

10TH EDITION

THE GLOBAL STATE OF CX *2025*



RESEARCH
REPORT

How CX trends, practitioner spending, new technology and customer behaviors are changing CX



INSIDE

- How AI is transforming operations and the challenges in data
- Finding new ways to link CX to business growth
- The factors driving customer decision-making and what's influencing their behavior

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Foreword

In recent years, an end-to-end customer experience has been supercharged by a number of cutting-edge AI-powered tools, which have ushered in a new era of capability and accountability for customer-focused operations. From journey design to service provision, CX has changed dramatically, but still the age-old problems of proving impact and delivering white glove service at scale, remain.

Together, these trends have heightened the importance of customer data, which can now drive intuitive, personalized and effective experiences. Therefore, it comes as little surprise that this new era of high-tech, connected CX is changing both the role of the CX practitioner, and the behavior of customers.

The Global State of CX 2025 is based on the findings of CX Network's Global State of CX survey, completed by 353 CX practitioners, service leaders, experience designers, analysts and consultants from around the world, between October and December 2024.

The 10th edition of CX Network's Global State of CX examines the top CX trends and challenges, customer behaviors, budget allocations and technologies shaping an end-to-end customer experience. It looks at how those who work to design, enhance and manage experiences can drive more impactful and measurable results and explains how to take action in your organization to embrace the biggest trends and mitigate the most significant risks.

With analysis and guidance from a panel of 15 practitioners, consultants and business owners around the world, this edition of the Global State of CX provides CX communities in all markets with information on how their peers and competitors are approaching CX, investing for success and harnessing major developments to drive the recognition and success of the CX function.

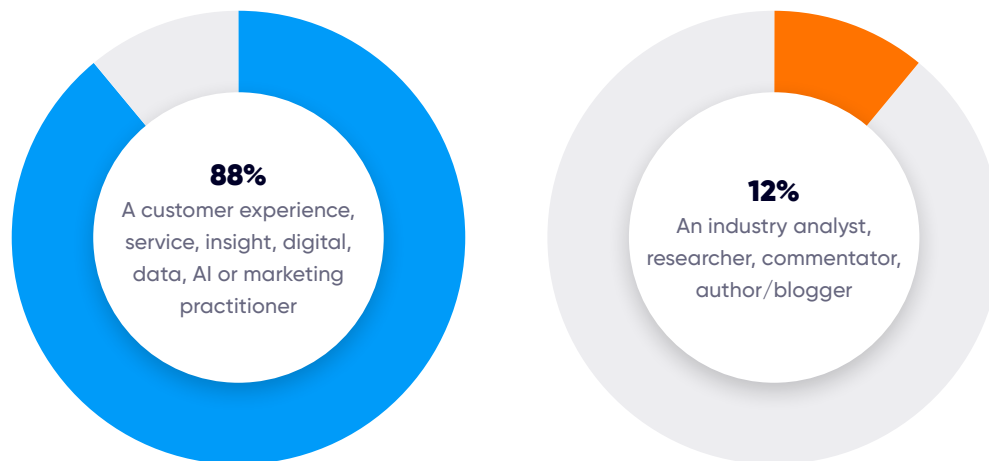
About the respondents

CX Network's annual Global State of CX survey allows our network members to share their observations and experiences on the trends, tech developments, customer behaviors and spending priorities shaping their work and their ability to deliver superior customer experiences in the current trading environment.

The 2025 Global State of CX Research Report is based on the findings of our Global State survey, completed by our network members between October and December 2024. This year, the survey was completed by 353 CX practitioners, service leaders, experience designers, analysts, authors and consultants from around the world. Their responses provide the entire global CX community with a benchmark for CX development and maturity, as well as analysis of the trends and challenges defining the space.

To contextualize the findings in the 2025 report, this section details the locations, departments, seniority and job functions of the survey respondents. Please note that due to rounding throughout this report, some figures may not total 100 percent.

Figure 1
I am...



Source: CX Network Global State of CX Survey, October–December, 2024

Figure 2

Which title best describes your current role?

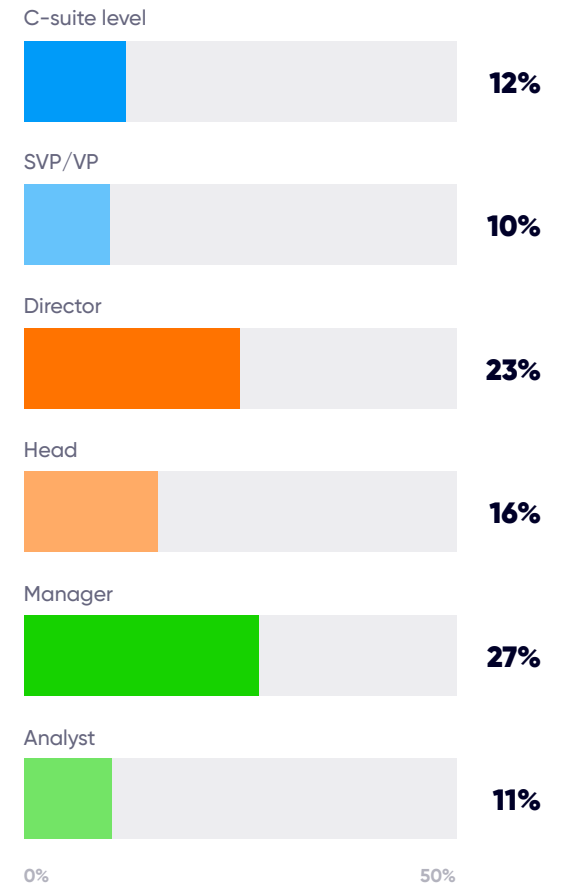


Figure 3

Which geographic regions are you responsible for?

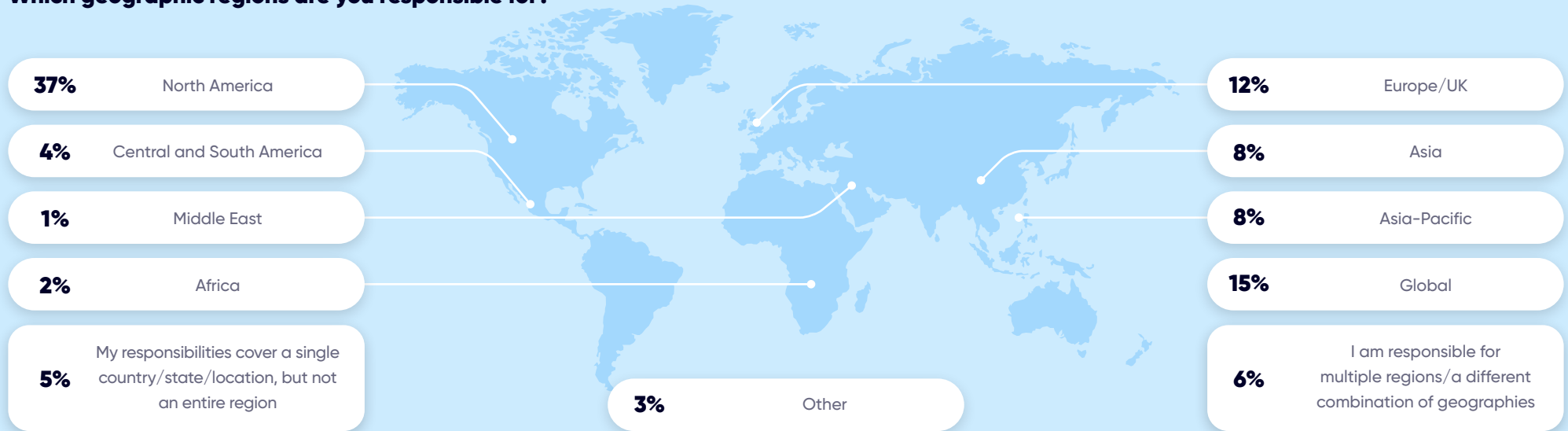
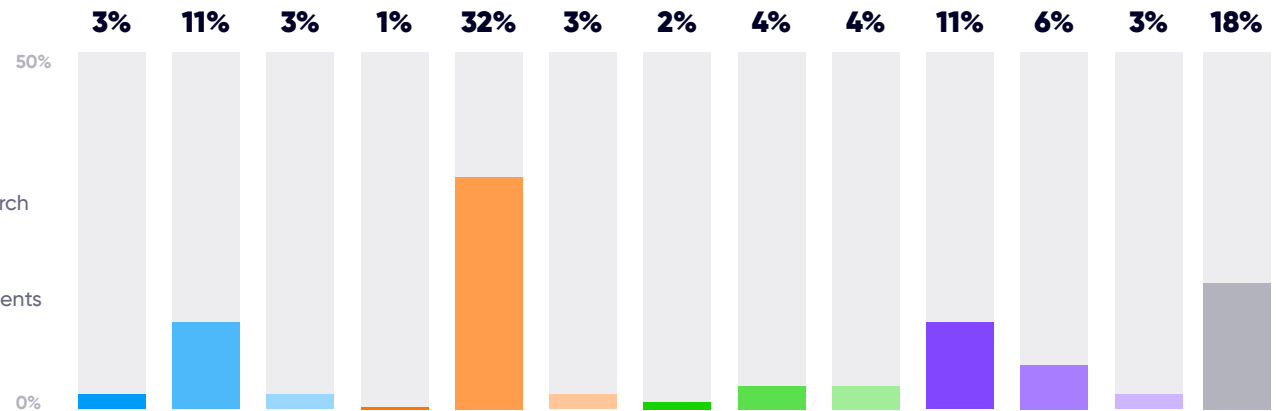


Figure 4

In which functions/ departments do you sit?

- Artificial Intelligence (AI)
- Contact center/Customer service
- CRM
- Complaint management
- Customer experience (CX)
- Digital transformation
- Data insights and analytics
- Executive team/ C-suite
- IT, tech
- Marketing and market research
- Operations
- Product management
- I sit across multiple departments



Source: CX Network Global State of CX Survey, October–December, 2024

Figure 5
In which industry do you operate?



Source: CX Network Global State of CX Survey, October–December, 2024

About the 2025 analysts

To support our analysis of the Global State of CX 2025 survey, CX Network interviewed...

  Raluca Berchiu founder and CEO of CXM Strategic	  Claire Cunningham national CX manager Coles	  Debasmita Das manager, data scientist Mastercard	  Annette Franz CEO CX Journey Inc.	  Musa Hanhan founder and managing partner Xperiente
  Claire Hill customer operations director Travel Counsellors	  Aymen Ismail head of customer engagement solutions smart Europe GmbH	  Jaakko Lempinen chief customer and portfolio officer Yle Finland	  Ekaterina Mamonova global head of broker proposition Liberty Specialty Markets	  Dominik Olejko retail and data specialist H&M, IKEA and Decathlon
  Jaslyin Qiyu founder Mad About Marketing Consulting	  Jim Tincher CEO and founder Heart of the Customer	  Rekha Weerasooriya head of people capability in the group people division Axiata Group	  Ashley Garst senior content manager, Knowledge Coveo	

Our interviewees are CX professionals in major organizations. Their analysis in this report draws on their experience at these organizations and others.

CX IN 2025

AI is transforming operations

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Figure 6. Top 10 trends changing the role of the CX practitioner in 2025

Figure 7. The CX challenges influencing the role of CX practitioners in 2025

CX in 2025: AI is transforming operations

In 2024, the availability of new and more sophisticated tools elevated the importance of artificial intelligence (AI) in CX and, for the first time since starting our Global State research in 2016, AI dominated the top 10 trends (see Figure 6). This continued in 2025. When we asked practitioners to select the three CX trends having the most impact on their work from a list of more than 20 choices, AI and AI-related technologies comprised six of the top 10 responses and replaced data and analytics in the top spot.

Following the recent arrival of agentic AI and copilots, the top trend emerged as AI-powered technologies for operations, selected by 35 percent of respondents and up from second place in 2024.

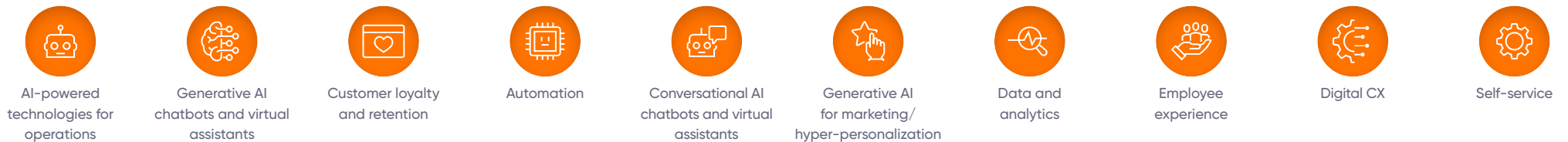
Tied in second place, generative AI chatbots and virtual assistants, and customer loyalty and retention both received 25 percent of the vote. Automation (23 percent) took the fourth spot and conversational AI chatbots and virtual assistants (21 percent) emerged as

the fifth most selected response. As we saw in 2024, only two of the top 10 responses were not directly related to technology: customer loyalty and retention, and employee experience

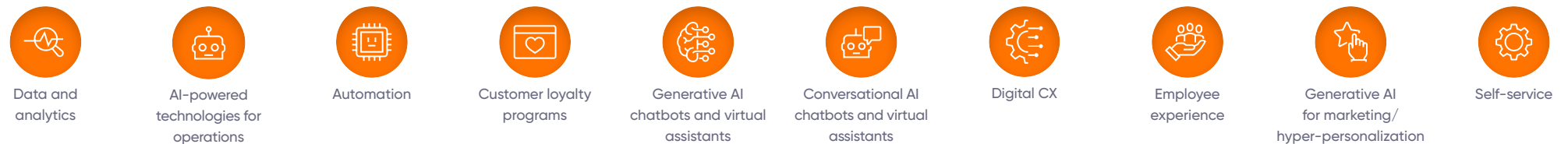
Companies must be strategic and thoughtful about applying AI rather than jumping on the bandwagon, advises Ashley Garst, senior content manager, Knowledge at Coveo.

Figure 6

Top 10 trends changing the role of the CX practitioner in 2025*



Top 10 trends changing the role of the CX practitioner in 2024*



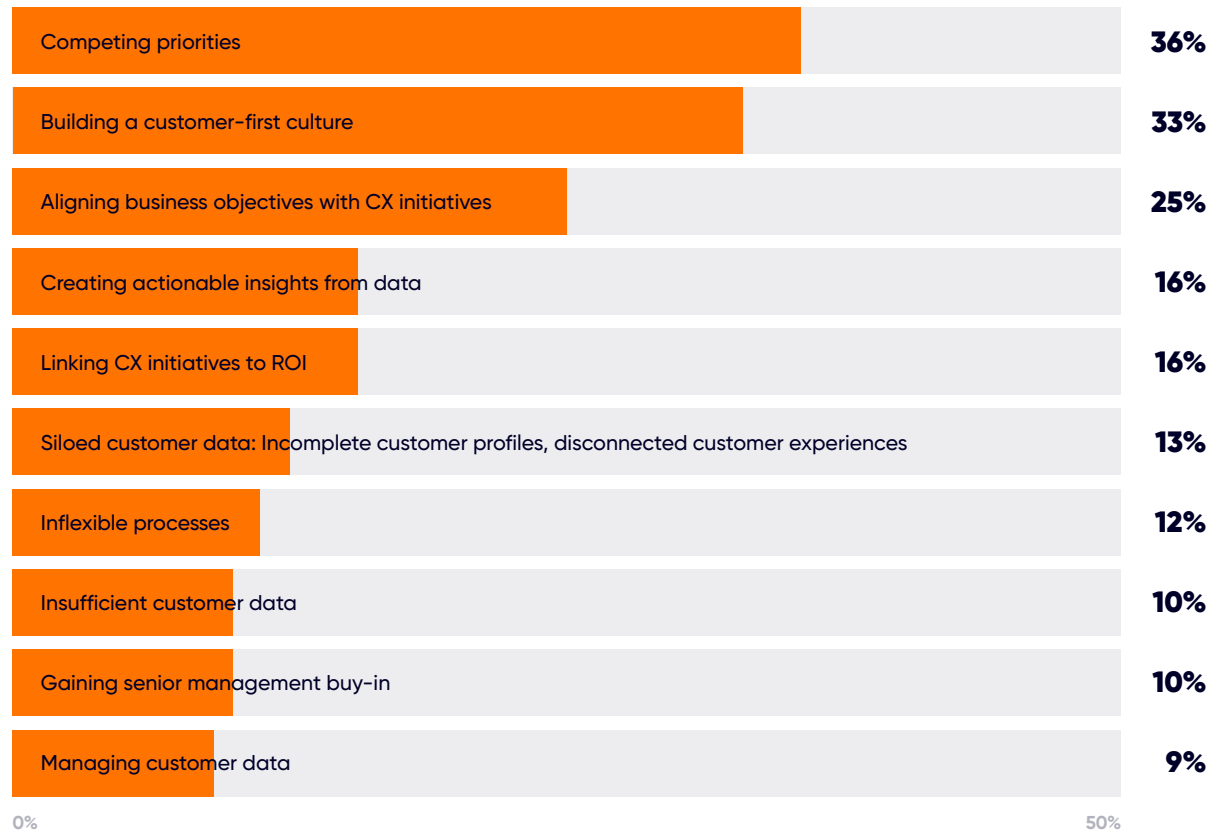
Source: CX Network Global State of CX Survey, October–December, 2024 / *Respondents were asked to select three choices.

“Before jumping into the AI craze, we advise that companies take a step back and make sure that they’re investing in the fundamentals – data cleanliness and readiness, centralizing access to knowledge, choosing a starter use case where they can quickly create a proof of concept that validates additional AI application throughout the company – needed to truly leverage ethical and impactful generative AI, as well as agentic AI,” says Garst.

For those looking for an entry point, she suggests enterprise architecture like a unified search platform because it could provide a collection of “relevant knowledge that’s surfaced via not just keywords, but also historical contextual signals from similar searchers and real-time behavior like clicks and engagement.”

“Whether you’re unifying disparate systems just within one department, or across an entire organization, search indices, retrieval abilities and ranking factors can help searchers across all audiences quickly find what they need,” says Garst. “In our conversations with prospects and customers, many companies lack a centralized way to quickly source crucial knowledge. What might be surprising is that search doesn’t just augment human experiences, it can also enhance CX technologies like generative AI and agentic AI. After all, AI is only as good as the data it can access.”

Figure 7
The CX challenges influencing the role of CX practitioners in 2025*



* Respondents were asked to select three choices

Source: CX Network Global State of CX Survey, January to February, 2024

Taking this approach has already brought success to some, she adds. It allows for speedier generative AI and agentic AI adoption. As a result, those easing into transformation and being strategic have realized gains in self-service, case deflection and product discovery that leads to greater conversion rates.

Senior CX executive and retail expert Dominik Olejko, who has worked for H&M, IKEA and Decathlon, says the prominence of AI in the top 10 most selected responses signals “a fundamental shift in how businesses enhance customer experience” as AI becomes “the backbone of scalable, efficient and hyper-personalized CX strategies”.

“In 2025 and beyond, AI-driven CX will shift from experimentation to execution at scale,” Olejko says and this will see AI agents evolve from basic automation tools into proactive, context-aware assistants that can anticipate issues and personalize interactions in real time to provide “seamless omnichannel support”. This will enhance resolution speed and accuracy, and free human agents to focus on tasks that demand “creativity, problem-solving and emotional intelligence”.

However, this shift will bring challenges, among them how to balance automation with a human touch. Olejko says the most successful brands will use AI not as a replacement but as an enabler, “equipping human

agents with deeper insights and better tools to enhance customer interactions”. Furthermore, the harmony between human and machine will demand transparency and strict governance to ensure ethical AI usage and preserve customer trust.

“AI can drive efficiency, but lasting loyalty is built on trust, empathy and meaningful engagement. In 2025 and beyond, the brands that win will be those that master the art of blending AI-driven intelligence with human intuition, delivering experiences that are not only efficient but also deeply personal, trust-driven and above all human,” Olejko says.

Debasmita Das, manager and data scientist for Mastercard says the prominence of AI in the top trends shows it is evolving to become “the core enabler of value creation”. However, its role in managing and utilizing unstructured data is also important.

“Organizations will start considering AI as the nucleus driving business operations, strategic objectives and decision-making. In fact, effective AI integration and adoption may be a key competitive differentiator,” she says. “The ability of AI to manage and utilize unstructured data took a backseat until recently. AI holds immense potential, however, many organizations have yet to implement the necessary frameworks to structure and capitalize effectively. Businesses are

also refocusing and adopting comprehensive data governance strategies around such unstructured data,” she continues.

Although AI and data are inextricably linked, as a trend, data analytics dropped from first to seventh most selected response for practitioners in 2025. Das says that this result “does not indicate a decrease in its importance, rather a shift in perception”.



“CX is evolving faster than ever and embracing new trends and staying ahead of the curve is not just an exciting challenge – it’s essential.”

Claire Hill
Customer operations director for Travel Counsellors

“Organizations have invested profusely in extensive data infrastructures over the last few years and today, data-driven decision-making is a standard practice. However, the focus has now shifted to how AI is extracting value from data,” she explains.

One example is the 2009 release of Apache Spark, designed to meet Netflix’s rising data processing requirements. “Fast forward to today, Netflix creates and processes data on an exponentially larger scale. This is just one example that illustrates the fast growth in data volumes across industries. Thus, even though newer technologies are at the leading edge of innovation, the world is still completely reliant on ‘good data’. AI models cannot work effectively without high-quality data, highlighting the need of data management and governance,” Das says.

CASE STUDY ONE

There’s no question that data analytics is still a priority, and AI can enhance both the speed and capability for turning insights into action. For example, For example, Salesforce chose the Coveo AI-Relevance™ Platform to help unify fragmented systems.

The partnership aims to transform customer service, with Coveo contextualizing vast amounts of content for interactions using behavioral relevance and Salesforce data.



“In 2025 and beyond, the brands that win will be those that master the art of blending AI-driven intelligence with human intuition, delivering experiences that are not only efficient but also deeply personal, trust-driven and above all human.”

Dominik Olejko
Senior CX executive and retail expert

A real-life example of applying this partnership comes from Xero, a SaaS provider that integrates Coveo's Relevance Generative Answering with Salesforce Cloud. This led Xero to reduce cases requiring live assistance by 22 percent. In fact, more than 95 percent of queries are now resolved with self-service, a component of support that is trending with customers looking for greater efficiency and responsiveness.

In addition, Dell Inc. uses Coveo's intent box across five use cases – one of which is its support portal, used by multilingual and multiregional audiences. The service page draws from many sources, including Salesforce knowledge, community forums and driver libraries to generate responses, even for complex issues.

Others are also seeing positive results. F5 Networks, a network security company, deployed the Coveo-Salesforce partnership and saw double-digit improvements in self-service. Similarly, Forcepoint experienced a 60 percent increase in case deflection after implementing Coveo's generative answering within its support service. These examples demonstrate how organizations are responding to increasing expectations among customers. AI's rise and data's decline in the survey results are not indicative of the importance of customer insights in this new era – AI is relevant to big data.

"Data without AI is worthless and AI without data is pointless," says Bala Subramanian, head of Service Cloud Product Management at Salesforce.



How practitioners are preparing for the top CX trends

On how practitioners are preparing for these trends the majority (64 percent) said they are facilitating team training and skills development. This was followed by investing in new tools (54 percent), collaborating with new/ different departments (46 percent), conducting market research and competitor analysis (39 percent) and recruiting for specific skillsets (27 percent).

Claire Hill, customer operations director for Travel Counsellors and a CX Network Advisory Board member, says that as AI plays an ever-greater role in CX Travel Counsellors is embracing the future by focusing on skills development, collaboration, responsible AI utilization and building stronger connections across departments.

Supporting all of this is the realization that the personal touch remains essential and seamless collaboration between humans and machines is key. "CX is about people, both customers and employees," Hill says.

"CX is evolving faster than ever and embracing new trends and staying ahead of the curve is not just an exciting challenge – it's essential. Sharing learnings and expertise is a key part of our role as practitioners, enabling us to shape how CX should look in the years to come," Hill explains.



"If executives aren't aligned across the organization, the effort will feel and be disjointed."

Annette Franz
CCPX, Founder and CEO of CX Journey Inc

To embrace the AI trends outlined in Figure 6, Hill says ethical AI practices are a must. At Travel Counsellors, CX leaders are proactively addressing the risks that AI brings by implementing robust preventative measures and keeping data safe. To strengthen efforts, they are also appointing AI subject matter experts to complement the new skills being cultivated within teams.

Elsewhere in the 2025 results, 77 percent of practitioners said the need to collaborate with departments beyond CX has increased in the last 12 months, and this is also essential when leveraging the top CX trends. At Travel Counsellors customer teams are building stronger connections across departments including marketing, IT and HR to break down the silos that have been known to hold truly connected, end-to-end CX back in so many organizations.

“Together, we’re crafting seamless, customer-first strategies. Data plays a critical role here, allowing us to anticipate customer needs and address issues proactively. By embedding predictive analytics into our self-service platforms, we’re transforming experiences from good to great,” she explains.

Finally, a mindset of continuous learning and experimentation is also being fostered and the development objectives around embracing AI and building a practical understanding of it, have come direct from leadership. “From fostering innovation to

investing in cutting-edge certifications, we’re staying curious and adaptable. After all, it’s not just about automation – it’s about balancing technology with the human touch. That’s how we’ll lead the way in CX for 2025 and beyond,” Hill says.



Competing priorities are still a major challenge

Hand in hand with the most influential trends, end-to-end CX also faces a number of challenges in 2025. In previous years the top challenges have concerned the alignment of CX with the wider objectives of the business, linking CX initiatives to ROI and managing competing priorities.

This year saw a continuation of these trends with competing priorities topping the list for the third consecutive year (selected by 36 percent of respondents in 2025). This was followed by building a customer first culture (33 percent) and aligning business objectives and CX initiatives (25 percent, see Figure 7).

Annette Franz, CCPX, founder and CEO of CX Journey Inc, says the concept of competing priorities is “baffling”. She explains: “What could possibly compete with the foundation or the purpose of your business, i.e. your customers? What business initiative could you be considering that doesn’t impact the customer?” Such laser focus on the customer is central to a customer first culture, the second most selected challenge for respondents in 2025. On how to overcome this barrier, Franz says there are three key areas practitioners should focus on: securing executive commitment and alignment, overcoming resistance to change by explaining ‘what’s in it for me?’ (WIIFM), and sharing customer insights across the organization.

She explains: “Without that [executive] commitment for the time, financial, human and capital resources to transform the way things are currently done, it won’t happen. And if executives aren’t aligned across the organization, the effort will feel and will be disjointed.”

“AI models cannot work effectively without high-quality data, highlighting the need of data management and governance.”

Debasmita Das

Manager and data scientist for Mastercard

Resistance to change, she says, is often caused by lack of information. “Communication is limited, and employees and executives don’t understand who, what, when, why and WIIFM. Communicate the change vision so that everyone understands why a customer-first culture is important. And include them in the change process. When they are involved, they don’t feel like change is forced on them; they’ll own it,” she advises.

Finally, work needs to be put into understanding customers, then sharing those findings across the organization. “This helps to create understanding not only of customers but also of how every aspect of the business impacts the customer and their experience. Create those service blueprints to help employees see how the work they do impacts customers; oftentimes, the back office believes they don’t need to put the customer front and center

because they don’t touch the customer when, in reality, everyone in the organization does in one way or another,” Franz explains.

The next section of this report looks at CX spending priorities and plans for 2025, with a focus on how to make smart investments regardless of budget size and how to tie CX back to organizational revenues.

“AI models cannot work effectively without high-quality data, highlighting the need of data management and governance.”

Debasmita Das

Manager and data scientist for Mastercard



A SNAPSHOT OF CX SPENDING

INSIDE THIS SECTION

Automation and AI/ML are top investment priorities

Business continuity is back on the list of investment priorities

Finding new ways to link CX to business growth

Figure 8. Annual budgets for CX management solutions (US\$)

Figure 9. Investment priorities for CX in 2025

Figure 10. The 10 most common obstacles for bringing CX investments to life

A snapshot of CX spending

For the fourth consecutive year, the largest share of practitioners (33 percent, see Figure 8) had a CX budget of US\$100,000 or less, although this is down from 43 percent in 2024. This year, 19 percent of practitioners reported having \$100,000–\$250,000 to spend and 16 percent reported having up to \$500,000 to spend. At the other end of the scale, the share of practitioners with \$10 million or more to spend is higher than in previous years.

Ekaterina Mamonova, global head of broker proposition for Liberty Specialty Markets, says that despite the amount practitioners have to invest, there is no shortage of investment going into CX tools and strategies, even in turbulent economic times. She says CXM solutions along with add-on products and services provide enterprises with analysis tools to better understand their customers' needs and experiences at every touchpoint. This in turn, "helps define and influence business strategy based on quantifiable results".

"It pays to invest in CX, but businesses need to ensure they invest in the right places: how leaders allocate their budgets can make or break their success," Mamonova says. "While companies once viewed customer service and product delivery as a reactive function, modern CX is a dynamic, tech-driven component of a brand's overall strategy," she continues.

Figure 8

Annual budgets for CX management solutions (US\$)

Year-on-year comparison, 2022-25

	2025	2024	2023	2022
US\$0–\$100,000	33%	43%	22%	34%
\$100,000–\$250,000	19%	17%	20%	19%
\$250,000–\$500,000	16%	9%	12%	10%
\$500,000–\$1m	13%	13%	16%	9%
\$1m–\$2.5m	8%	8%	12%	9%
\$2.5m–\$5m	4%	4%	8%	19%
\$5m–\$10m	2.5%	4%	7%	
\$10m+	5%	3%	3%	N/A

Source: CX Network Global State of CX Survey, October–December, 2024

Even a budget of \$100,000 is “not an indicator of poor investment,” Mamonova says. To make the most of these sums, Mamonova says it’s important to evaluate current CX tech capabilities – including an honest assessment of whether tools are helping or hindering a connected CX strategy – and prioritize customer-centric investments, specifically technologies that optimize the customer journey, such as AI, data analytics and omnichannel platforms. “And stay ahead of trends,” she advises. “Keep an eye on emerging technologies and CXM trends to ensure your brand is ahead of the curve.”

Ayemen Ismail, head of customer engagement solutions for smart Europe GmbH, says those with smaller budgets should prioritize their investments to drive impact, and that this requires “laser focus” to maximize impact without stretching resources.



Automation and AI/ML are top investment priorities

When we asked practitioners to select their top three investment priorities from a list of more than 20, the most selected responses largely mirrored the top CX trends in Figure 6. The top three responses were the automation of CX and service functions (24 percent), AI/ML for business operations (20 percent) and customer engagement (19 percent, see Figure 9).

Clearly, automation is a top priority. Knowing what technologies can help a company achieve its goals can be challenging. Laying the basic building blocks helps move the strategy forward and can guide brands as they evaluate new technologies.

“Successful automation can be attributed to a strong foundation – which, again, could be unified search. For one example, self-service is much more successful when access to information is unified because prospects and customers receive the same up-to-date, enterprise-approved answers regardless of touchpoint. Companies remove the burden of digging for answers from customers. Another benefit is that more prospects and customers can self-serve, which vastly expands a company’s growth potential,” says Garst. “The right foundation offers built-in usage analytics that reveal deep insight into the terms and questions that searchers (both authenticated and not, signaling what stage of the marketing funnel these visitors are at) ask of the search bar, not to mention their behaviors after a search. These analytics can reveal insights into the end-to-end journey – from prospects searching your .com website to supporting customers on your service portals. This information tells your business what customers want, what they’re curious about, what they’re missing, and so much more. As one of our customers once quipped, no one lies to the search box.”

As a result, search allows brands to get in front of what customers really want. There’s no guessing game.

“When the right content is surfaced throughout and across your digital experiences – both CX and beyond – the more relevant and the more important you become to the people moving through those experiences,” says Garst.

“While CX is talking about customer outcomes like NPS, CEOs want to hear about growth.”

Jim Tincher

CCXP, CEO and founder of Heart of the Customer

Elsewhere in the top 10 most investment priorities, data insights and analytics and CRM tied as the sixth most selected responses (16 percent) and contact center solutions and customer acquisition tied as the eighth most selected responses (14 percent).

Referencing Figure 9, Ismail advises practitioners approach their top investment priorities in the following ways:

- 1 Automate smartly:** Automation isn't just a cost-saver, it's an efficiency multiplier. Start with the basics by automating ticketing, FAQs and repetitive tasks to allow agents to focus on complex, high-value interactions while keeping costs down. The ROI is immediate.
- 2 Use data as a weapon:** For a connected CX, data is your secret weapon and a data-driven approach is non-negotiable. Invest in tools that give you actionable insights into customer behavior to prioritize pain points, personalize interactions and allocate resources where they will make the biggest difference.
- 3 Put engagement first:** Customer loyalty is built through engagement. Omnichannel communication platforms ensure seamless, consistent experiences across touchpoints. Scalable, cost-effective solutions can transform how you connect with customers, even on a tight budget.

4 Leverage conversational AI: Chatbots and virtual assistants are no longer "nice-to-haves." They're essential for providing 24/7 support without breaking the bank. Start with simple implementations and scale as needed, delivering quick wins in efficiency and customer satisfaction.

5 Invest in a lean CRM: A lightweight CRM is your foundation for managing relationships. It enables you to track interactions, personalize experiences and build loyalty without draining resources. The right CRM helps you work smarter, not harder.

Ismail says: "For CX leaders, limited budgets are an opportunity to innovate, not an excuse to stagnate. Focus on what drives the most significant outcomes – automation, data, engagement and scalable tools. It's not about the size of your investment but the precision of your strategy. In today's CX landscape, agility and focus separate the disruptors from the disrupted."

CASE STUDY TWO

Zoom sought to address rising customer needs, inconsistent user journeys, silos and a need to provide a more seamless and scalable support experience without breaking the bank. So, it turned to Coveo's AI-Relevance Platform. This solution resulted in gains in operational efficiency, customer satisfaction and scalability.



"If the user experience is the body and content is the blood, the Coveo platform is our central nervous system," says Jeff Harling, head of Digital Support at Zoom. "We've become far more search-centric."

With \$4.668 billion in annual revenue, Zoom grew exponentially during the pandemic. It needed to address nagging problems. First, silos, inefficient search experiences and rising case volumes resulted in inconsistent and poor user journeys. Unified search helped fill in gaps in the customer journey and gave rise to a 28 percent improvement in case deflection rates.

Second, Zoom found that people could not see all available content because fragmentation often prompted "no search results" pages. Indexing and analytic capabilities caused a 154 percent improvement in click-through rates. Finally, new content that was being developed required a more flexible search solution. Plug-and-play connectors made it possible to integrate new systems easily, which allowed for a 20 percent increase in self-service success.



Business continuity is back on the list of investment priorities

For the first time since the Covid-19 pandemic, business continuity entered the top 10 most selected responses, taking fifth place (17 percent). On why this is, Mamonova

says the current socio-economic environment demands consideration and investment in this area and that having a business continuity strategy "is more important than ever".

"In today's dynamic business environment, unexpected disruptions can significantly impact operations, leading to financial losses and reputational damage," Mamonova says.

The Covid-19 pandemic isn't the only threat to highlight this need in recent years. The rise in cyber attacks and supply chain issues in all markets also highlight the need for a comprehensive business continuity plan. As such, the ability to identify potential vulnerabilities, prioritize

critical functions and implement safeguards to mitigate a variety of risk is paramount.

"Based on what we've seen across industries from the risk management and risk transfer perspective over the past few years, setting clear risk tolerance levels allows for a structured approach to decision-making under adverse conditions, fostering resilience and enabling swift responses to unforeseen events," Mamonova says. Highlighting the importance of this approach for financial institutions, healthcare organizations, manufacturing companies and government agencies, she adds: "Such strategies not only safeguard the organization's future but also build trust with stakeholders by showcasing a commitment to continuity and preparedness."

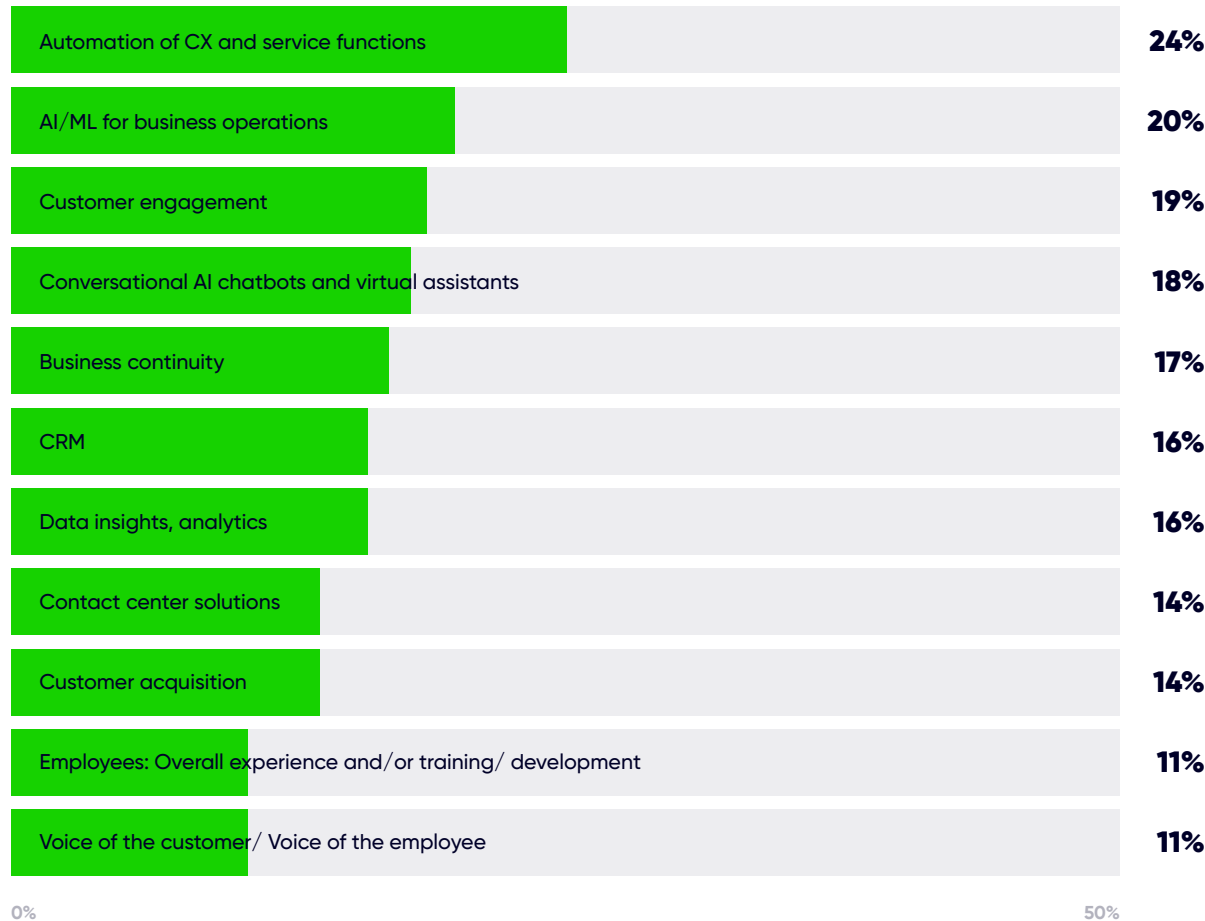


"It pays to invest in CX, but businesses need to ensure they invest in the right places: how leaders allocate their budgets can make or break their success."

Ekaterina Mamonova
Global head of broker proposition for Liberty Specialty Markets

Figure 9

Investment priorities for CX in 2025*



Source: CX Network Global State of CX Survey, October-December, 2024/* Respondents were asked to select three choices



Finding new ways to link CX to business growth

Among the top five most significant obstacles that arise when investing in a connected CX, demonstrating ROI, finding budget and integration with existing tools remain top concerns, ranking in the top five most selected responses in both 2024 and 2025. Complicated internal sign-off processes and gaining buy-in from internal/external stakeholders ranked in joint fourth place this year, each with 21 percent (see Figure 10).

Complexity in the vendor market, however, appears to be less of a concern, selected by 16 percent of respondents this year compared with 22 percent in 2024. Yet economic conditions in both local and global markets are causing more concern, selected by a combined 35 percent in 2025, up from 29 percent of respondents in 2024.

On the age-old problem of demonstrating ROI – and how CX contributes to a company's bottom line – Jim Tincher, CCXP, CEO and founder of Heart of the Customer, advises practitioners to use net revenue retention (NRR) as a metric to directly link CX to business growth in a way that will resonate with the most senior leaders.

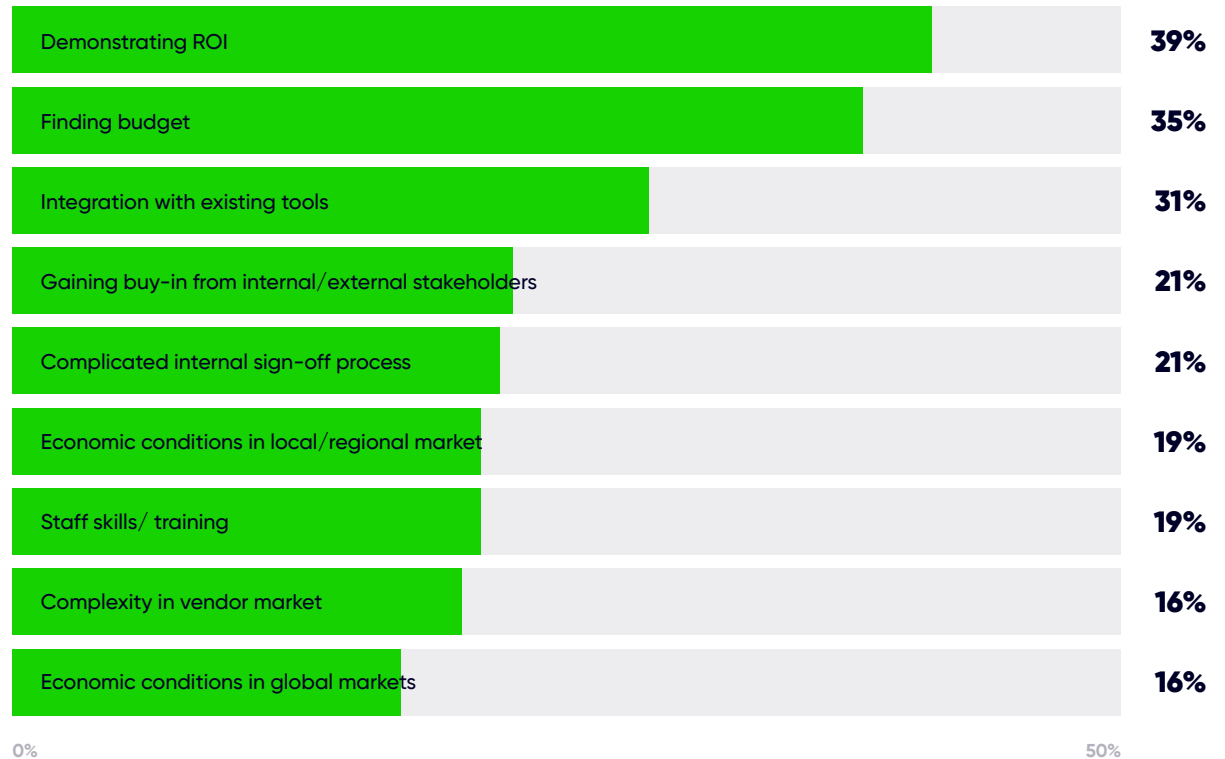
Tincher says: “While CX is talking about customer outcomes like NPS, CEOs want to hear about growth. My definition of a silo is when you have your own data and your own definition of success that doesn’t match the rest of the business. That there is a silo, and it is what most of us are doing in CX right now.”

Describing NRR as the “ultimate CX metric”, Tincher explains: “NRR is a combination of retention and changes in growth. Let’s say it’s the end of the year, you’re doing your analysis and you look exclusively at the customers you had at the end of 2023, no new customers. How much did they spend in 2023 versus 2024? If you lost 10 percent of your customers, but you grew the remaining by 11 percent, you would stay flat. Net revenue retention combines that retention, because you’re looking at new customers with changes in spending.”

The next section of this report examines the impact new technological capabilities are having on end-to-end CX and explores whether AI is living up to the hype, how to overcome the challenges in data and how to ensure appropriate governance models are implemented to guide the use of AI.

Figure 10

The 10 most common obstacles for bringing CX investments to life*



Source: CX Network Global State of CX Survey, October-December, 2024/* Respondents were asked to select three choices

THE IMPACT OF TECHNOLOGY ON CX



INSIDE THIS SECTION

Overcoming the challenges in data

With great AI comes great responsibility

Generative and agentic AI can transform engagement

The impact of technology on CX

Despite many practitioners reporting economic pressures and stagnant budgets, the appetite to invest in new CX technology remains strong.

As outlined in Figure 9, the top investment priorities for 2025 focus heavily on AI and naturally reflect the top CX trends outlined in section one. For example, the most selected investment priority for 2025 is the automation of CX and service functions (24 percent), followed by AI/ML for business operations (20 percent) and conversational AI chatbots and virtual assistants taking fourth place (18 percent).

But is AI living up to the hype?

Musa Hanhan, CCXP, founder and managing partner of Xperiente, says that although AI is delivering “impressive results in specific use cases” it has yet to fully live up to the hype as “challenges persist in broader frontline applications where customer expectations are high”.

“This gap impacts how businesses approach AI implementation and how customers perceive AI-driven experiences. As AI matures, its impact on CX is likely to grow. However, realizing its full potential requires continued development, advanced use case building, strategic implementation and managed expectations,”

Hanhan continues. “Businesses must address these challenges to harness AI’s power in enhancing CX effectively.”

The urgency around this is growing as Hanhan says the gap between expectation and reality is affecting both how businesses approach AI implementation and how customers perceive AI-driven CX. He says: “As AI matures, its impact on CX is likely to grow. However, realizing its full potential requires continued development, advanced use case building, strategic implementation and managed expectations.”



Overcoming the challenges in data

As outlined by Das in section one, before any AI technologies can be deployed, they require a foundation of accurate and clean data, stored to facilitate access in line with regulatory standards for processing and security.

Throughout the survey, data emerged as a top trend and area for investment, but the results also confirmed challenges around data collection. When we asked about customer behaviors, 39 percent agreed that customers refuse to share the correct personal data with retailers, or they use guest checkout options online. A further 10 percent strongly agreed while 19 percent disagreed.

Data also appeared three times in the list of top 10 challenges. Practitioners reported that challenges exist around creating actionable insights from data (16 percent) in addition to siloed (13 percent) and insufficient customer data (10 percent, see Figure 7 in section one). On why practitioners see so many challenges around data, Claire Cunningham, national CX manager for Australian supermarket chain Coles and lead consultant for The Customer Connexion, says many fail to realize the full potential or power of data.



“The challenge is getting people excited about data and, in that respect, it becomes really important to find common ground, which I think also helps with creating actionable insights – helping people to understand what your purpose is and what your aims are with that data,” she explains.

Not all data are available to all departments and sometimes, to execute a CX strategy, practitioners must approach their peers and superiors for permission to access certain datasets, particularly in organizations where data are siloed for regulatory, security or historic purposes. In some cases, it may be that drawing from or analyzing a specific dataset requires additional work from other departments. Cunningham says in these instances, explaining the need behind the request can help to secure buy-in from multiple stakeholders.

“Effectively leveraging AI in CX requires a strategic approach that integrates technology into business objectives.”

Jaakko Lempinen
Head of strategy and services, Yle

“Without that groundwork and buy in, creating actionable insights and overcoming data silos is difficult,” she says.

On how to overcome the problem of insufficient data, Cunningham says practitioners require creativity and curiosity. “Customer data is not just NPS or CSAT. It can come from website analytics, such as time on page or bounce rate. And if you still cannot find the necessary insights, insufficient data might also be a catalyst for a bigger VoC program,” Cunningham explains.

Finally, no amount of data will spur action without explaining the human impact behind the numbers. “People don’t always understand what data can speak to customer behavior. Being a little bit more creative in terms of what you interpret as customer data is essential. Oftentimes, practitioners think they don’t have an answer to a particular question because that question wasn’t directly put to the customer, but we can still answer the question from behavioral data,” she says.



With great AI comes great responsibility

The increased use of data and sophisticated AI technologies also calls for specific leadership strategies. However, when we asked respondents if they have an organization-wide approach for generative AI best practices and governance, as many as 48 percent said

no, 37 percent said yes and 15 percent were unsure. AI leadership is particularly relevant as, elsewhere in the survey, 66 percent of practitioners either agreed or strongly agreed that customers are concerned about AI ethics and the future development of AI in end-to-end CX.

Regarding the 48 percent who said they did not have a best practice and governance models in place Jaakko Lempinen, chief customer and portfolio officer for Yle Finland and a CX Network Advisory Board member, says this poses a threat to organizational leadership and customer trust, “especially as concerns over AI ethics and development in CX continue to grow”.

As Finland’s national broadcaster and a public media service, Yle’s responsible use of AI is based on a systematic approach and clear governance models. The broadcaster has established an AI responsibility leadership team to ensure AI development adheres to high ethical standards, and has developed a public service algorithm to emphasize “content diversity, serendipity and respect for user autonomy”, Lempinen says.

Trust is viewed as a point of competitive differentiation, while feeding into customer centricity. “Customer trust is built through transparency and governance of AI systems. Our work in promoting diversity and creating transparent processes, allowing users to influence content and recommendation algorithms, supports this approach.”

Explaining Yle's approach to AI leadership, Lempinen says: "Effectively leveraging AI in CX requires a strategic approach that integrates technology into business objectives. At Yle, our AI strategy focuses on responsible applications of generative AI, such as personalization and disinformation detection. This demonstrates that AI must be embedded into the business model, not treated as an isolated function. Moreover, AI governance, combined with data governance practices, requires new types of tools."

Therefore, to succeed, Lempinen says organizations must prioritize four things:

- 1 Creating clear AI strategy and governance models;
- 2 Transparent communication about AI use to customers;
- 3 A systematic approach to ethical impact assessment;
- 4 And developing staff competencies in responsible AI use.



Generative and agentic AI can transform engagement

As demonstrated in section one, generative AI is of great importance to practitioners in 2025, particularly for agent support as well as marketing and hyper-

personalization. The survey also confirmed that customers are using generative AI for both product research and communications, with 62 percent of practitioners saying they either agreed or strongly agreed with this statement.

Meanwhile, only months after the first agentic AI solutions launched on the market, AI for operations emerged as the number one trend impacting the role of practitioners in 2025.

Garst says Coveo has seen generative AI have a big impact in service and support by growing case deflection and self-service, as well as collaborating with human agents. But she sees other opportunities as generative AI becomes even more ubiquitous.

"One less-realized use case is for marketing: generative AI can really help scale content output by leveraging existing content. Even though those pieces were initially created for a specific goal, synthesizing aspects of that content gives rise to wholly new pieces that answer related and tangential questions," says Garst. "And with generative AI, your marketing team doesn't have to struggle with the burden of identifying these questions and content chunks – AI can do the work for them, as these questions are asked in real-time and account for each individual searcher's unique context and intent." Investing in AI is just the beginning. Getting people adopt

the technology and moving into a comfortable space with it quickly requires agility and change management.

"Choosing the right enterprise architecture platform can be the difference between quickly reaping benefits and moving from POC to production in AI innovations like generative AI and agentic AI or becoming stymied by lackluster technologies that can't handle enterprise needs or challenges," says Garst. "A managed platform can help offset steep implementation costs and address maintaining evolving security needs."

"The challenge is getting people excited about data & in that respect, it becomes really important to find common ground."

Claire Cunningham
National CX manager for Australian supermarket chain Coles

The next section of this report looks at the top customer behaviors CX Network members are observing and explores customer attitudes towards data collection, utilization and security, AI and sustainability.

GETTING TO KNOW THE CUSTOMER OF 2025

INSIDE THIS SECTION

Rethinking sustainability

Customers understand AI and data security

What's influencing customer behavior?

Figure 11. The 10 customer behaviors that influenced CX planning for 2025

Getting to know the customer of 2025

When we asked practitioners to select the three customer behaviors that are having the greatest influence on their work, the most selected option was expectation for instant service/delivery (43 percent), followed by demand for convenience (40 percent) and customers spending less (39 percent, see Figure 11).

Elsewhere in the survey, 83 percent agreed or strongly agreed that economic conditions can impact the customer's appetite to spend, and 54 percent strongly agreed that customers are willing to switch brands when unsatisfied.

The demands for instant service and convenience have made the top 10 a number of times over the 10 years CX Network has been conducting this research, but this year's results have also demonstrated a heightened awareness among consumers of ethical working conditions and sustainable/ethical products and brands.

Hanhan says this points to the emergence of a "complex dynamic as awareness grows about the human and environmental impacts" of instant delivery and the demand for convenience.

He elaborates: "While the demand for immediacy has created seemingly unsustainable expectations, it has

also led to frequent disappointments when promises aren't met. This tension between instant gratification and ethical concerns is reshaping customer behavior and business practices.

"Organizations must refine their business models to account for the true cost of convenience on human capital and the environment. Fulfillment centers and last-mile delivery represent the greatest impact areas," Hanhan continues.

Looking ahead, Hanhan says the situation could evolve in several ways:

- 1 Demand for balance:** Companies will need to balance automation and human interaction, implementing hybrid delivery options that consider both speed and sustainability.
- 2 Tiered experiences:** Transparent pricing will become more prevalent, with premium pricing for instant service offset by more economical options for flexible delivery times.
- 3 Ethical delivery:** Options may be offered that prioritize worker welfare and environmental concerns, with a growing segment of consumers willing to wait longer for sustainable options.

- 4 Name and shame:** Consumer advocates may play a role in exposing organizations that prioritize total convenience at the expense of ethical considerations.

Hanhan adds: "While the expectation for instant service is unlikely to disappear – and may even increase – businesses will need to determine the tipping point where maintaining instant experiences becomes prohibitively expensive, even after automating last-mile service delivery. The future of customer experience lies in finding innovative solutions that satisfy the desire for convenience while addressing ethical and sustainability concerns."





Rethinking sustainability

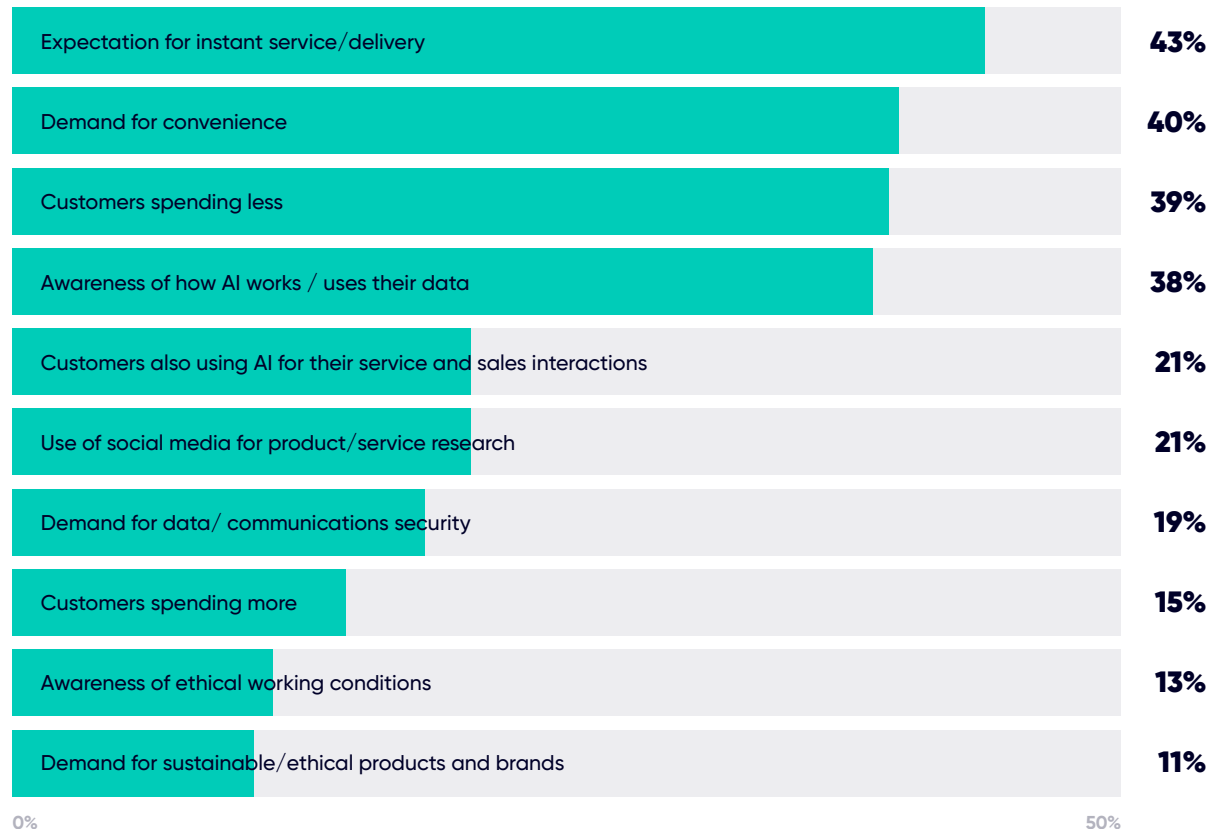
Despite their stated service and experience demands, customers also want the organizations they interact with to share their values. As outlined in Figure 11, the awareness of ethical working conditions and demand for sustainable/ethical products and brands are both top 10 customer behaviors in 2025, but only just. The former has dropped from eighth to ninth place year on year and the latter held on to 10th place, albeit with five percent less of the vote. However, elsewhere, as many as 65 percent of survey respondents either agreed or strongly agreed that customers are more conscious of sustainability.

As head of customer engagement solutions for electric vehicle manufacturer smart Europe GmbH, Ismail says that although the increasing awareness of sustainability and declining prioritization of sustainable products is paradoxical, it is not surprising. "It's a reflection of shifting customer behaviors and sharper expectations," he explains and for those paying attention, Ismail says it is a signal to "rethink how we engage".

That rethink should include a realization that economic realities dominate; that past greenwashing has eroded customer trust; that sustainability faces "competition" from other ethical concerns, such as fair labor practices; and that the consumer's intention-action gap is wider than ever.

Figure 11

The 10 customer behaviors that influenced CX planning for 2025*



* Respondents were asked to select three choices

Source: CX Network Global State of CX Survey, October-December, 2024

“Customers often express their support for sustainability, but when the price is higher, options are limited or effort is required, reality sets in,” Ismail says. “Convenience still reigns supreme, and brands need to close this gap by making sustainable choices seamless and accessible.”

Compound this with the inflationary pressures consumers are feeling in many markets and the path to new engagement techniques is clear. “Sustainability needs to be an integral part of operations, but it’s not enough on its own,” Ismail says. “The focus must shift to creating affordable, meaningful value propositions that align with customer realities. Authenticity and transparency will win the day, but only if they are combined with solutions that meet customers where they are, not where brands wish they were.”



Customers understand AI and data security

As highlighted throughout this report, customers are far more educated on how data are collected and used and, as a result, awareness of how AI works and uses customer data features as a top 10 customer behavior for the second time in 2025.

On what this means for companies when using customer data and wanting to preserve trust, Franz says practitioners should execute six specific actions:

- 1 Be transparent about how customer data are stored and used;
- 2 Prioritize data security and privacy;
- 3 Give customers control over their data, for example, by allowing them to opt-in and customize data-sharing preferences;

- 4 Demonstrate and communicate how AI will benefit customers;
- 5 Strike a balance between relevance and over-personalization;
- 6 And provide feedback channels to ensure their customer’s concerns around AI and data use are captured.

In addition to understanding how organizations use data and AI, customers are also becoming skilled in using AI tools for their own research and communications, with 44 percent of practitioners agreeing with this statement.

Furthermore, customers want to reap the benefits of a high-tech experience: as many as 45 percent of practitioners agreed that customers want journeys to be personalized and 47 percent agreed that customers are happy to engage with automated functions that drive convenience and speed.

“Convenience still reigns supreme, and brands need to close this gap by making sustainable choices seamless and accessible.”

Aymen Ismail

Head of customer engagement solutions for smart Europe GmbH



What's influencing customer behavior?

On the factors driving these behaviors and demands, Franz says there are multiple forces in play, among them the continued advancement of consumer technology, the "on-demand culture" that exists outside of CX but still shapes expectations, and the heightened consumer awareness around what's possible, and therefore, what companies should be doing to make CX easier and more effective than ever before.

Franz names the top factors driving the top customer behavior trends as:

Technological advancement: Helping brands overcome barriers to faster, easier and more convenient service.

On-demand culture: This has created an expectation of instant or immediate gratification.

Digital first focus: Brands are focusing on digital first, delivering seamless and consistent interactions from channel to channel.

Education: Customers are more informed, connected and vocal. They know what's possible and expect companies to meet their expectations, which are formed not only with the brand but also with competitors and interactions with other industries.



"Tension between instant gratification and ethical concerns is reshaping customer behavior and business practices."

Musa Hanhan

Founder and managing partner of Xperiente

The next section of this report assesses what the 2025 Global State of CX results mean for a connected CX in the modern organization and how practitioners are training their teams in preparation for the opportunities and challenges that lie ahead.

CX AND THE WIDER ORGANIZATION

INSIDE THIS SECTION

Aligning strategic aims and investment priorities

4 results that indicate the status of CX

Supporting CX and professional development

Figure 12. The top strategic CX aims for organizations in 2025

CX and the wider organization

When practitioners were asked to select their top three strategic aims for 2025 from a list of more than 20 choices, growing the customer base emerged as the most selected response (37 percent). This was followed by driving more sales (33 percent) and increasing net promoter score (NPS)/ CSat (30 percent, see Figure 12).

However, in a trading environment where customer spending and economic conditions are top considerations, practitioners must invest wisely and in initiatives that will drive sustainable results. According to Raluca Berchiu, founder and CEO of CXM | Strategic, this means “it’s time to ditch the transactional mindset and lead with purpose”.

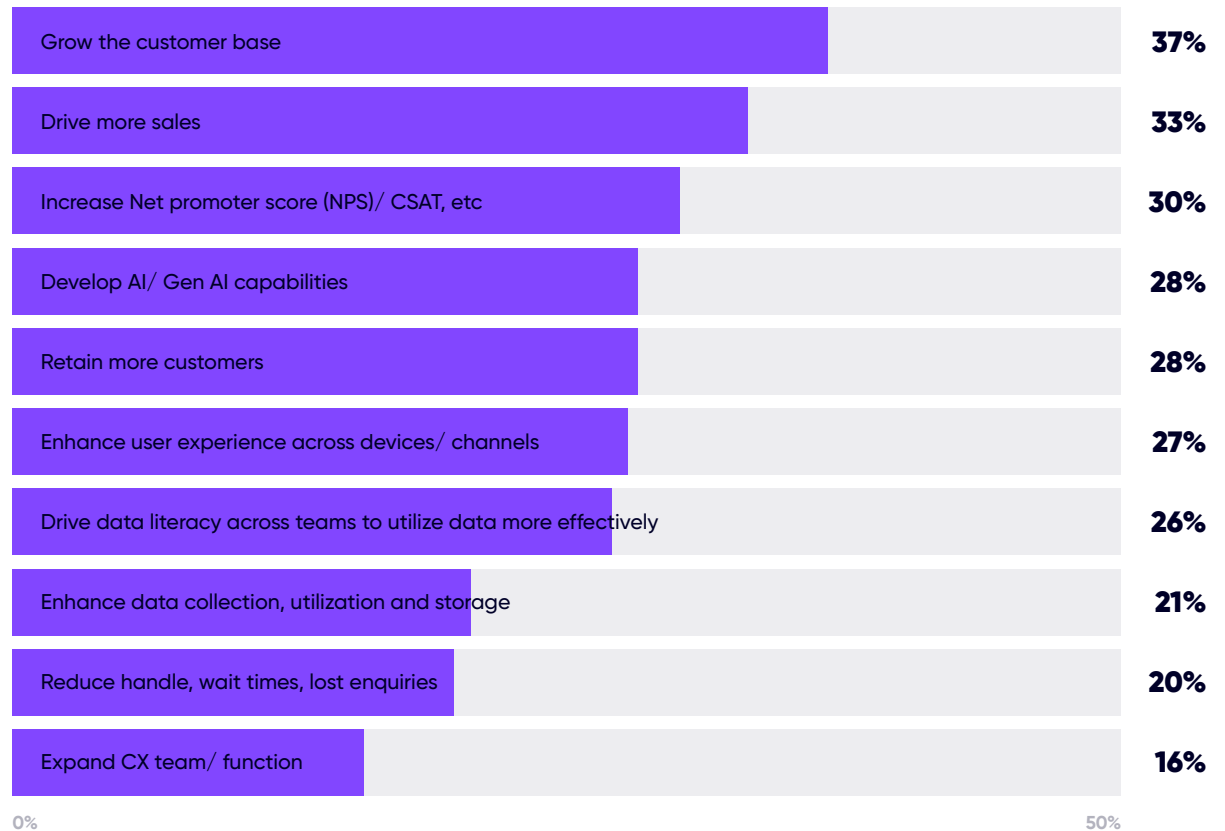
“In today’s world, satisfaction keeps you in the game, but loyalty wins championships,” she says. “Here’s the hard truth: your customers don’t care about your brand story until it becomes part of their own story. Loyalty isn’t built on products or flashy campaigns – it is built on trust.”

“In today’s world, satisfaction keeps you in the game, but loyalty wins championships.”

Raluca Berchiu

Founder and CEO of CXM | Strategic

Figure 12
The top strategic CX aims for organizations in 2025



* Respondents were asked to select three choices

Source: CX Network Global State of CX Survey, October-December, 2024

Berchiu says this means every touchpoint should “anticipate needs, ease frustrations and deliver moments of wow that transform casual buyers into lifelong brand ambassadors”.

While trust is the foundation of sustainable growth, it demands consistency, authenticity and “a relentless commitment to excellence,” Berchiu says. The true test for leaders is how they empower their teams to deliver trust. “It starts with empathy - not just for customers but for your people. Valued, equipped and inspired teams create experiences that customers never forget,” says Berchiu.

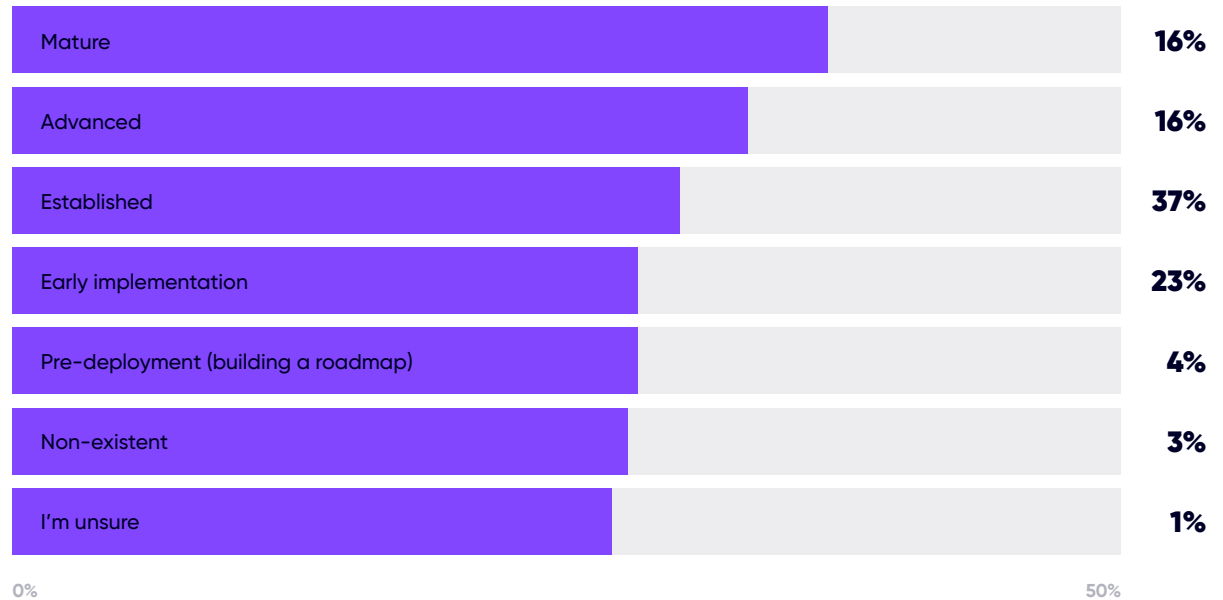
“Ask yourself: are you leading with purpose, creating connections that truly matter, and inspiring loyalty that stands the test of time? Because in a marketplace full of options, trust isn’t just a differentiator, it’s your ultimate advantage,” she adds.

CASE STUDY THREE

Customer loyalty begins with customer satisfaction. Blackwoods, a supplier of industrial and safety products that garners 1.5 million orders annually, faced a challenge: Improving user experience and driving online sales with a large and complex product catalog of more than 350,000 SKUs. To remedy these obstacles, Blackwoods applied AI with Coveo and SAP Commerce Cloud to improve product findability and discovery and allow for personalization and product recommendations.

Figure 13

How organizations describe the maturity of their CX management strategy



Source: CX Network Global State of CX Survey, October-December, 2024

“Customer acquisition is important in terms of ensuring a more customer centric and automated way to enable strategic goals.”

Jaslyin Qiyu

Founder of Mad About Marketing Consulting

Now, sales orders through digital channels have risen from 33 percent to 55 percent. In addition, Blackwoods is recognizing that search listing pages are leading to 70 percent of the add-to-cart executions. Null search results decreased from 18 percent to 10 percent.

“What it means is the customer is able to find the products they are after. Hence, they are calling us less,” says Noshir Jariwala, digital product manager at Blackwoods. “It has also boosted productivity and efficiency within Blackwoods team.”



Aligning strategic aims and investment priorities

As outlined in section two, the top investment priorities for 2025 concern the automation of CX and service functions, AI and ML for business operations and customer engagement. Practitioners also plan to invest in customer acquisition and tools to support Voice of the Customer (VoC) and Employee (VoE) feedback. But do the results around strategic aims and investment priorities align?

Jaslyin Qiyu, founder of Mad About Marketing Consulting and a CX Network Advisory Board member, says there are strong links between the strategic goal of customer base growth and the investments practitioners plan to make in service automations (see section two). When

taken together, she says the results demonstrate the increasing appreciation of CX in enhancing customer retention and loyalty “beyond just the tactical measures around pricing and promotions”.

Despite the alignment, there are other areas practitioners can invest in to achieve their goals. Qiyu says: “Customer acquisition is important in terms of ensuring a more customer-centric and automated way to enable strategic goals. Currently, acquisition is still very much focused on events, networking and tactical promotions with content marketing incorporated at random.”

Drawing on her time as the head of client marketing, channels and content for Citibank Singapore, Qiyu says there is scope for automation and AI to be used in even more sophisticated ways, particularly for outreach and marketing.

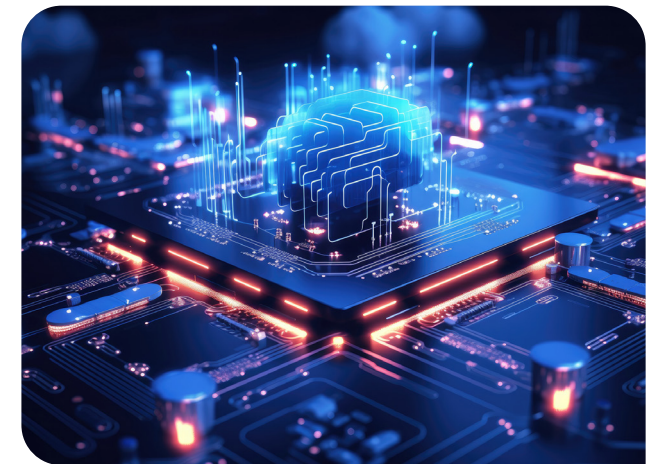
“Though I’m starting to see some AI powered lead generation capabilities, they are still at the early stages, heavily reliant on cold email marketing, LinkedIn messaging or call center marketing and not really proven yet,” she says. “[Practitioners] will face similar challenges as their predecessors doing these activities in a manual way unless there is a value-added layer that truly differentiates their capabilities. This can be real-time industry level or client insights that allows the lead generation content to be customized in real-time,

or even smart responses based on the reactions of the prospects,” she explains.



CX maturity and business culture

The maturity of an organization’s CX function is regarded as an indicator of CX recognition and success. In recent years, our Global State data has demonstrated a marginal increase in the number of practitioners who consider their organization’s CX management strategy to be mature, rising from 13 percent of 282 practitioners in 2024 to 16 percent of 353 practitioners in 2025 (see Figure 13). This year, a further 16 percent said their company’s CX management strategy is “advanced”. However, the majority (37 percent) reported that it is merely “established”.



When we asked which statement best described their business culture, the largest share (30 percent) said they have seen wins from CX projects, which are helping to gain buy-in from various stakeholders. Only 12 percent said CX underlines everything we do and is everybody's responsibility and 20 percent said they are trusted to be more experimental due to historic CX gains.

On how practitioners can advance from the realms of a CX strategy that is established to one that is mature, Rekha Weerasooriya, vice president of CX and people development for Dialog Axiata PLC and a CX Network Advisory Board member, says practitioners need to emphasize both traditional and digital CX as well as the importance of the user experience (UX) in order to embed CX as a core value.

"Everyone, from top executives to frontline employees, should see CX as part of their job," she says. "By living this value daily, the organization will have a more unified purpose and stronger alignment towards customer satisfaction."

There are other approaches Weerasooriya advises practitioners to embrace, among them the adoption of a customer centric culture, collaboration among cross functional teams, leveraging advanced analytics and enhancing customer journey mapping. Weerasooriya says these approaches can be supported by employee training and empowerment, and investment in technology and innovation, including AI, ML and automation.

She says: "A mature CX management strategy emerges from a customer-centric organization where all functions are aligned towards delivering exceptional experiences. Analytics tools will enable real-time insights, driving decisions that meet customer needs proactively. A seamless customer journey across all touchpoints is facilitated by an empowered workforce. Feedback loops allow for continuous improvement, which fosters customer trust. Technology, innovation and excellent UX design will be core, providing personalized experiences that distinguish the company."

Weerasooriya adds: "By focusing on these factors, a company can achieve a mature CX management strategy, resulting in increased customer loyalty, reduced churn and sustainable business growth".

Figure 14

The top skills practitioners trained their workforce in last year

Source: CX Network Global State of CX Survey, October-December, 2024/ * Respondents could select up to five skills from a list of 13 choices.





Supporting end-to-end CX and professional development

As outlined by Weerasooriya, employee training is key to a successful CX culture and can support all parts of the organization to work toward the same customer-centric goals.

On the top skills CX practitioners are training their teams in, the majority of respondents reported product knowledge and journey mapping are their areas of focus in 2025 (attracting 42 percent and 40 percent, respectively). These responses were followed by soft skills, such as emotional intelligence, empathy, adaptability and resilience (38 percent) and messaging and communication skills (35 percent, see Figure 14).

Despite the focus on – and challenges posed by – data, this emerged as less of a priority for up-skilling. In fact, data regulatory compliance and data utilization/management attracted only 22 and 23 percent of responses respectively, therefore failing to make the top five skills for 2025. This result emerged despite data appearing multiple times in the list of top CX challenges. On data's performance on the list of top skills for CX teams, Qiyu says it is highly likely that the challenges experienced around data do not stem from a lack of human expertise in data analysis. Echoing Cunningham's comments in section three, Qiyu says the challenges

posed by data are much more likely to arise from junk data, the availability of different data sets to different departments and poor taxonomy.

These factors can result in sales data that cannot be linked to marketing channels, as well as disconnected interactions on marketing channels and in browsing behavior on product channels.

She advises organizations to “dive deeper into the underlying reasons behind these challenges and unpack them one by one”.

“If it's due to any of these reasons – be it lack of understanding, poor tagging, unsupportive data collaboration or harnessing processes – practitioners must better understand why they need to tackle these issues first in order to fix the problem effectively” Qiyu says. “To truly understand all this a different type of training would be needed. I would even say that in a way, soft skill training around empathy, journey mapping and CX excellence play an important part in helping to understand the barriers practitioners are facing.”

“A mature CX management strategy emerges from a customer-centric organization where all functions are aligned towards delivering exceptional experiences.”

Rekha Weerasooriya
Vice president of CX and people development
for Dialog Axiata PLC



CONCLUSION

Key findings to recap

- ✓ In the context of end-to-end CX, AI is no longer simply about service. As outlined by the survey results and our experts' analysis, it can be used in even more sophisticated ways for acquisition, particularly for outreach and marketing. With agentic AI tools now on the market, 2025 is shaping up to be a seminal year for AI in all areas of business and this will have a notable impact on customer outcomes.
- ✓ Despite its growing importance, excellent AI is built on excellent data and many challenges remain around getting this foundation right, i.e. data silos and accuracy, etc.
- ✓ Furthermore, AI governance is lacking in almost half of organizations and a number of interviewees including Olejko, Hill and Lepinen also raised the importance of ethical AI, particularly its role in building and preserving customer trust
- ✓ The use of technology is changing how organizations win customer trust and therefore loyalty. As Raluca and Olejko said, "loyalty is built on trust".

- ✓ However, many factors have the potential to undermine customer trust, from greenwashing to AI policy.
- ✓ It's now up to organizations to ensure they have the tools and foundations necessary to compete while understanding the implications of a fast-moving landscape and the resulting changes in how customers perceive experience and the responsibilities of those they choose to interact with.

CX – like the rest of business – is at an inflection point because of the great transformation that AI is bringing to the world. Determining how to get the most out of AI investments, maintaining the human connection necessary to succeed in end-to-end CX and being strategic will be the differentiators in this era.

"Customer experience in 2025 feels like a paradox. On one hand, there's more tech than ever – generative AI, copilots, agentic workflows. On the other, customers are still looking for the same things: fast, helpful, relevant experiences that don't make them work harder than they need to," says Garst. "We've seen a lot of companies rush to deploy the latest tools, but the ones actually improving CX are

those who've taken the time to fix their foundations – cleaning up data, unifying knowledge, investing in enterprise search and building scalable architectures that support cross-channel continuity."

Prioritizing adoption and being thoughtful about the steps taken will help companies stand out as technology continues to advance beyond imagination. Being realistic and tracking progress are must dos. Substance will win over flashiness.

"Relevance has become the make-or-break metric. If you can't deliver the right content or answer at the right time – regardless of channel – you're not meeting expectations. And that applies just as much to your support reps and employees as it does to your customers," says Garst. "The companies leading CX right now are the ones who know AI isn't a silver bullet. It's an accelerant – but only when built on a stack that's prepared to deliver meaningful outcomes. And in 2025, outcomes still win over optics."

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2026

<ul style="list-style-type: none"> AI in CX Trends for 2026 	JAN	<ul style="list-style-type: none"> Voice of the Customer 2026 Customer Journey 	FEB	<ul style="list-style-type: none"> AI Revolution in CX & Contact Centers APAC 2026 AI Revolution in CX 2026 Navigating the AI vendor landscape 	MAR
<ul style="list-style-type: none"> Digital CX 2026 Conversational AI and chatbots 	APR	<ul style="list-style-type: none"> AI for CC Agents / AI for Agent Support 2026 AI Agents APAC 2026 Global State of CX 	MAY	<ul style="list-style-type: none"> AI + Data in CX 2026 Omnichannel 	JUN
<ul style="list-style-type: none"> Future Contact Centers 2026 AI for CC Agents / Agent experience in the age of AI agents 	JUL	<ul style="list-style-type: none"> Omnichannel CX 2026 AI Revolution in Customer Self Service & Support APAC 2026 VOC and Customer Insights 	AUG	<ul style="list-style-type: none"> Customer Insights & Data Analytics 2026 The contact center of 2030 	SEP
<ul style="list-style-type: none"> Mastering CX: AI Agents 2026 Hyper-personalization in the age of AI 	OCT	<ul style="list-style-type: none"> CX Design & Journey Management 2026 Future Ready Contact Center APAC 2026 Agentic AI 	NOV	<ul style="list-style-type: none"> Future of CX 2026 CX Trends for 2027 	DEC

For further information on CX Network's 2025 calendar, contact John Kearns

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