z | Millennials | Gen X | Baby Boomers | Silent Generation

Make a presentation in front of a group: 22%, 18%, 14%, 11%, 12%

Go to the dentist: 24%, 19%, 20%, 15%, 8%

Use a public toilet / port-a-potty: 18%, 15%, 14%, 10%, 10%

Be chased by zombies: 11%, 8%, 9%, 7%, 2%

Clean the bathroom: 22%, 22%, 21%, 17%, 14%

Be stuck in traffic: 22%, 21%, 21%, 14%, 14%

Dig a trench: 10%, 9%, 9%, 6%, 4%

None. I'd rather contact customer service than do any of these.: 48%, 53%, 53%, 64%, 71%
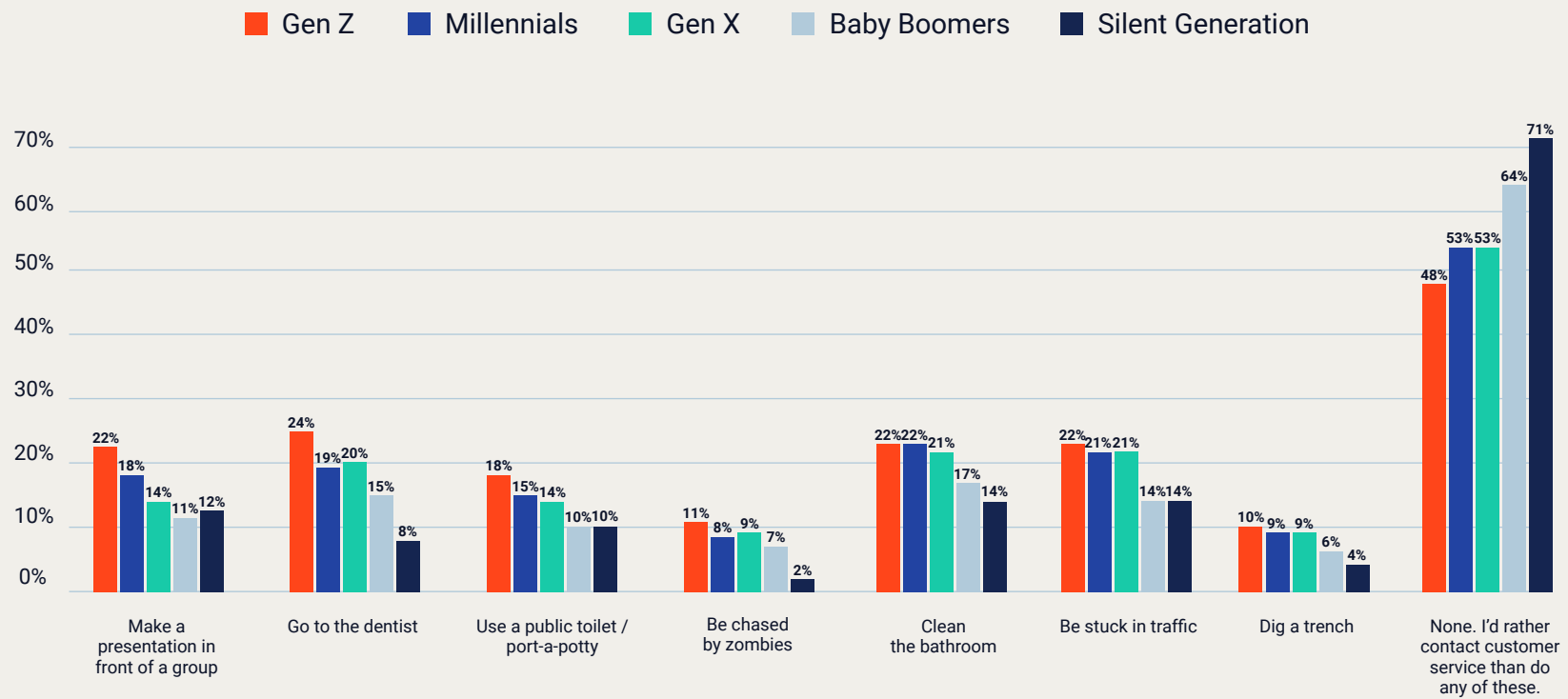
Question: Which of the following would be preferable to calling customer service?

Legend: ■ Best (Top 2 Box) ■ Worst (Bottom 2 Box)

Industry	Best (Top 2 Box)	Worst (Bottom 2 Box)
Technology Manufacturers	59%	14%
Other Travel / Hospitality	56%	14%
Streaming Services	55%	17%
Banks / Credit Card Providers	54%	20%
Telecommunications	53%	21%
Online-Only Retailers	52%	16%
Automotive	51%	18%
Utility Providers	47%	19%
Airlines	47%	22%
Rideshare / Delivery	47%	24%
Utility Providers	46%	22%
Insurance Companies	42%	26%
Healthcare Providers	42%	27%
Government Agencies	32%	42%

Question: In your opinion, which industries provide the best/worst customer service experiences?
("best" shows top 2 box responses; "worst" shows bottom 2 box responses)

Legend: North America, LATAM, Europe, APAC, Africa/Middle East

Better products or services
- North America: 26%
- LATAM: 27%
- Europe: 32%
- APAC: 42%
- Africa/Middle East: 39%

Better prices
- North America: 41%
- LATAM: 24%
- Europe: 35%
- APAC: 26%
- Africa/Middle East: 26%

Frequently dealing with the same minor/annoying issues during service interactions
- North America: 25%
- LATAM: 25%
- Europe: 18%
- APAC: 20%
- Africa/Middle East: 27%

One terrible experience
- North America: 7%
- LATAM: 24%
- Europe: 15%
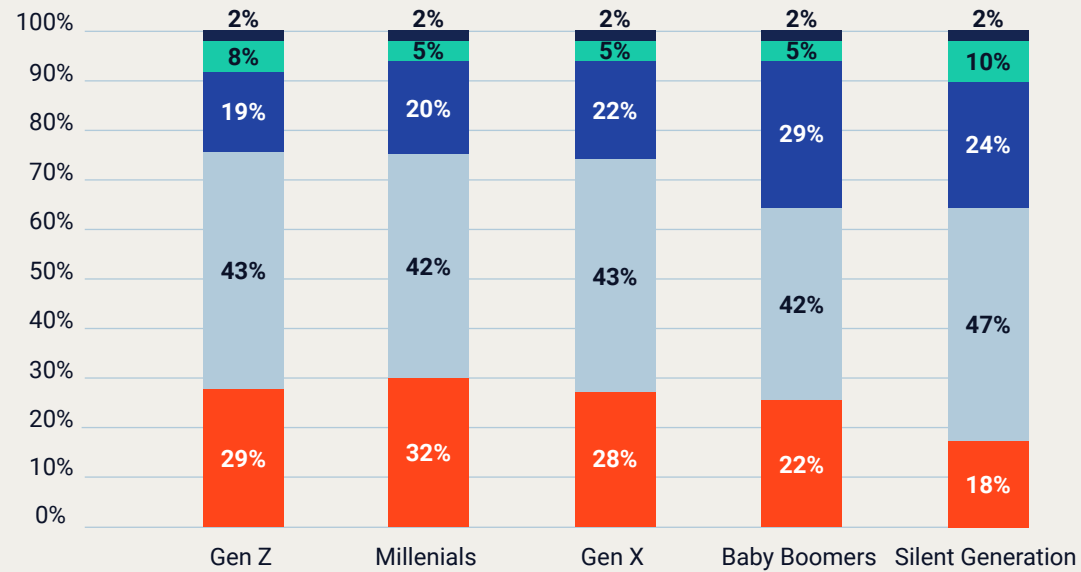- APAC: 11%
- Africa/Middle East: 8%

Question: What is the top reason you would leave a company you do business with and go to a competitor?
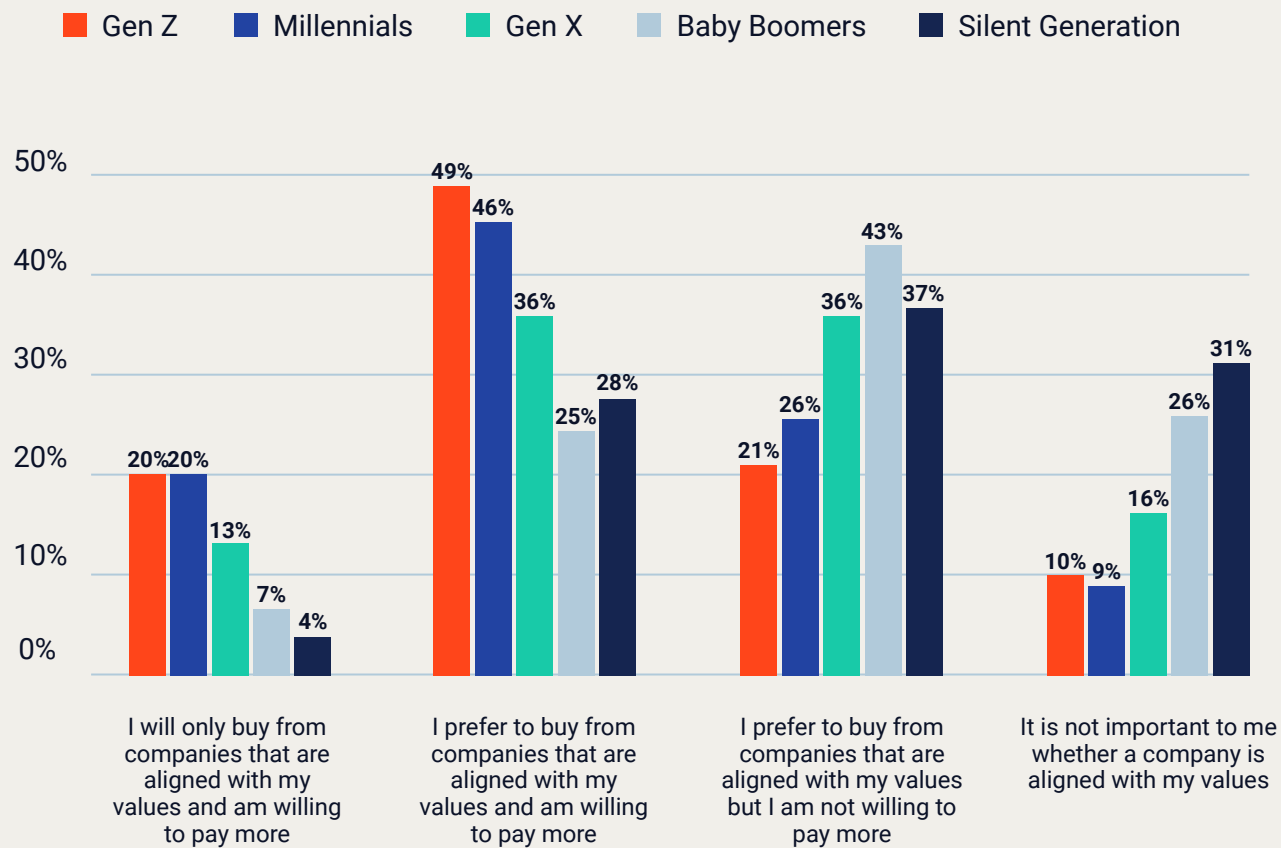
Question: To what extent do you prioritize buying from companies that align to your values around social, ethical and environmental issues?

Legend: Extremely likely to leave · Somewhat likely to leave · Neither likely nor unlikely · Somewhat unlikely to leave · Extremely unlikely to leave

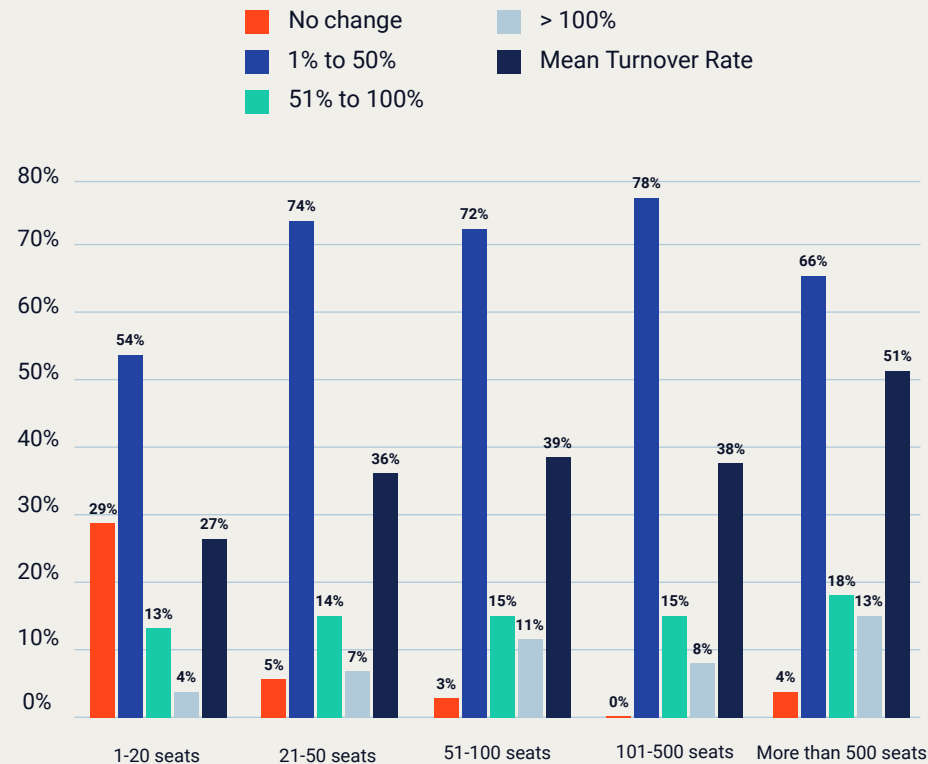|	Gen Z	Millenials	Gen X	Baby Boomers	Silent Generation
Extremely unlikely to leave	2%	2%	2%	2%	2%
Somewhat unlikely to leave	8%	5%	5%	5%	10%
Neither likely nor unlikely	19%	20%	22%	29%	24%
Extremely likely to leave	43%	42%	43%	42%	47%
Somewhat likely to leave	29%	32%	28%	22%	18%

Question: How likely would you be to leave a company for a competitor if they failed to treat you with empathy during a customer service/support interaction?
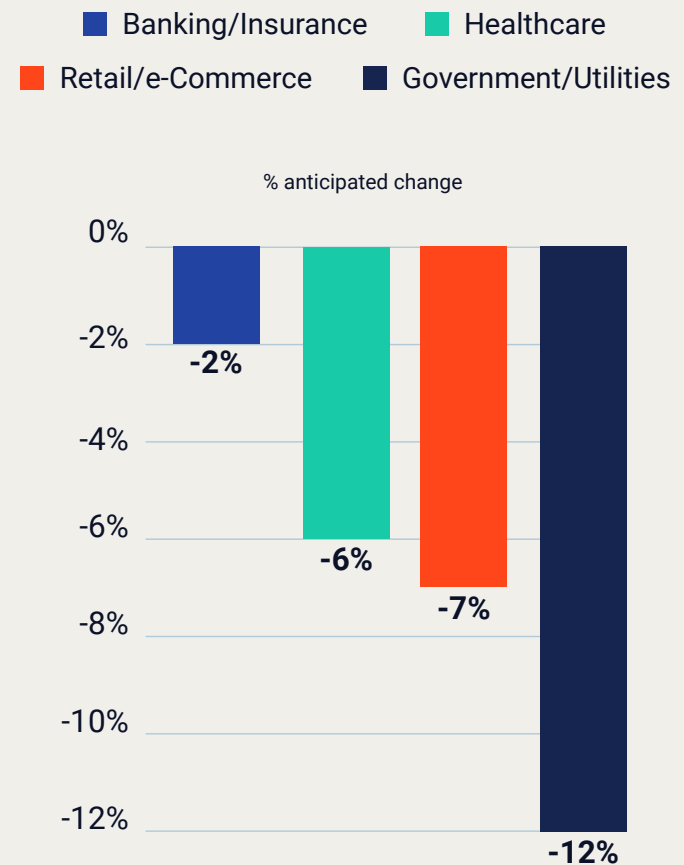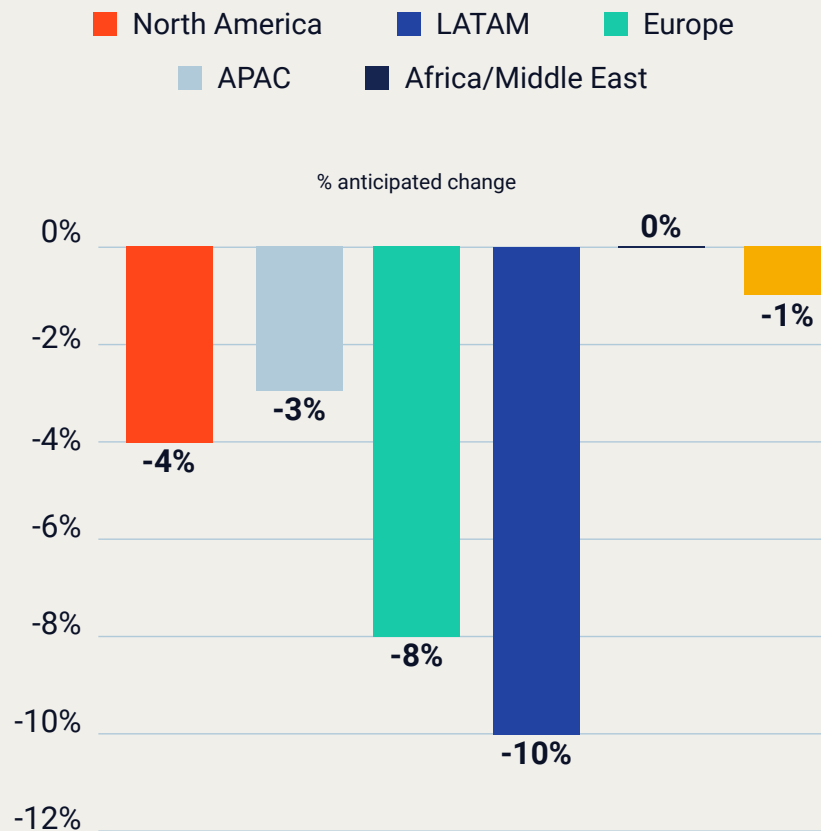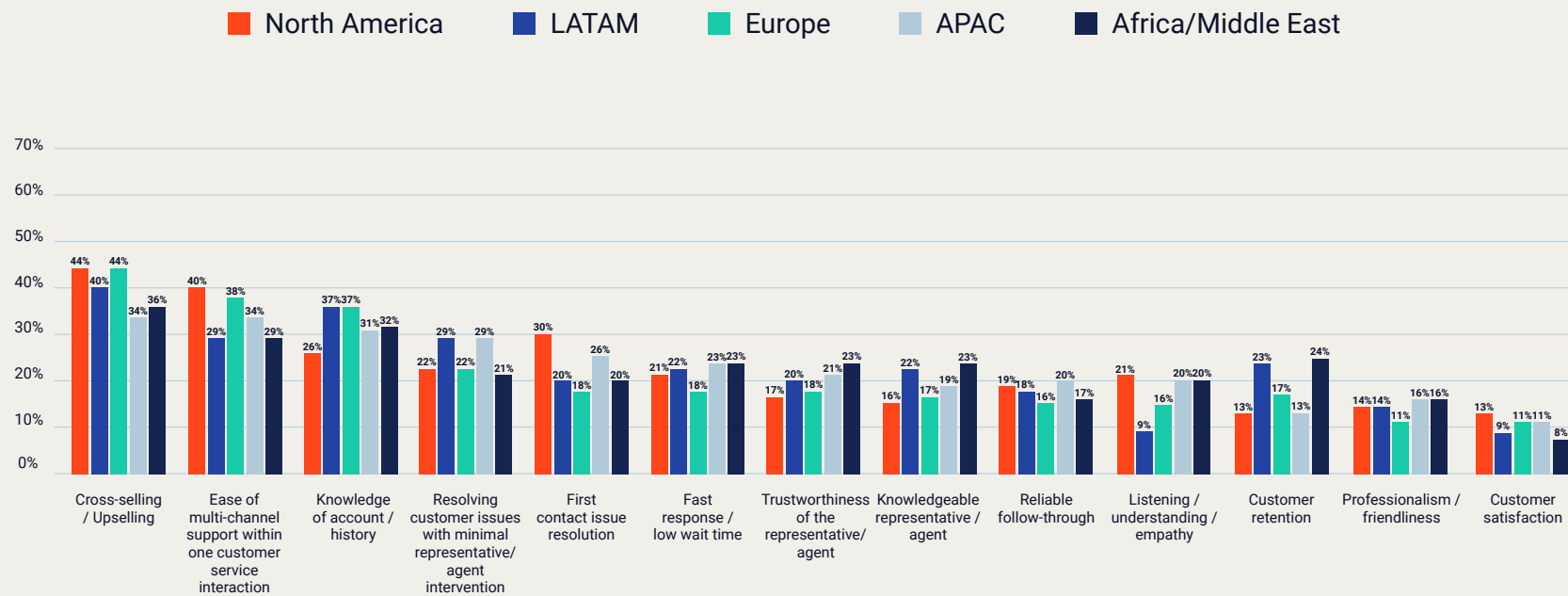
The State of Customer Experience

CX leader survey
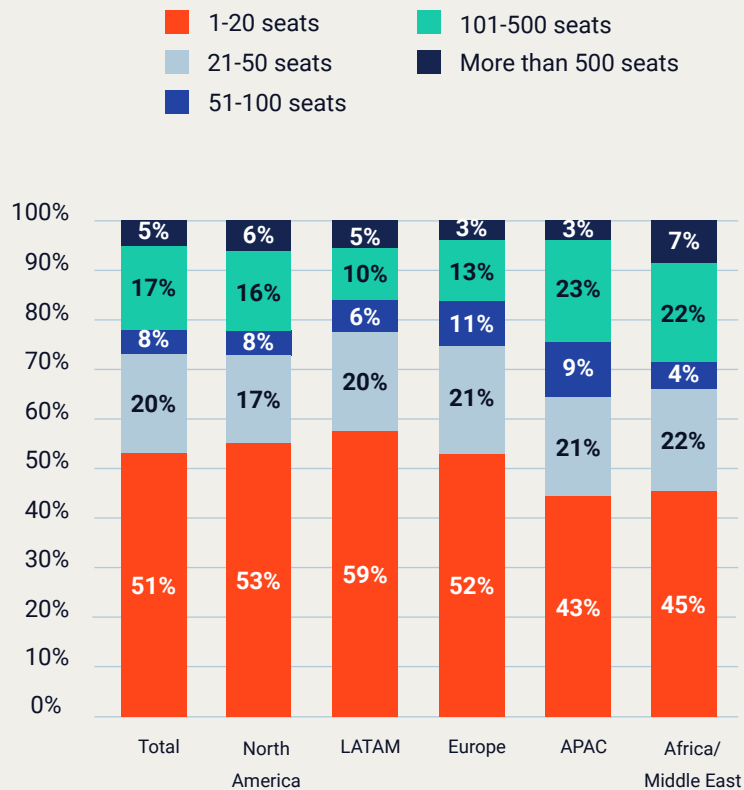
Question: How many seats are in your contact center,
including remote agents and contractors/outsourced agents?

Legend (left chart): 1-20 seats · 21-50 seats · 51-100 seats · 101-500 seats · More than 500 seats

	Total	North America	LATAM	Europe	APAC	Africa/Middle East
More than 500 seats	5%	6%	5%	3%	3%	7%
101-500 seats	17%	16%	10%	13%	23%	22%
51-100 seats	8%	8%	6%	11%	9%	4%
21-50 seats	20%	17%	20%	21%	21%	22%
1-20 seats	51%	53%	59%	52%	43%	45%

Question:
What is the current annual employee turnover rate in your contact center?

Legend (right chart): No change · 1% to 50% · 51% to 100% · > 100% · Mean Turnover Rate

	1-20 seats	21-50 seats	51-100 seats	101-500 seats	More than 500 seats
No change	29%	5%	3%	0%	4%
1% to 50%	54%	74%	72%	78%	66%
51% to 100%	13%	14%	15%	15%	18%
> 100%	4%	7%	11%	8%	13%
Mean Turnover Rate	27%	36%	39%	38%	51%

% anticipated change

North America -4%
APAC -3%
Europe -8%
Africa/Middle East -10%
LATAM 0%
-1%

% anticipated change

Banking/Insurance -2%
Healthcare -6%
**Retail/e-Commerce** -7%
Government/Utilities -12%

Question: What is the current annual employee turnover rate in your contact center?

Question: Rank what your organization values least in a customer service interaction (showing top three responses)

Legend: Automatically provided to agents · Can be manually accessed by agents · Is not readily available to agents

Left chart (by region):

	North America	LATAM	Europe	APAC	Africa/Middle East
Is not readily available to agents	7%	6%	6%	12%	4%
Can be manually accessed by agents	47%	45%	48%	35%	35%
Automatically provided to agents	46%	49%	47%	53%	61%

Right chart (by industry):

	Banking/Insurance	Healthcare	Retail/e-Commerce	Government/Utilities
Is not readily available to agents	9%	10%	9%	4%
Can be manually accessed by agents	34%	46%	46%	61%
Automatically provided to agents	57%	44%	45%	35%

Question: How is previously-collected information (for example, information gathered by chatbots or website behavioral data) passed to representatives / agents when they begin a customer interaction?
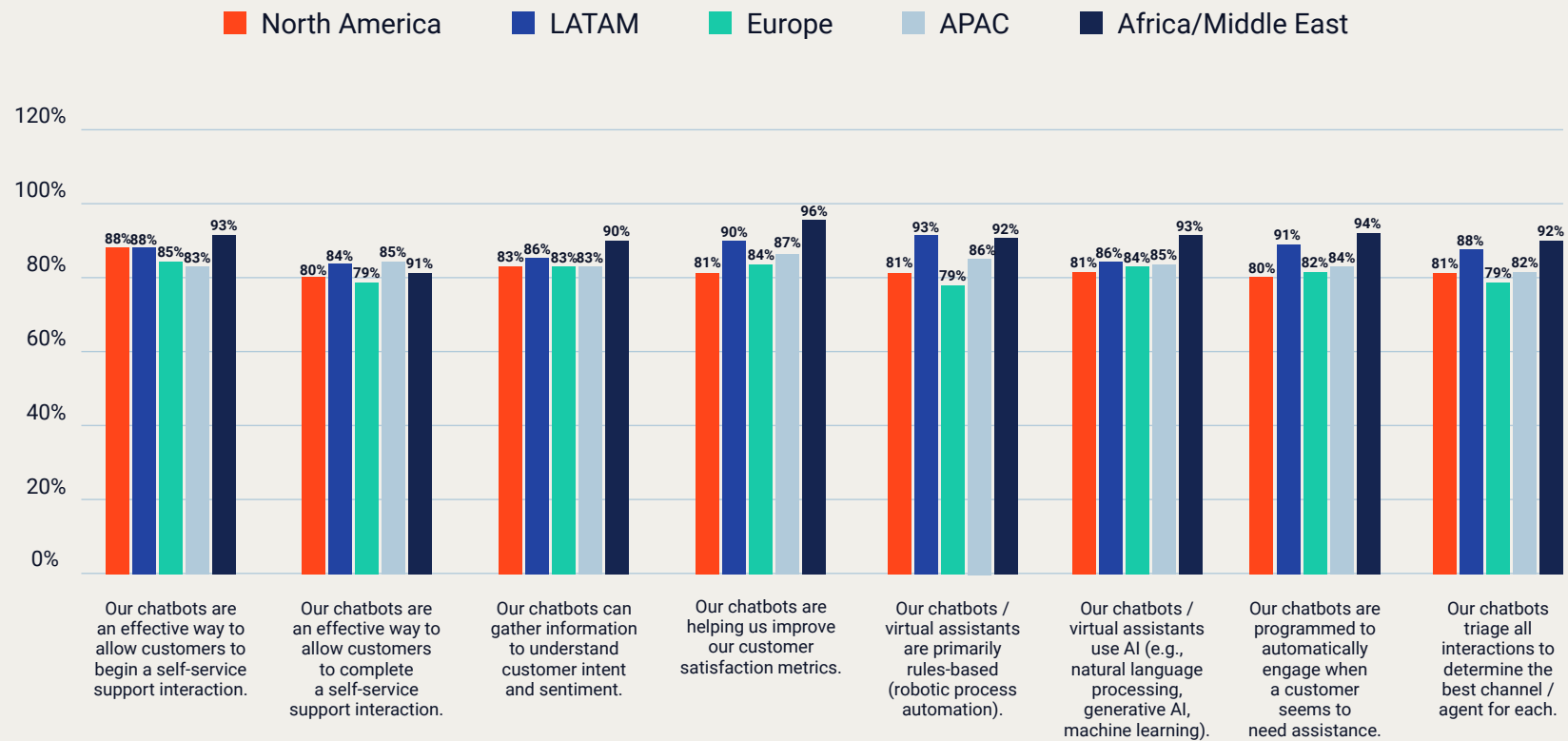
Question: How do you rate your agreement with the statements below regarding chatbots?

GENESYS™

About Genesys

Genesys empowers organizations of all sizes to improve loyalty and business outcomes by creating the best experiences for their customers and employees. Through Genesys Cloud™, the AI-Powered Experience Orchestration platform, organizations can accelerate growth by delivering empathetic, personalized experiences at scale to drive customer loyalty, workforce engagement, efficiency and operational improvements. Visit **www.genesys.com**.