

THE EVOLUTION OF
CX EXCELLENCE MATURITY & STATE OF INTELLIGENT CX
SURVEY FINDINGS 2025

Foreword



FOREWORD



> In tandem with the anural theme on #Embracing intelligent CX the mining for data to drive information, insights and actions not merely from a technological perspective but holistically from a strategy, culture, leadership, evolution. "

Joseph Choge
ICX Chair

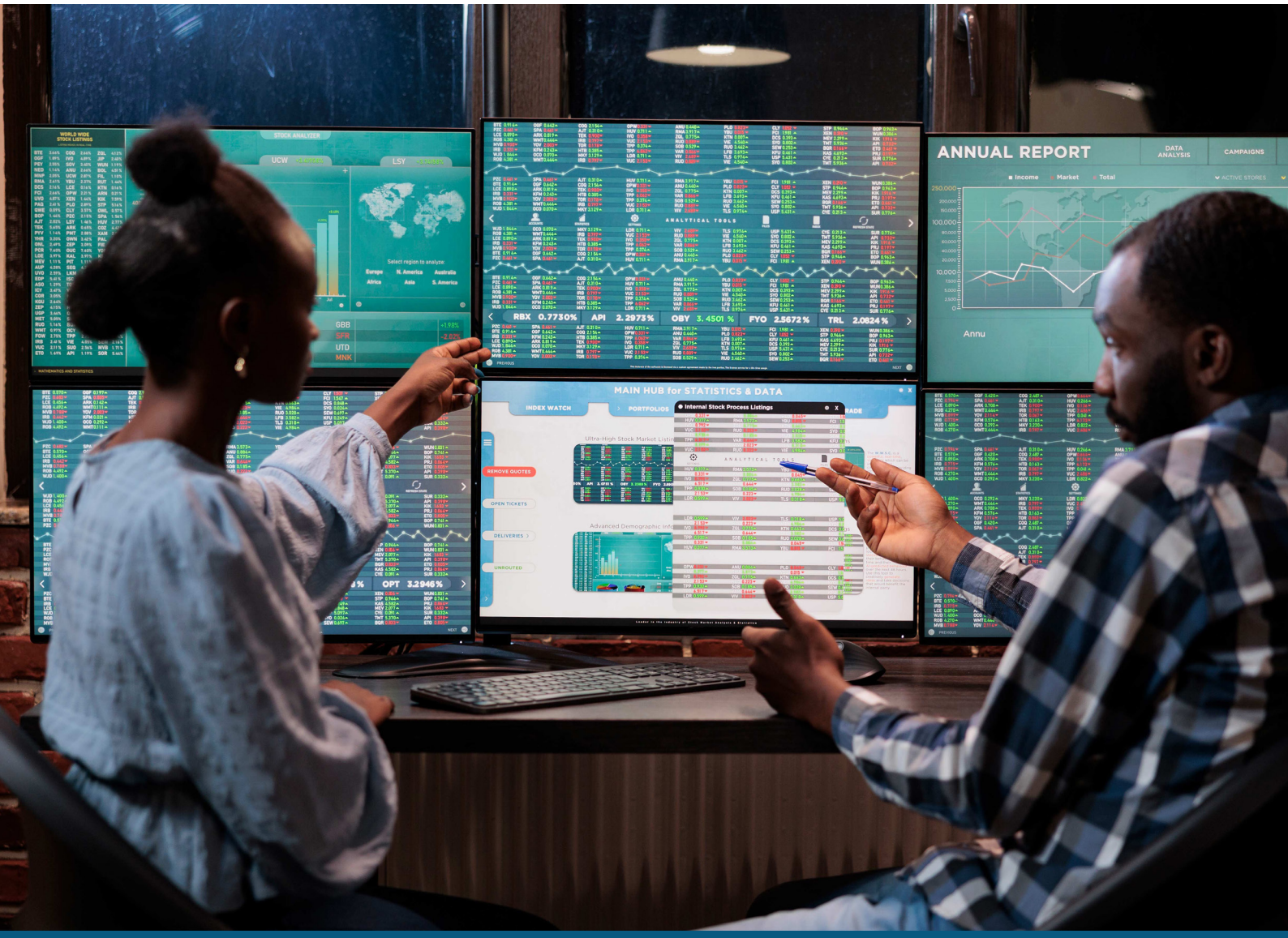
Growth is a metric that all organizations must keep their pulse point on to determine if the direction of change is in alignment with vision and strategy. The growth graph indicating the level of maturity for use as a compass is a winning strategy that continues to yield in very many ways. Listening to the voice of the customer experience professional has become an almost mandatory action with the view to understanding and responding to the whys and wherefores of the dockets they operate in that in essence drive institutional success. Whether the customers in question are procurers of goods or services for a fee or partners, stakeholders, or citizens, those responsible for customer excellence, satisfaction and delight from end to end need to be well understood for any successful experience management outcomes to be derived.

End to end growth that reviews the customer centricity of processes along the customer journeys, growth in the professional status of the CX practitioner, as well as growth in entrenching experience excellence in the main organizational strategic pillars has been the mainstay of this research study. The need to see just how far growth has been registered from the initial State of Customer Service Study in 2014 and the subsequent follow up research in 2017 to establish the progress made in the industry has been a very timely activity that now provides a plotted map for positioning for the future based on important historical context and a futuristic outlook.

A very key aspect that this study has delved into is in cognizance of the age of innovation, and the urgent need for institutions to continuously align towards the continued sophistication of customer expectations requiring digital responsiveness. In tandem with the annual theme on #Embracing intelligent CX the mining for data to drive information, insights and actions not merely from a technological perspective but holistically from a strategy, culture, leadership, evolution. The drive to absorb data, automation, and advanced tools to create personalized, efficient, and meaningful customer experiences has taken on the seriousness it deserves in both the public and private sphere.

Additionally, the continued central importance of enmeshing employee experience with customer experience excellence at every single touchpoint that was covered in depth in The State of Employee Experience to Customer Experience in Kenya study in 2024 has been a focal point for comparative analysis as to the growth achieved over the past twelve months towards improved customer and employee experiences based on the previous revelations. The distance toward bridging the information gap, is closing slowly but surely in a bid to ensure data driven outcomes for organizational excellence through EX and CX excellence.

ICX remains steadfast in pursuit of raising the standards of experience excellence in the region and in the push towards delivering on a key strategic objective of capacity building through knowledge acquisition, curation and dispensation for informed decision making it is anticipated that the critical and somewhat jarring findings from this study will cause a positive revolution at all levels.



PREFACE



> CX isn't just about delight anymore — it's about connecting the dots and driving measurable business outcomes.

Akshay Shah
CEO, Custometrix

CX holds unparalleled potential to drive intelligent business transformation. Yet it often remains underfunded, underpowered and siloed.

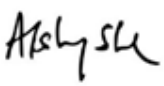
We are proud to collaborate once again with the Institute of Customer Experience Kenya, on ***The Evolution of CX Excellence Maturity & State of Intelligent CX Survey Findings 2025*** report. This year's findings show promising progress since the last maturity survey, but they also reveal three critical disconnects preventing CX from driving meaningful impact.

1. **Inability to influence the leadership:** Nearly a third of CX professionals cannot articulate their organisation's CX budget, while 45% don't know what is being allocated to #intelligentCX. CX professionals need to get comfortable reporting metrics like NPS and CSAT with financial narratives, or continue to be locked out of boardroom conversations.

2. **Inability to influence organisational culture:** While the importance of customer experience is acknowledged by most CEOs, CX initiatives continue to face leadership skepticism and cultural inertia. CX professionals need to actively partner with people experience teams to embed customer-centricity into the organisation's culture.

3. **Inability to navigate organisational complexity:** CX insights are scattered, reporting channels are broken, and decision-making remains fragmented. Critical data is failing to reach decision makers and the customer-facing frontline teams, rendering insights powerless. CX professionals need to unify fragmented teams, drive collaboration and ensure buy-in.

CX professionals stand at a pivotal crossroads. By connecting these dots, they can influence and position CX as a strategic driver for growth. The choice is clear. The opportunity is immense.



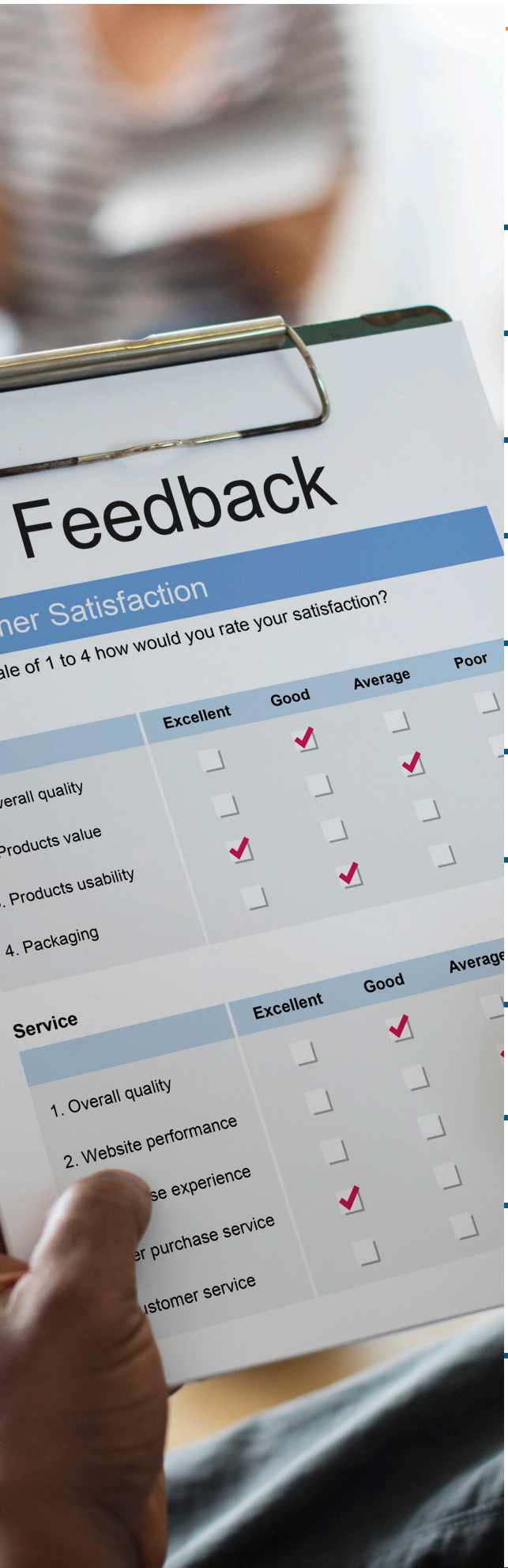


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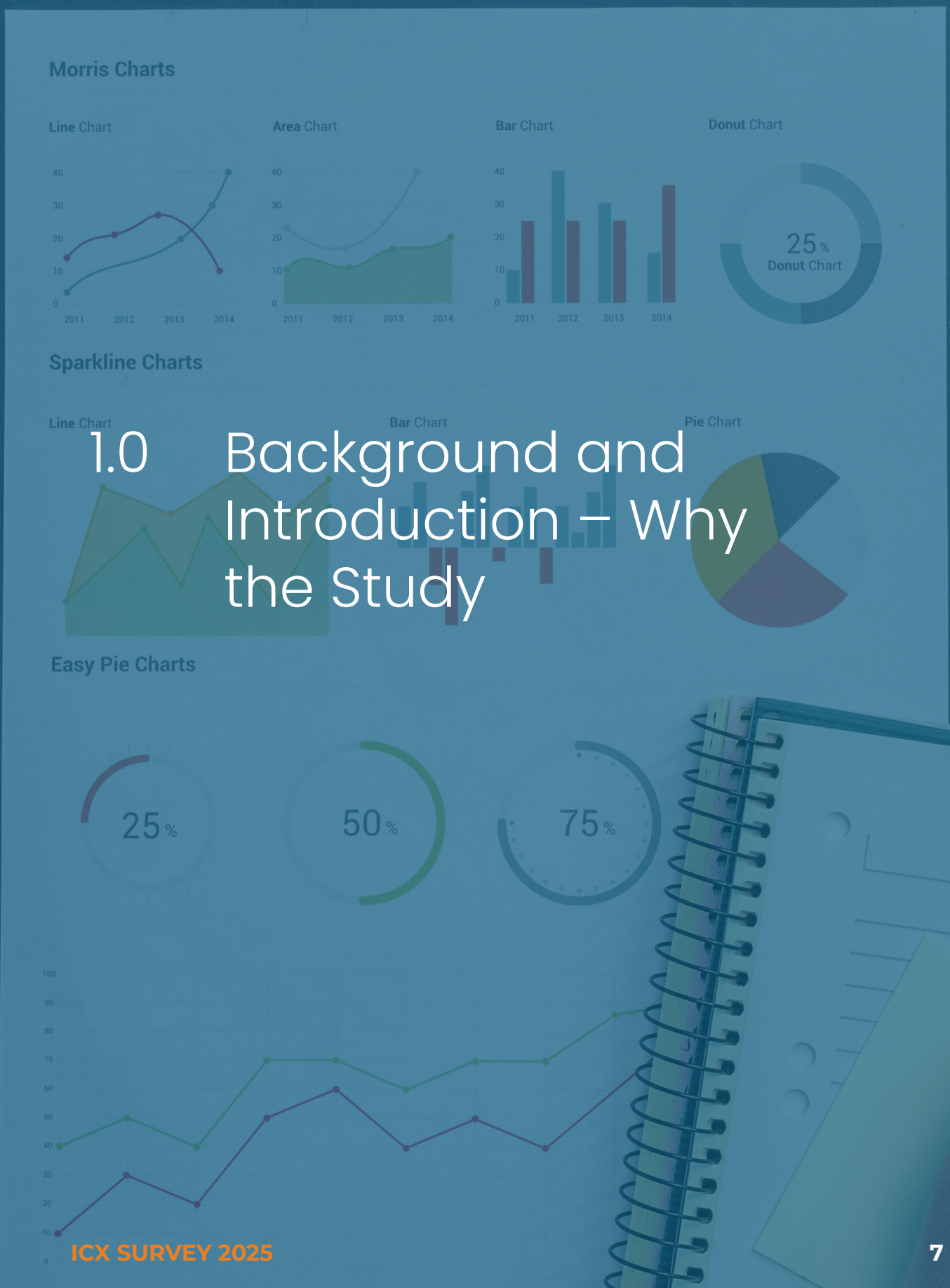
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1.0 Background and Introduction – Why the Study

1.0 BACKGROUND TO THE STUDY

In alignment with the strategic pillar No.1 in the newly launched ICX strategy 2025-2027, ICX seeks to undertake the establishment of a CX/EX knowledge, resourcing and reference hub that will alleviate the current rather imbalanced status of lack of Africa based CX and EX data leading to an overreliance on foreign studies. This research thus serves to buffer the current deficiencies in the body of knowledge to be drawn upon for both individuals and institutions looking for guided and informed local and regional decision making.

The study provides an in-depth exploration to determine the state of CX and by extension CX for EX maturity amongst institutions in the region from all spheres – govt, non govt, public, private sector, as well as the ever-important emerging area of #IntelligentCX, in its different facets including the rationale, status and futuristic outlook of the technological interventions and advancements in the CX space. With regards to the beginning with the end in mind, this survey was planned to enumerate outcomes that are critical not only for everyone involved in the planning, implementation, monitoring and evaluation of CX strategies and initiatives, but also all leaders at decision making level to inform how organizational strategic successes will be propelled forward by placing customer experience excellence as a key driver of organizational excellence.

This survey assesses how customer experience excellence has evolved since the previous studies across five key parameters:



Now, with AI transforming CX, the study also explores how organizations are being impacted and how they are adapting to deliver #intelligentCX.

Measuring progress and impact of these not only on customer experience excellence, but on the top and bottom line still remains a subject of keen interest. The research base for the continent requires continual feeding to enable customized solutions that are not only workable but sustainable based on local contexts. Where information on the maturity level of customer experience excellence and the implications for strategic deployment is availed, and in conjunction with the continually morphing technological landscape, then there can only be positive movement forward for what one is unable to well understand, one cannot plan for and execute with aplomb. This study thus serves to connect those dots.



2.0 Objectives of the Study

2.0 OBJECTIVES OF THE STUDY

The engine that drives businesses has always been its customers. It thus is of the essence to further understand the operating environment, the psyche and the matters surrounding CX departments and teams over time. The engagement levels need to be measured both from an individual and sector level and this would then inform human capital strategy on areas that are working well and need to be sustained and areas for improvement. There is need to examine the Johari Window of CX excellence to determine blind spots, hidden areas and the unknown, where these intersect and how need to be addressed.

Similarly, the emergent technological revolution, the digital transformation agenda and by extension the conversations around the impact of AI on customer and employee experience is taking on fad-like proportions.

The need for clarity to determine what is a "nice-to-have" for optics purposes and a "need-to-have" for functional and experience management purposes. The fundamental basis upon which technology needs to be built for CX excellence requires solid strategy with becoming one of the enablers alongside culture and leadership. There is an interconnectedness between the ICT department/team from end to end and the customer experience department for whom the customer journeys and the tech experiences at each touchpoint is a big mandate. This study touches on both these parameters of understanding CX and the people that drive it as well as matters surrounding intelligent CX to deliver on organizational objectives.

Focus areas in the study included:

1. Identification of the challenges experienced by customer experience professionals to inform strategic decision making
2. Assessment of customer experience documentation and the level of reporting within the organization hierarchy
3. Determination of the position of customer experience in relation to organization leadership and the org structure dynamics
4. Establishment of the different measurement tools and metrics in use across the different industries and the relationship to ROI demonstration
5. Assessment of the measure of customer experience budget allocation as against overall corporate budgets as an indicator of strategic placement.
6. Examination the placement of Intelligent CX in the mindset of CX practitioners and the organization to assess uptake levels and planning



3.0 Research Methodology

3.0 RESEARCH METHODOLOGY

3.1 Study scope

The open survey targeted professionals across diverse sectors and demographics in the space of experience management as well as intelligent CX from a knowledge and decision-making perspective. To ensure candid and comprehensive responses, the survey was structured as anonymous and communicated as such in the communication campaigns. The survey included both open-ended qualitative questions as well as quantitative ones with further enquiry for qualification.

The two broad based pillars being:

1

An update on the evolution of CX Excellence maturity from the initial baseline, to further strengthen the profession

2

To unpack insights and determine the state of Intelligent Customer Experience in line with the ICX 2025 theme

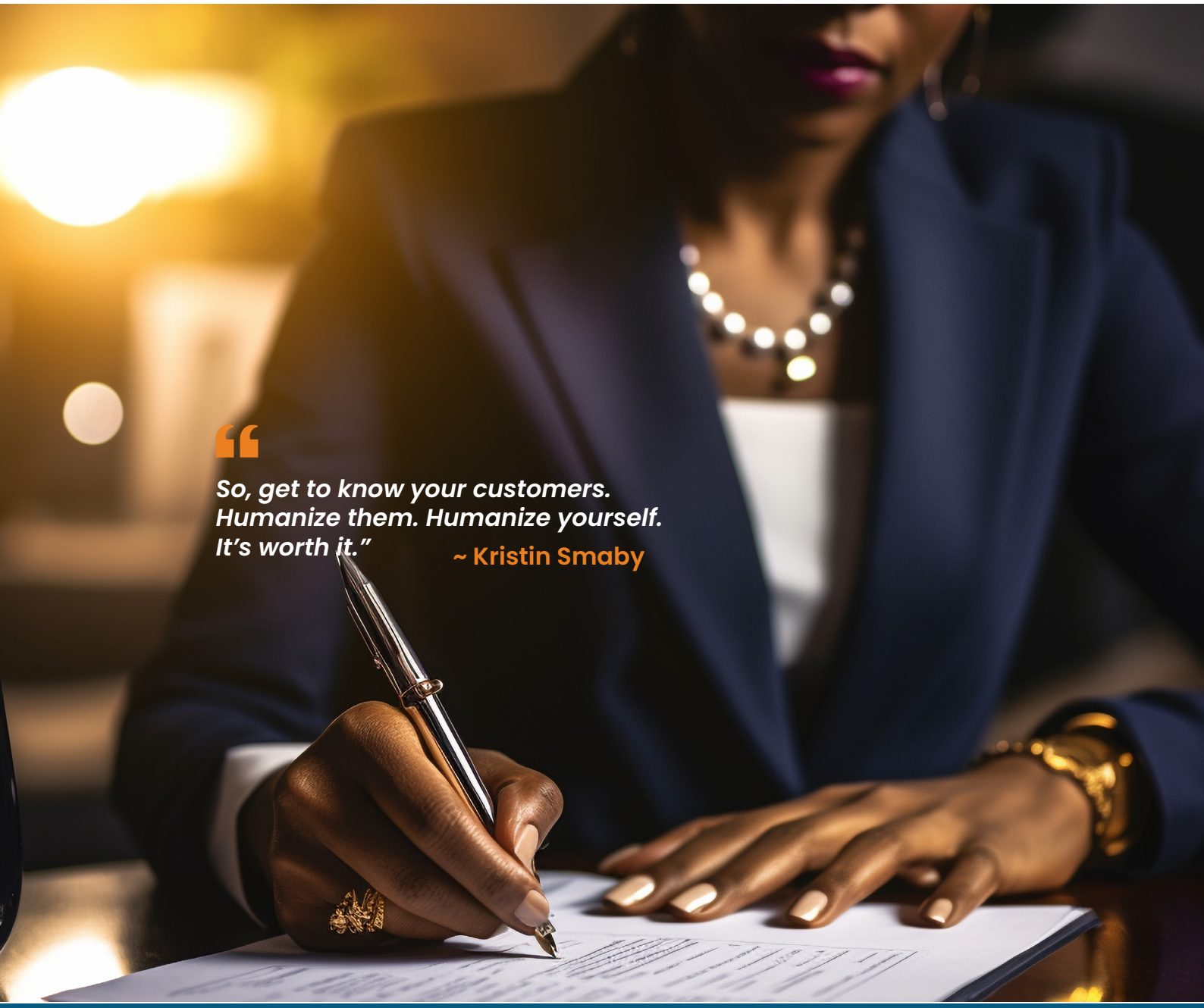
The technical bench from both ICX and Custometrix, developed the survey plan that involved the inception Phase of consultative meetings with key stakeholders to determine focus and survey alignment, desktop analysis for the establishment of survey requirements and the optimal approaches, as well as the review of existing data from local and global sources. This was followed by the development of the comprehensive survey tool to cover research study objectives, which then proceeded into pretesting ahead of commissioning of the full survey. Data analysis from findings of the different parameters from the research study, both qualitative and quantitative was conducted and comparative analysis undertaken. This report thus covers the inception information, research findings, analysis, key observations and strategic recommendations

3.2 Study survey process

This study covered over 200 customer experience and intelligent CX related professionals over a two-month period between February and March 2025, using the Rate My Service feedback platform as the survey tool. This has once again provided a seamless data collection tool that provides a simple user interface as well as a data consolidation and analysis mechanism with the desired outputs. The process in place was designed to ensure that the survey was also accessible in mobile-friendly format to ensure ease of access and use of dashboard reporting for tracking of response participation levels. A communication plan targeting the desired audience was crafted and a combination of direct messaging, social media posts, encouragement through ambassadors within the CX space, email blasts and pitching for uptake within relevant groups with target respondents was carried out.

3.3 Survey Design

Owing to its double objectives and in order to get insightful feedback, the research study had twenty-six questions covering both CX Maturity levels and Intelligent CX status. The design flow was straightforward with the maturity questions first and the area deemed to require a little more reflection on intelligent CX in the second part. There were six demographic-based questions including: role, tenure in office, gender, country, industry sector and organization size, and the analyses of the findings pitted against these for further insights. The questions were fashioned around the following main parameters: from a CX maturity perspective - roles, titles and reporting structures, budgets, measurement metrics and measurable outcomes, challenges faced, incorporation of customer feedback in operations and decision making empowerment, customer journey mapping, training and recognition, knowledge, awareness and involvement in process and product needs and from the Intelligent CX perspective – specific technologies in use, business prioritization in this area, budgets for intelligent CX, organizational readiness as well as challenges faced. These areas were applied to questions leading to the insights formed and the survey tool forms an appendix to the report.





4.0 Relevant Studies Review

4.0 RELEVANT STUDIES REVIEW

What contributed to a favourable view of CX at your company

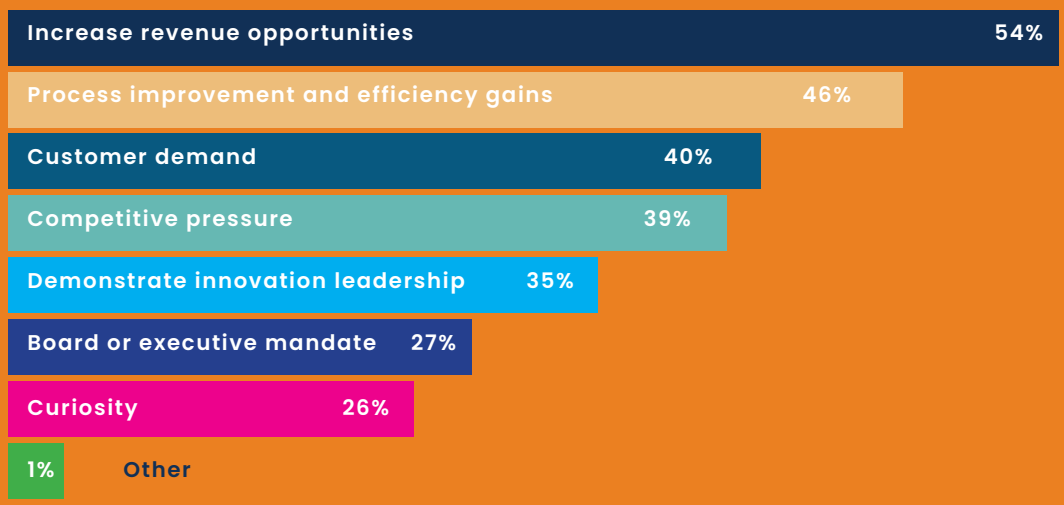
47%

The ability to track the revenue impact of CX investments

Nextiva CX Trends: 2025

According to Nextiva's The leaders' guide to CX trends in 2025, the number-one factor driving CX's growing credibility inside organisations is the ability to track and prove ROI. This key point relates to the need for CX leaders to continually work towards being able to translate experience management initiatives and activities into impactful reporting towards the top and bottomline in order to enhance the space of CX as a key business pillar.

What are your company's business motivations for investing in AI for customer interactions?



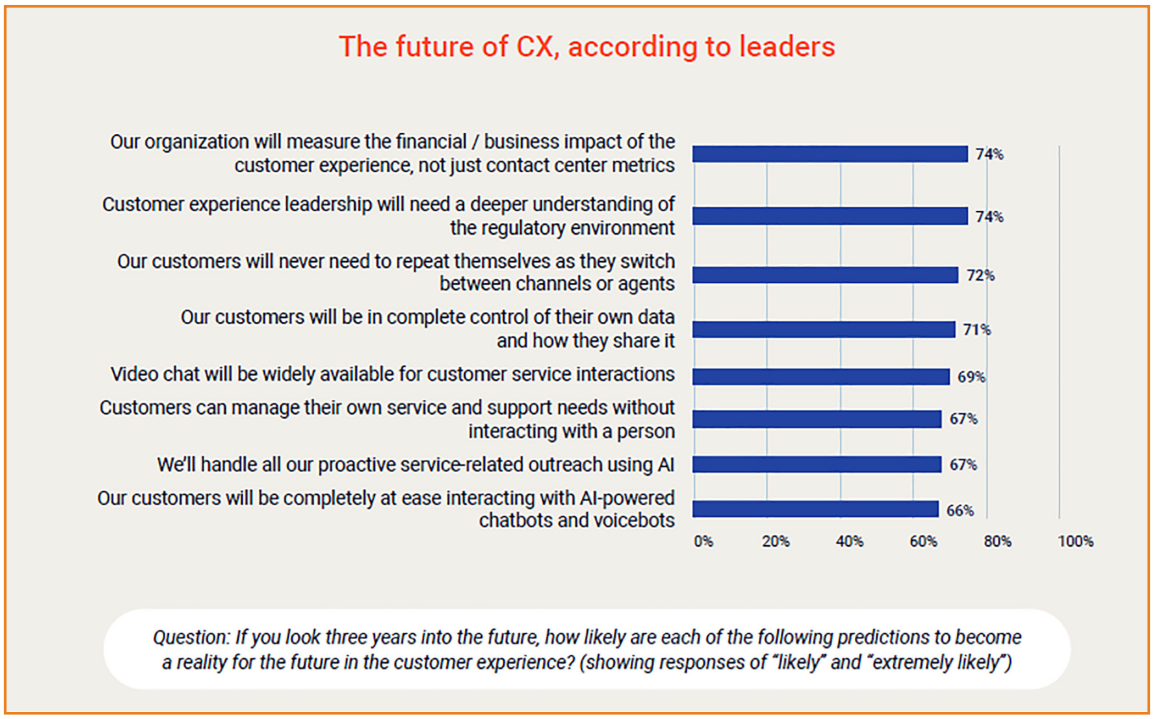
Nextiva CX Trends 2023

The same report goes on to report on the subject of intelligent CX with the indication that businesses will be motivated to invest in customer oriented technological solutions that increase revenue opportunities, immediately followed by those that speak into efficiencies and process optimization. This calls for CX leaders to rewire the impact conversations towards the amplification of what intelligent CX solutions that require budgets and deployment can yield for business gains.

Organizations that showcase positive returns on CX investment will see their CX leaders ascend to executive roles, gain authority over related departments and receive increased budgets.

Forrester Predictions 2023: Customer Experience

One in five CX programs will disappear — and one in 10 will be stronger than ever. The estimated 80% of companies for which great CX is not part of their brand identity will finally demand proof that spending on CX improvement is necessary, and some of these companies will dissolve CX teams that can't show numbers. This forms a significant area for attention for CX leaders who need to constantly prove the role and relevance of CX for organisational stability and sustainability.

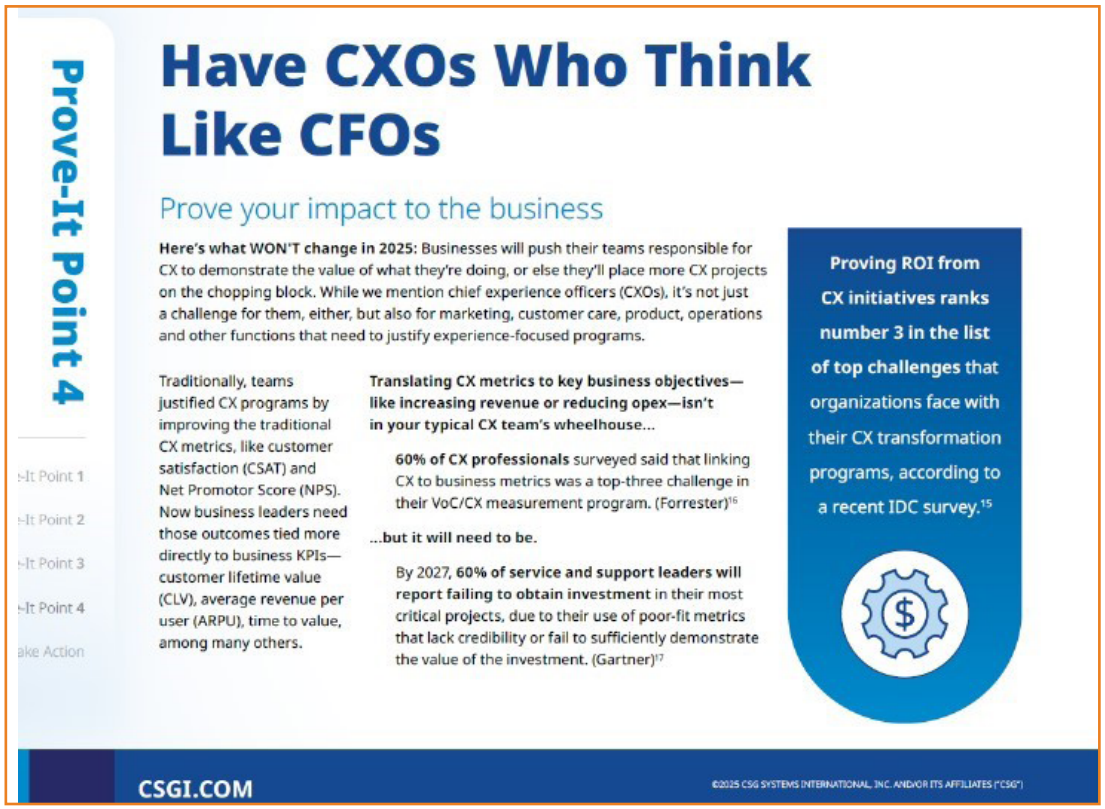


The Genesys State of Customer Experience 2025 report indicates the results of the incoming three years outlook with regards to the future of customer experience and the measurement of business impact takes top priority. This calls for the CX fraternity to go big on business impact reporting and to align CX reports with strategic measurables. CX reporting needs to translate into the numbers that are required for the business to see value for continued investment.



The same report sought to find out the greatest challenges facing organizations' CX functions experience and the outcomes from this report are customer facing and the need to move with the ever-morphing customer needs and expectations as well as the emergent technologies. Juxtaposing this against the previous survey findings where the main challenges have been internal including people and culture issues towards CX excellence adoption as well as budgetary allocations, there is need to overcome these that are within control and move on outward.

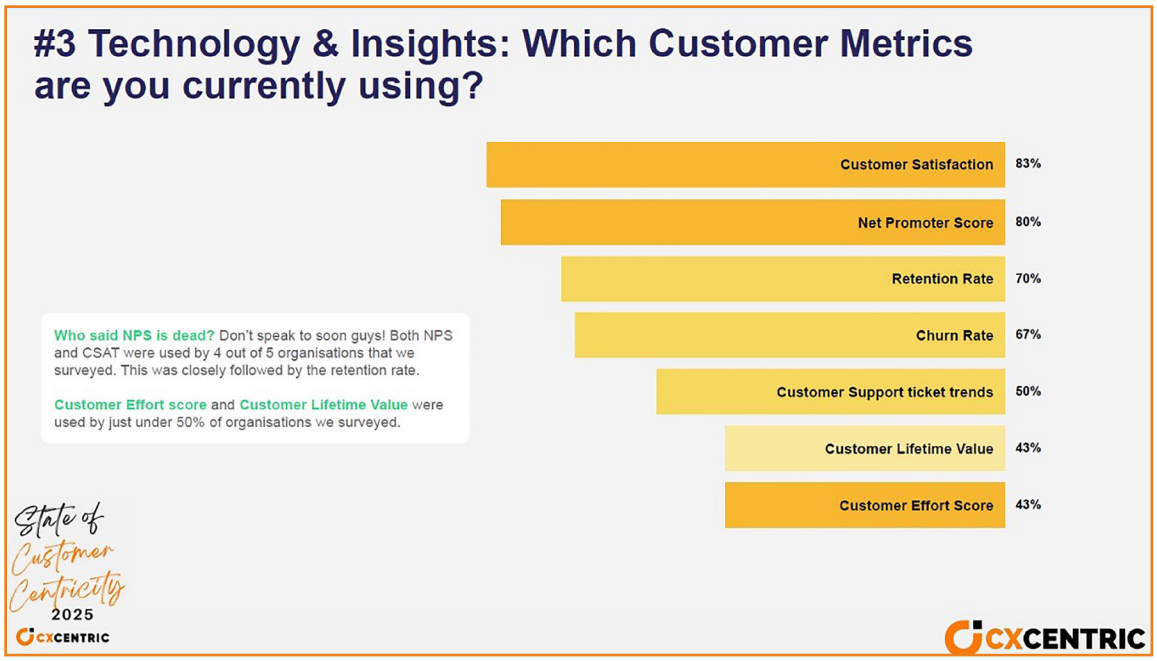
> ***If you cannot measure it, you cannot improve it"***
>
> **~ Lord Kelvin**



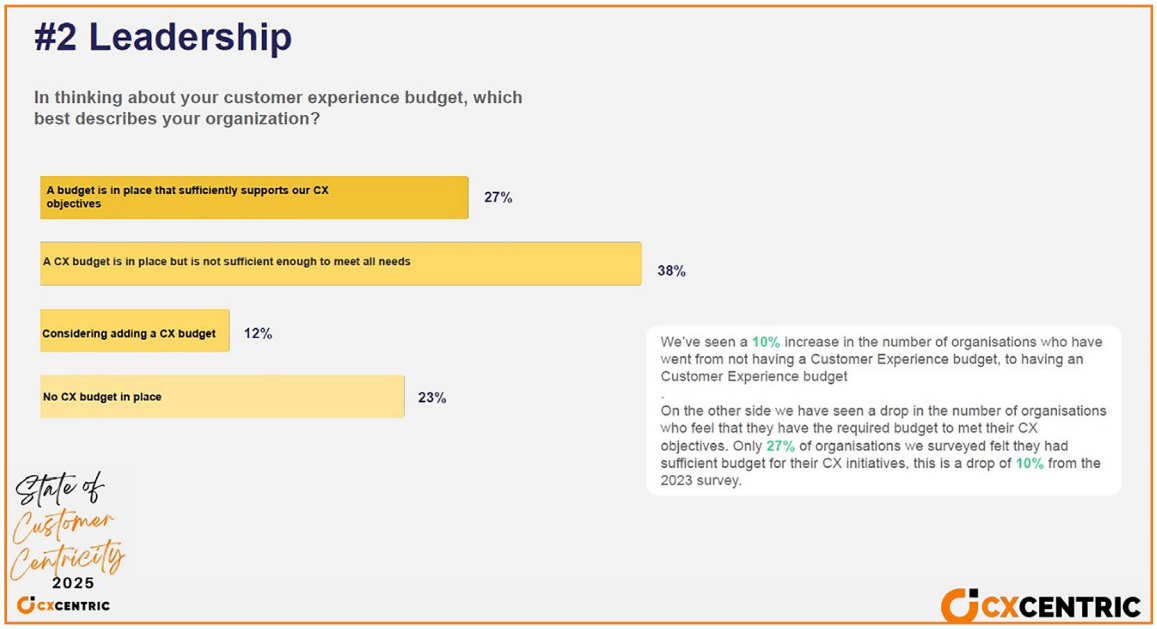
The State of the Customer Experience Report 2025 by CSG emphasizes that there needs to be a distinct connection of CX KPIs and deliverables to business objectives and that the CX-focused teams that thrive in 2025 will be the ones that start speaking the language of business value. It's how they'll trace their metrics to key business objectives with a leaning toward making and saving money as well as increasing brand equity. CX professionals will need to skill up and equip themselves and their teams towards thinking like CFOs and reporting business metrics.



The Zendesk CX Trends 2025 report pools around AI interventions for CX and indicates that the race towards AI adoption for CX needs to hang on to the human touch. The advisory is for AI to take on customized voice options in different relatable languaging, personalizing pilots and other personal assistants as well as endeavouring to have AI interventions engaging, friendly and human like. The time for intelligent CX adoption has passed its needed-like-yesterday date and all CX professionals need to be angling in this direction with urgency.

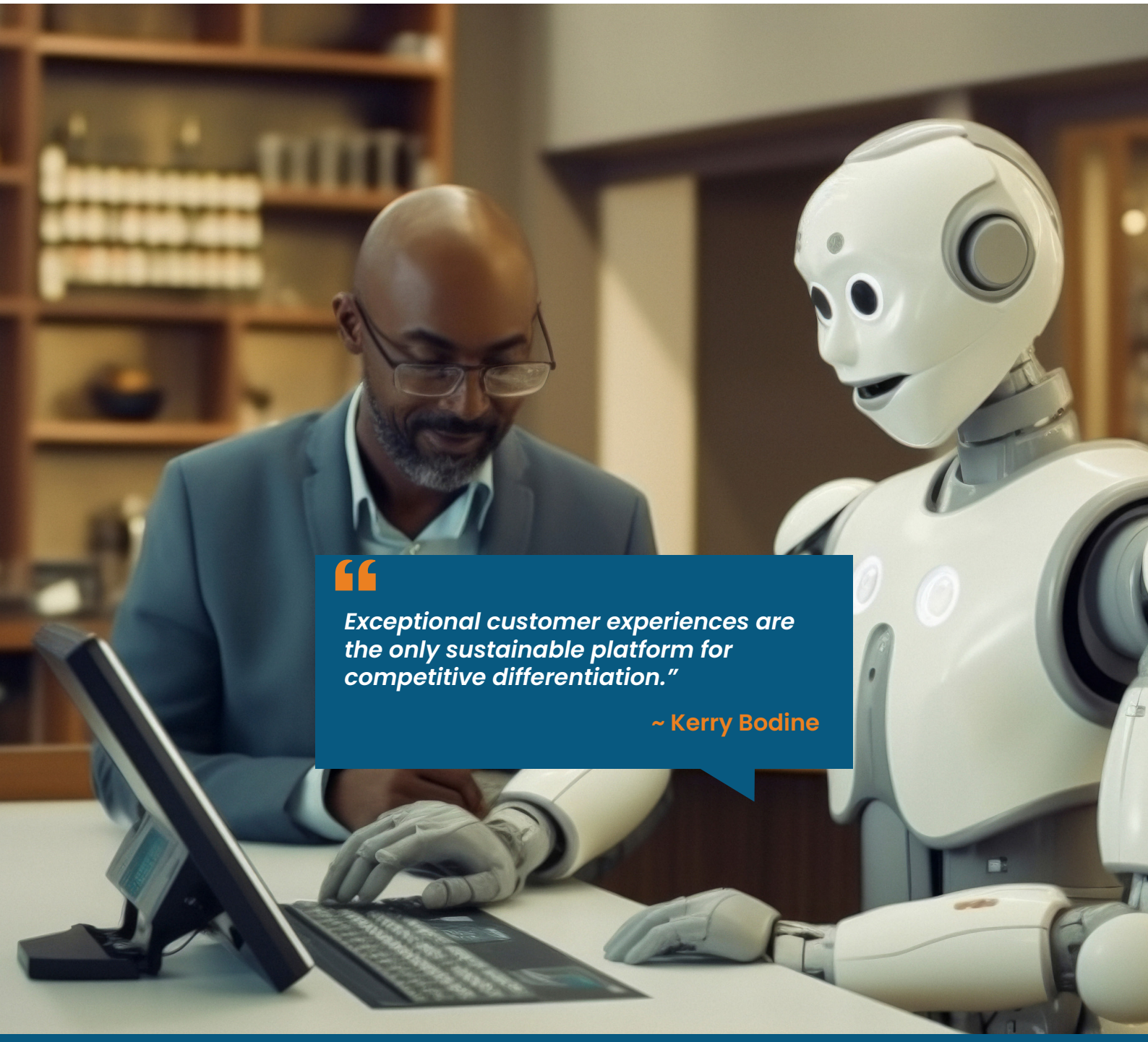


The CX Centric State of Customer Centricity Report 2025 that had 35% of respondents from Africa, 39% from Europe and 26% from other continents, reveals that customer satisfaction score and net promoter score are still at the top of the charts with regards to the metrics used for CX insights. These metrics that are great at measuring emotion, sentiment and customer feeling are useful and continue to provide visibility on customer delight. There is however need for an enhanced focus on the metrics that are tied to the financial aspects and that may be linked to the organizational top and bottom line like retention, churn and lifetime value fit into these categories.



The same report also highlights progress made with regards to CX budgets and whilst the improvement is inching along at 10% increase from none to having one, there's still a whopping 23% with no budgets at all. The matter of justification for provision of CX budgets, the sufficiency of the same and the need to overcome these hurdles needs attention from the CX fraternity to rethink strategy for win-win outcomes from the corporate budget holders.

These global surveys and reports indicate two main things – that customer experience excellence and financial reporting needed to be embedded as inseparable and that there is need for more specific CX related Finance metrics. They also point to the surge of intelligent CX needs and the delicate human- AI balance to ensure customer delight is not lost. Strategic decision making from business numbers telling CX stories is a skill that needs to be amplified to ensure strategic decision making is not skewed.



> ***Exceptional customer experiences are the only sustainable platform for competitive differentiation."***
>
> **~ Kerry Bodine**



5.0 Findings of the Study

5.0 FINDINGS OF THE STUDY

In the context of experience excellence and related surveys, research, and studies, it is crucial to integrate both qualitative and quantitative perspectives to extract clear, relevant and actionable insights. This is especially important since exploring human 'experiences' through thoughts, reflections and contributions have seen the need for equal weight carried by both numerical ratings and written feedback.

The findings were grouped and analyzed in batches to identify noticeable patterns, recurring themes, and emerging narratives. Through a focused review of the responses, the feedback revealed four key themes that organizations should prioritize and address:

1

Connecting the Financial and Business Dots

Customer experience excellence and by extension intelligent customer experience in its bid to enable customer convenience and delight are subject matters that need to be tied to both the topline and bottom line, through proactive business reporting for organization wide consumption

2

Connecting the People and Culture Dots

At the centre of delivering great customer experiences, driven by employee experience excellence, lies the need for a culture that not only promotes but sustains a people focus, running on empowerment through the right environment and ergonomics

3

Connecting the Organizational Siloed Dots

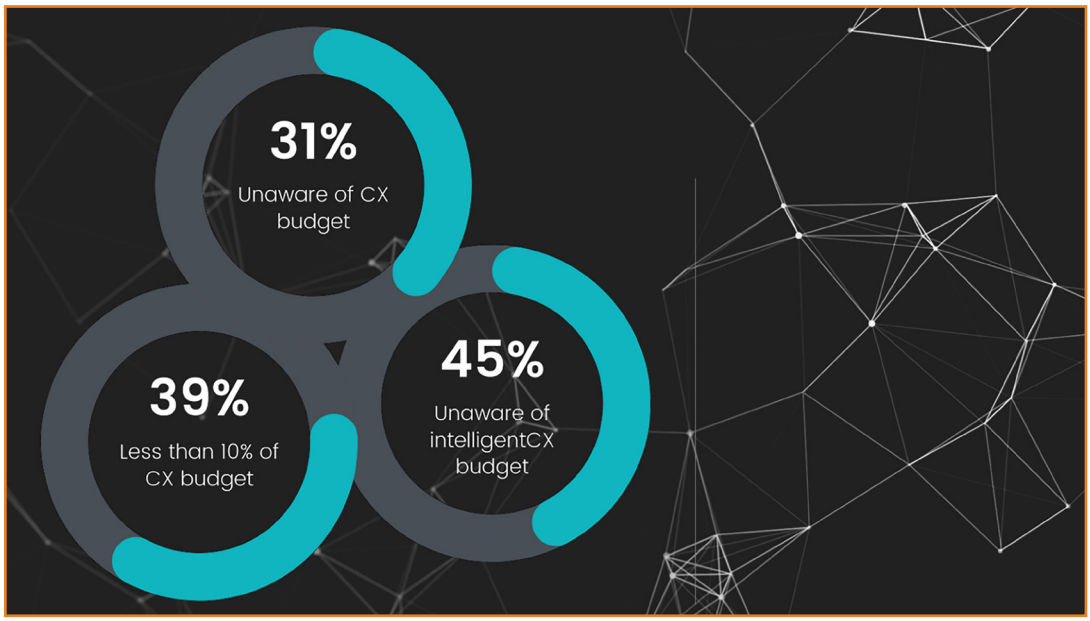
The quote that customer service is not a department it is everyone's job by Ken Blanchard epitomizes the need to bring down fragmentations, silos and team disconnect that often dots workplaces to the detriment of internal and external customer experience excellence

4

Connecting the IntelligentCX Dots

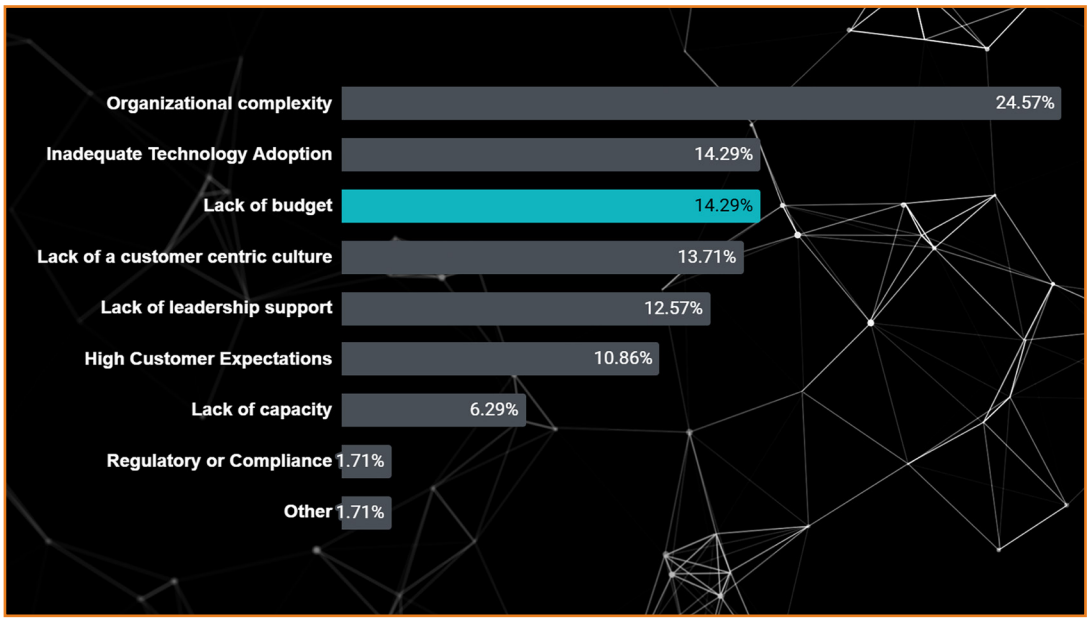
Centralizing IntelligentCX as an enabler for the organization to anticipate customer needs, resolve issues proactively, and create seamless, omni-channel experiences is a strategy that will empower teams to work smarter, and needs to work hand-in-hand with empathy, to foster customer loyalty

5.1 Connecting Financial and Business Dots



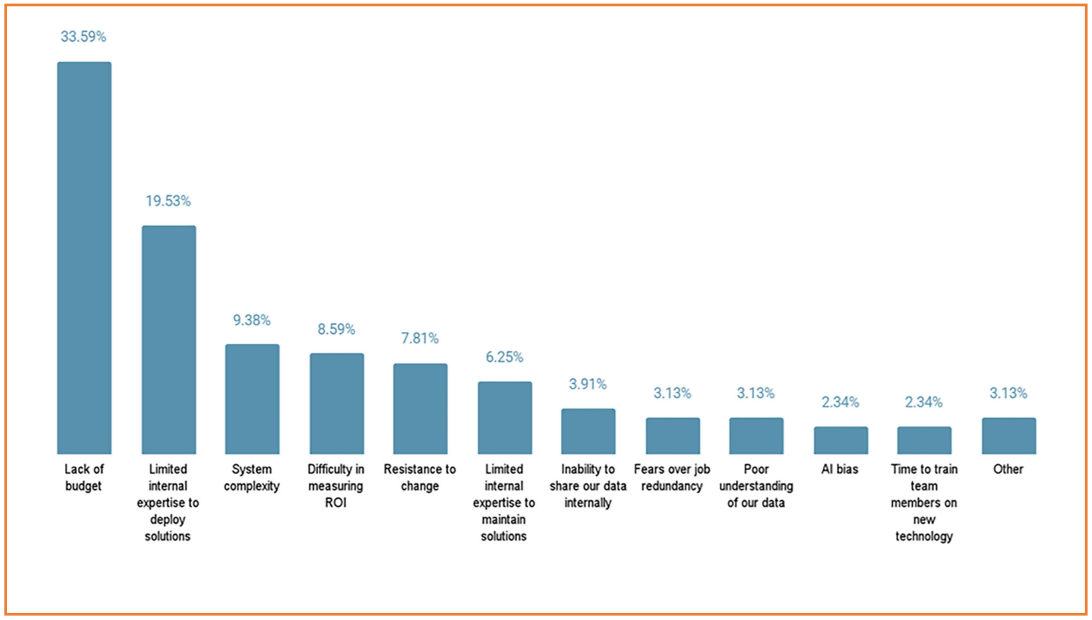
5.1.1 The budget blind spot

The survey revealed that 31% of the respondents were unaware about the organization's overall CX budget, and 45% were unaware of the budgets set aside for intelligent CX. This points to a knowledge and awareness gap and ultimately towards the power to make informed decisions towards CX excellence entrenchment. Many CX professionals thus do not have a seat at the budgeting table. 39% of the respondents indicated that out of the organization's entire budget, less than 10% is allocated to the customer experience excellence agenda. This dismal allocation is an impediment towards driving business forward with the customer at the center. The 2017 survey had a much larger outcome of 54% of the respondents in the less than 10% bracket and whilst this is an improved result, the overall picture is less than ideal.



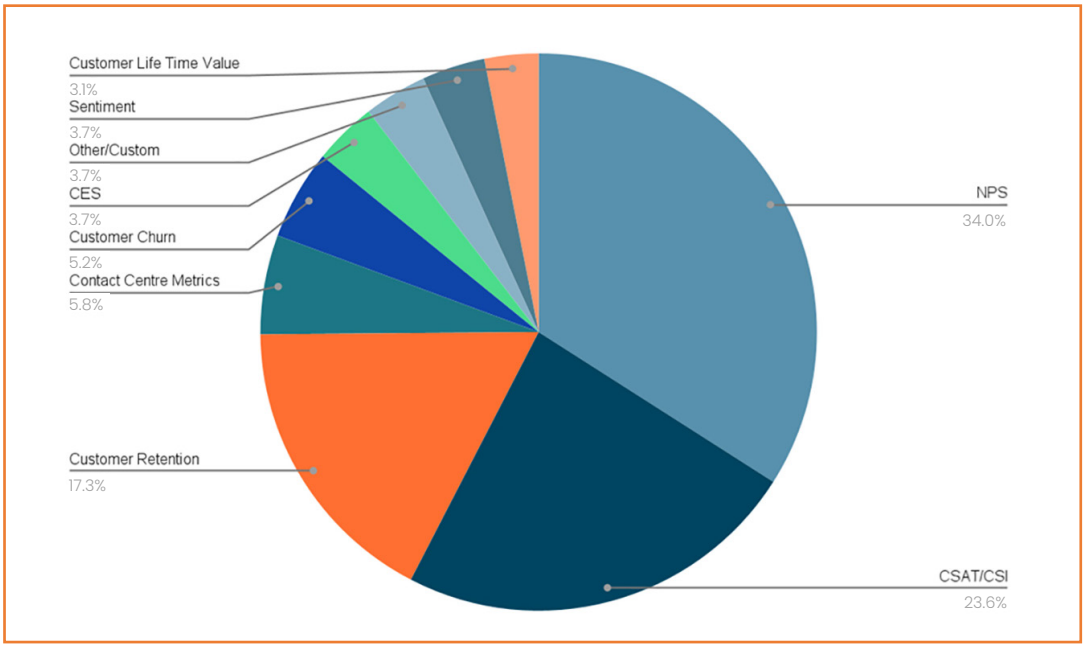
Biggest CX challenge in the last 12 months

Lack of budget constitutes a big barrier towards implementation of successful CX and IntelligentCX initiatives, with this falling at the second biggest organizational experienced over the last 12 months. The inability to measure and report RoI (return on investment) points to a concerning gap in business reporting acumen for CX professionals. The CX to Finance conversations need to be plotted and reported with intention.



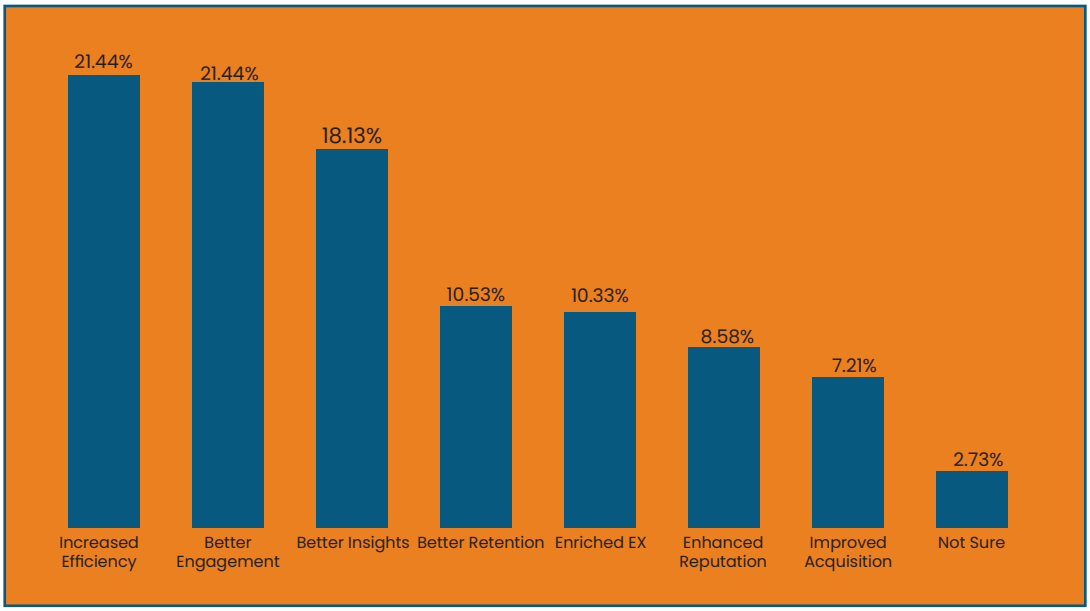
The biggest barrier to successfully deploying intelligent CX

5.1.2 Disconnected Metrics and Reporting



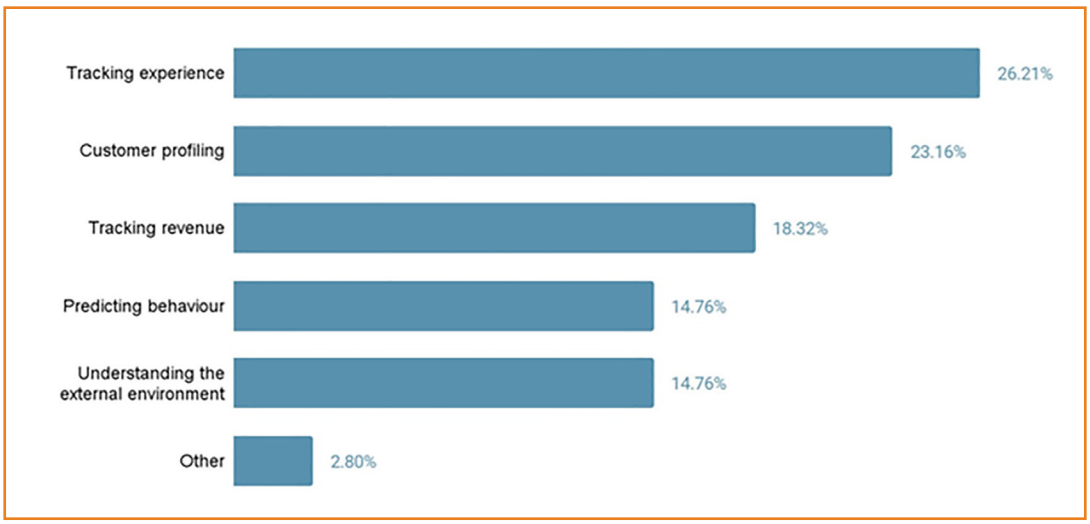
Primary NorthStar Metric for CX measurement

Respondents were asked about their primary metric for CX measurement and reporting. The more traditional metrics of Net Promoter Score and Customer Satisfaction were at 34% and 24% respectively. These measurement indicators are indeed important, but often too abstract for the boardroom. An underwhelming 25% of respondents reported some form of financial metric in form of retention, customer churn and customer lifetime value. The brand building and hype for NPS over time - locally from 2014 has paid off in terms of visibility and positioning, equity, but it is time for the more financially oriented metrics to take a more prominent space in the board reporting.



Outcomes achieved in the last 12 months

The survey revealed that in terms of outcomes achieved by organizations from the efforts of their CX leaders, increased efficiency, better engagement and better insights were the top three wins at 21% each and 18% respectively and the balance 40% spread between better retention, enhanced employee experience, enhanced reputation and improved acquisition. Efficiency increase as a CX outcome is directly related to turnaround times and can be converted into financial reporting metrics for board attention. CX professionals need to review the outcomes and cause attributable financial figures to be banded together in the reports for value acknowledgement.

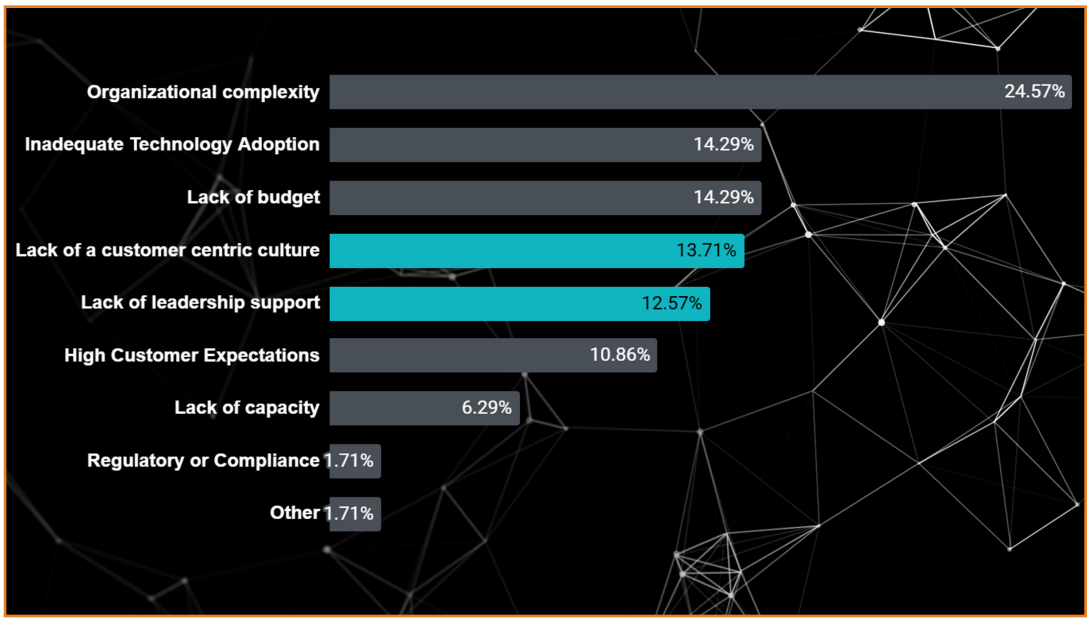


CX professionals' data and analytics extent of use

CX Professionals are primarily using data and analytics to track experiences and to profile customers at 26% and 23% respectively. Tracking revenue comes in third at 18% with behaviour prediction and understanding of the environment at about 15% each. With the need for more knowledge and expertise around putting customer experience data towards business performance and outcomes, there is need to prioritize the revenue tracking lens. In liaison with the business or data analyst in the organization, computation of different reports that bring out finance implication and trends for consumption on the executive dashboard is key.

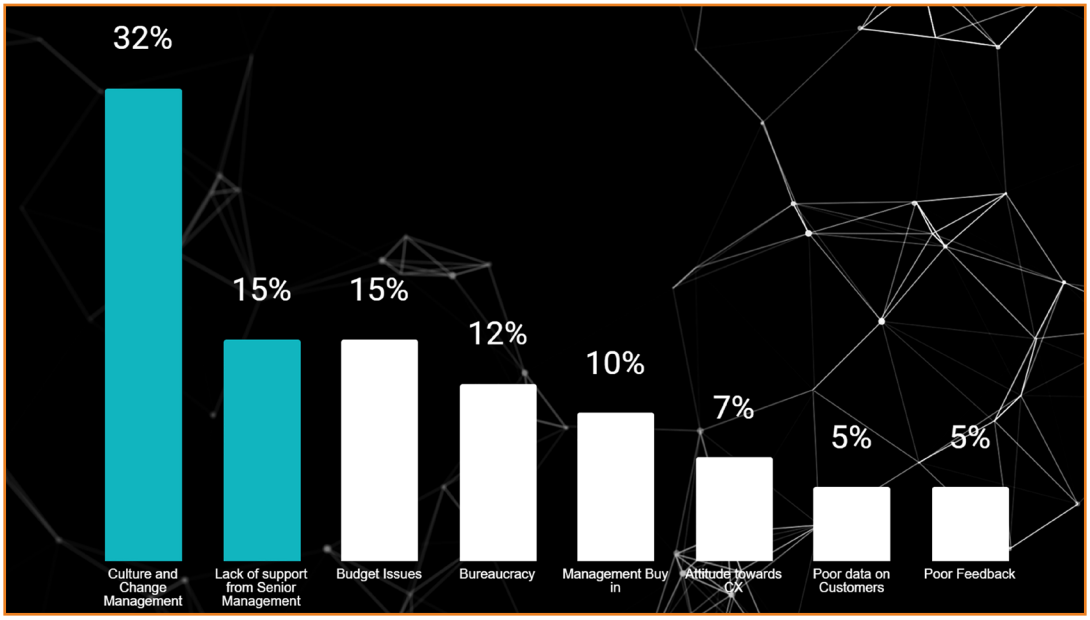
5.2 Connecting People and Culture Dots

5.2.1 The Culture Conundrum



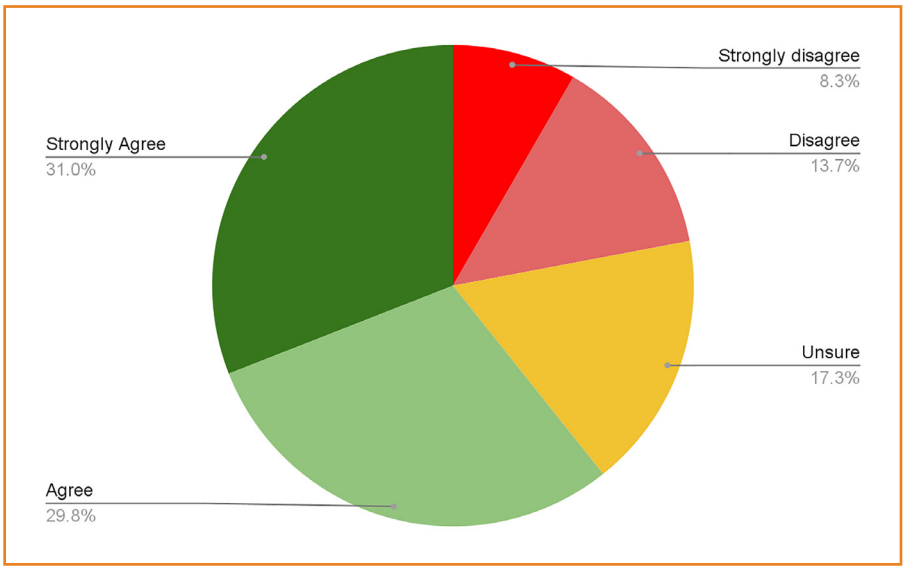
Biggest CX challenge in the last 12 months

One of the top 3 issues that form the challenges faced by CX professionals over the past twelve months remains a people and culture matter. Lack of leadership support and lack of a customer centric culture have been cited as barriers to customer experience excellence. Both CX and EX excellence require a conducive culture that supports their delivery. Culture is driven and sustained from top leadership an indicator that these barriers require intervention any meaningful change to happen. There has been some improvement though from the 2017 survey (chart below) where the top challenges were culture and change management and lack of support from senior management at 32% and 15% respectively as against the current 13.71% and 12.57% 2025 vs 25% respectively. The shift is slowly happening and needs to be sustained



Biggest CX challenge in the last 12 months 2017

5.2.2 The Training Priority Mix



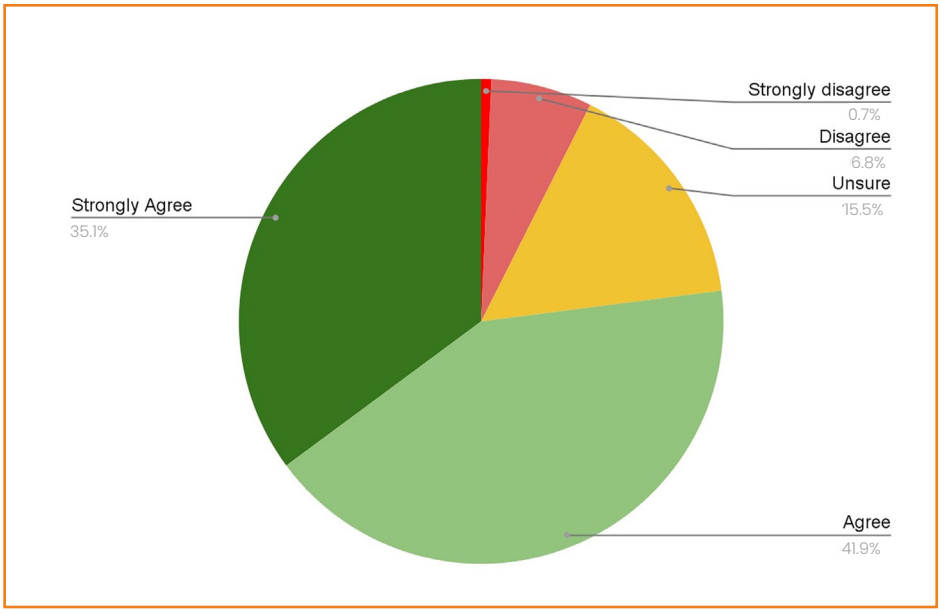
Regular staff training to better understand and meet customer needs



2024 Survey Staff Training Responses

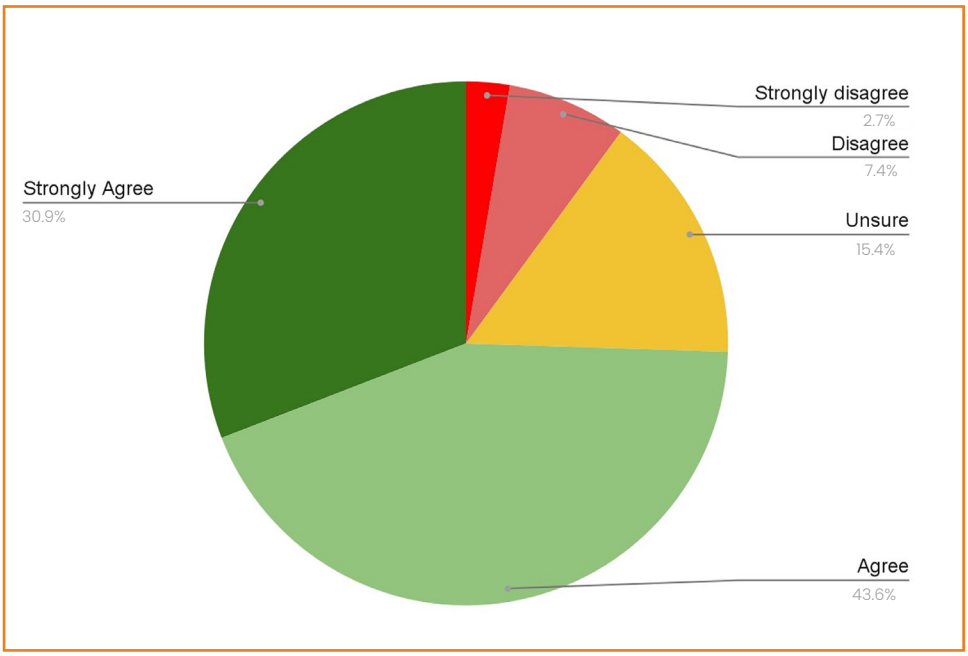
On enquiry about regular staff training to understand customers better and to meet their needs, the response was at 61%. This is an improved position over the 52.5% result in the 2024 EX to CX survey conducted. Training for customer experience excellence is always a win and the improvement is a step in the right direction. There is need however for CX professionals to review the role of training which presents as a perceived panacea for all CX ills and ailments. Training budgets may very well be allotted to more impactful CX interventions including culture audits, process reviews for customer centricity, internal customer SLAs and OLAs mapping and strategic leadership capacity building for CX alignment. A good balance is required for sustainable success.

5.2.3 Internal versus External Preparedness



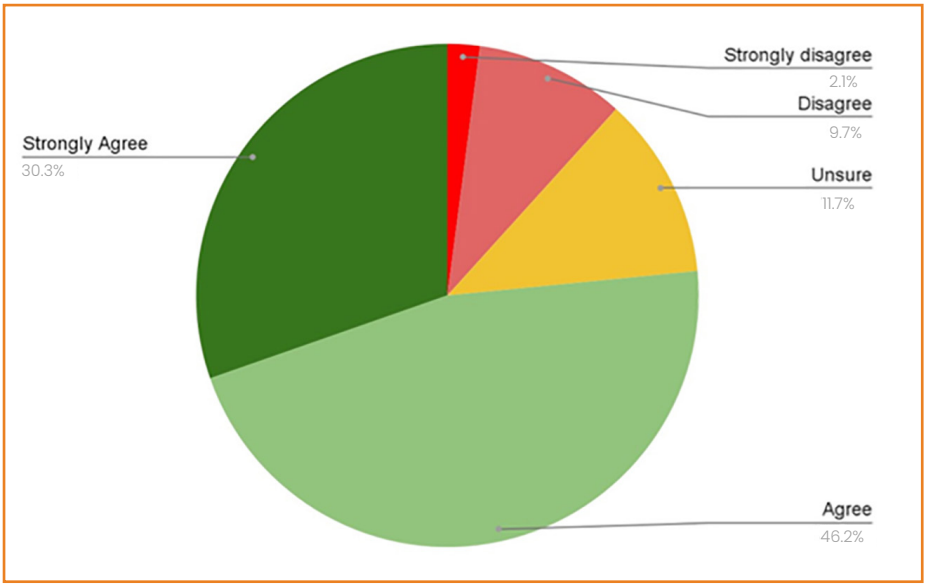
Sector based legal/regulatory awareness and impact on CX

The survey showed that 77% of CX professionals are aware of legal and regulatory matters concerning their particular sectors and the impact this would have on customers. Insights and knowledge in this area has proved well represented and the risk factors acknowledged. The same awareness extends itself to the need for customer awareness of terms and conditions and other matters pertaining to product and service information with 75% of the respondents in agreement. Matters that border on compliance and regulatory requirements are well known and applied.



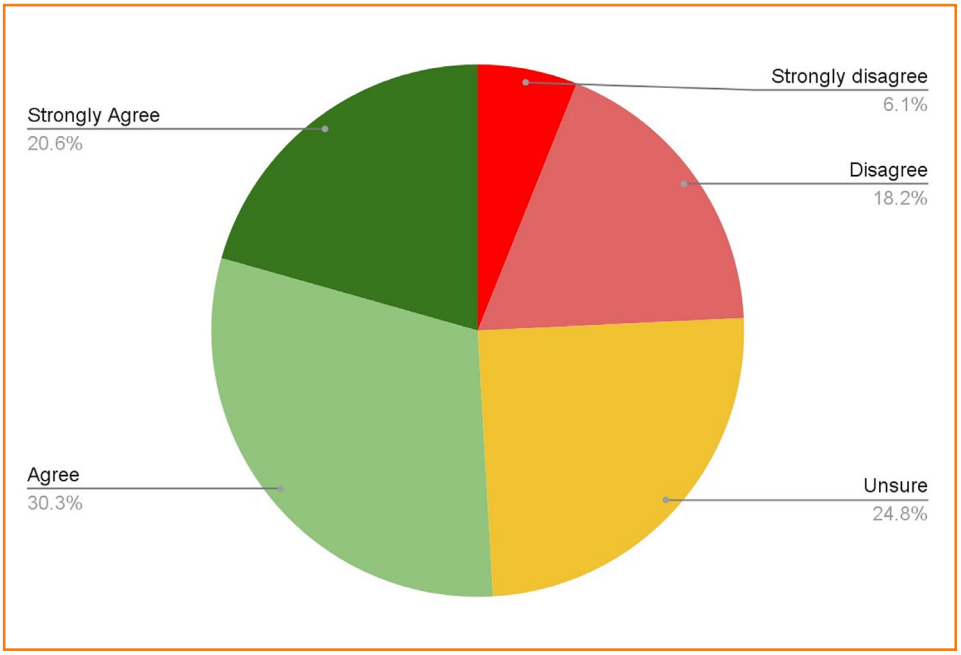
Communication on important products/services info to customers

When both of these (regulatory knowledge and customer T&C awareness) are juxtaposed against internal parameters that would move the CX needle, there is a disparity in knowledge of industry must-knows owing to risk and compliance versus knowledge of budgets and resource planning that needs to be addressed.



Active involvement in business continuity/crisis management handling

Similarly with regards to crises management and the empowerment to handle significantly high-risk matters arising, 76% of the respondents indicated readiness to handle the unexpected, both from a preparation and execution perspective. This indicates preparedness for matters that would adversely impact the institution and require external reputation management. The same level of knowledge and understanding would be urged towards knowledge by this professional group towards high impact more everyday items of budget and intelligent CX planning and implementation, for purposes of great internal and external CX results.



Staff recognition for excellent customer service

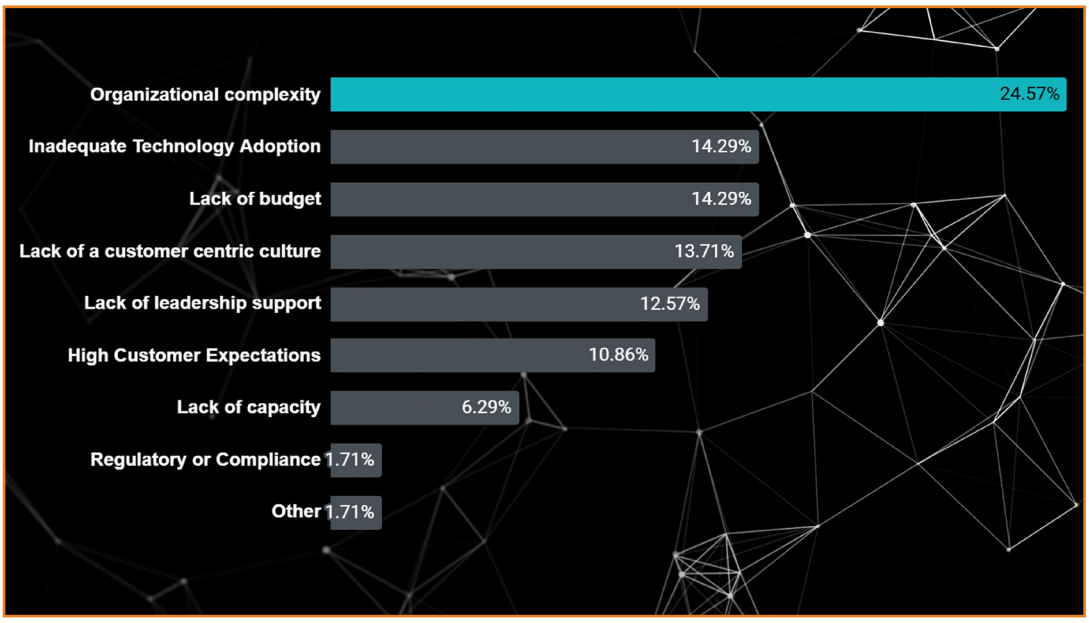
Internally facing from a people appreciation angle, endeavours towards staff recognition have improved from 42% in 2024 to 51% in 2025 as acknowledging that recognition efforts are at play. This growth toward employee experience improvement indicates progress. The passives and neutral group remain at 24% and 25% in 2025 and 2024 respectively and still remain a group that needs attention to move from this section in to the affirmative bracket. The recommendations in the 2024 EX to CX survey require more proactive implementation.



2024 Survey - Staff Recognition Responses

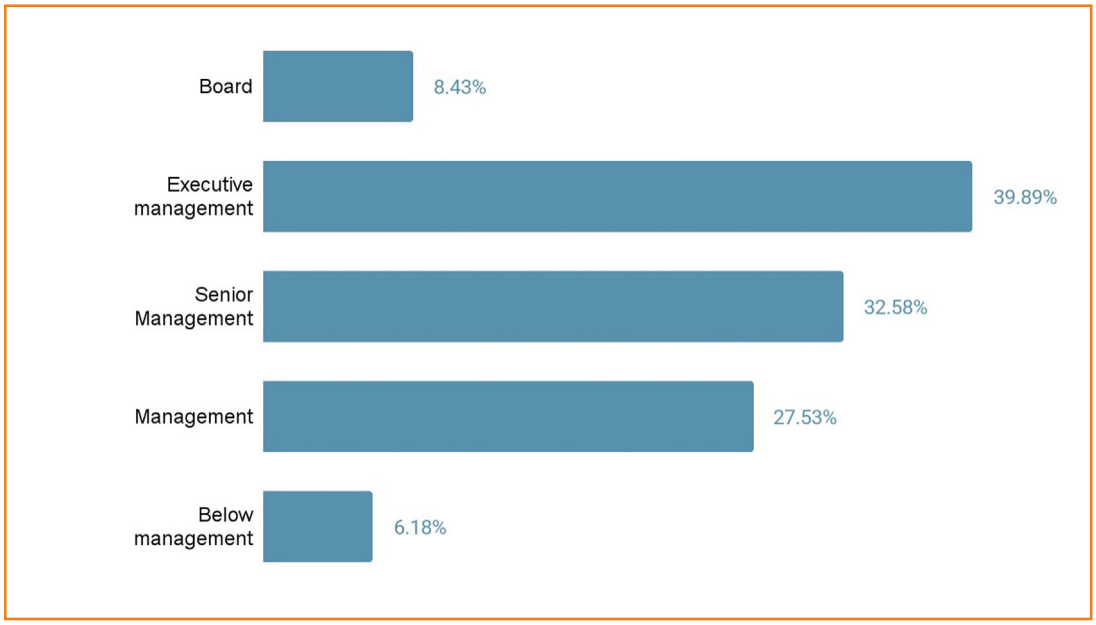
5.3 Connecting the Org Siloed Dots

5.3.1 Unravelling Organizational Complexities



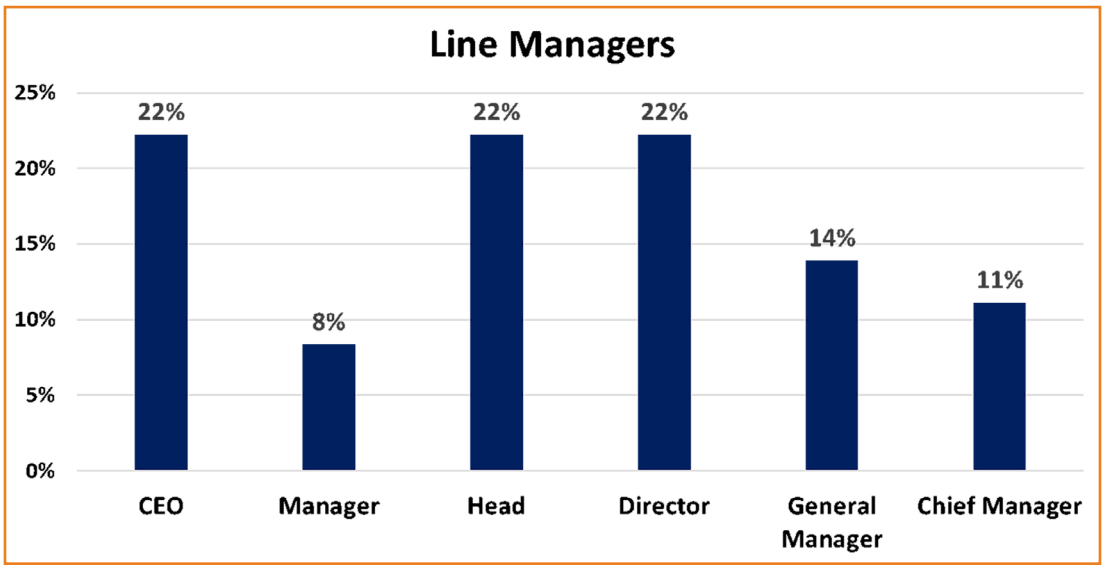
Biggest CX challenge in the last 12 months

CX professionals cited organizational complexity as the top challenge facing the progress of customer experience excellence in their institutions with the majority ranking at 25%. This points at the presence of internal silos, misaligned processes and fragmented decision-making structures as major obstacles. The famous quote "Customer service is not a department, it's an attitude" attributed to Thibaut Martin, captures the essence of how customer experience professionals need to extend influence organization wide to inculcate the culture at all levels.

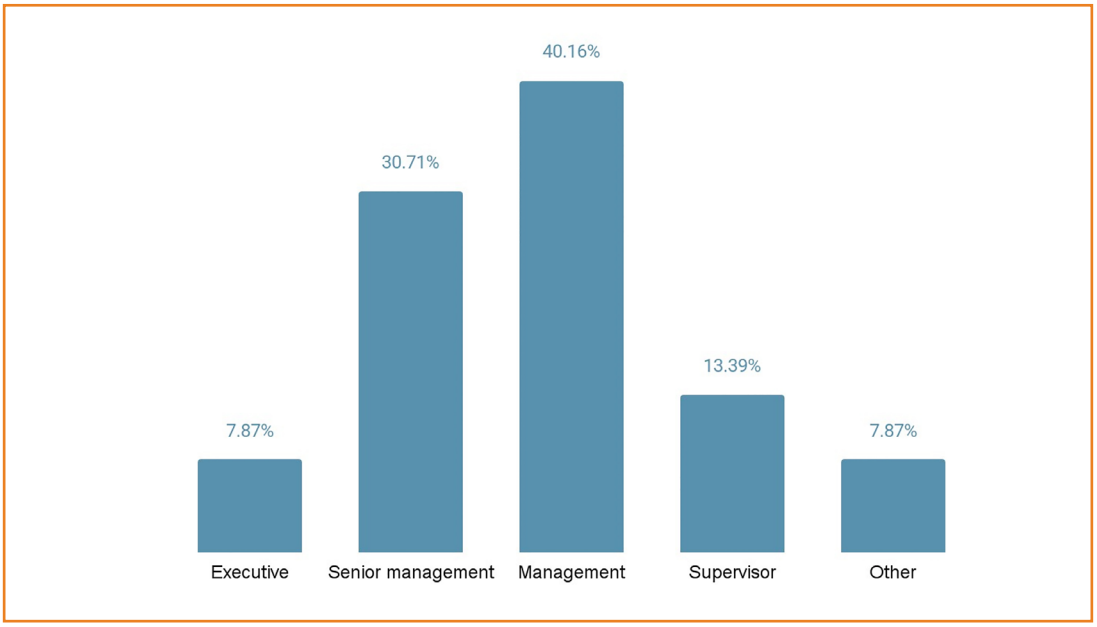


Reporting lines in the organization - 2025

49% of the respondents have their CX roles reporting into to executive management and the board. This is an improvement from the situation in 2017 where the position was at 33% reporting at these levels (chart below). The reporting lines to senior management remain relatively the same at 36% in both years. The improvement is indicative of the role taking on a more serious disposition within organizations and thus the general authority for decision making and influence at a senior level.

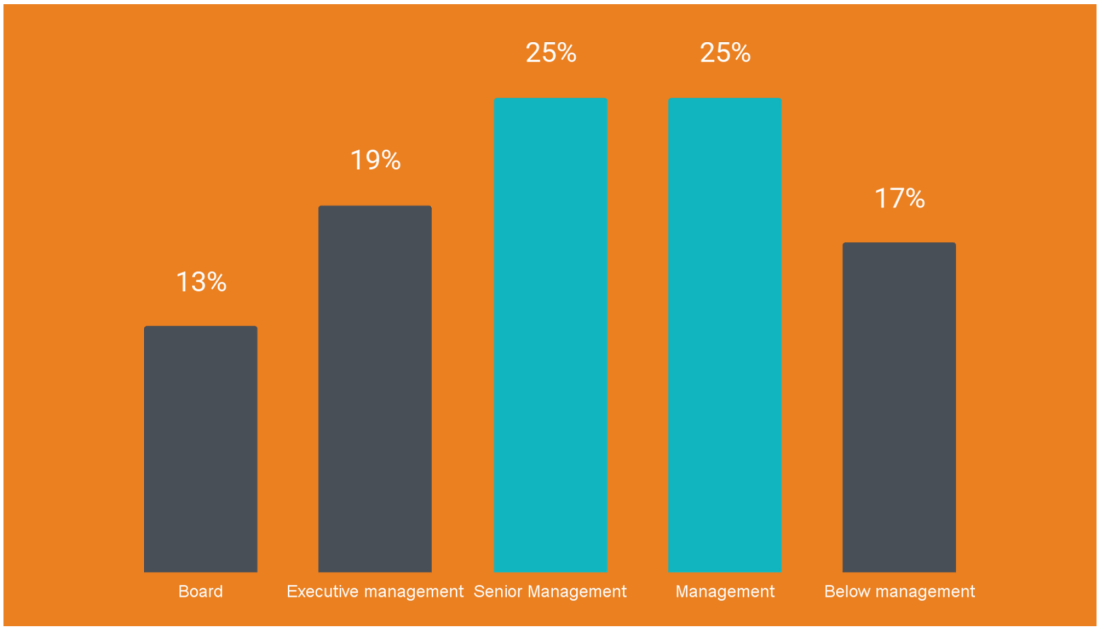


Reporting lines in the organization - 2017



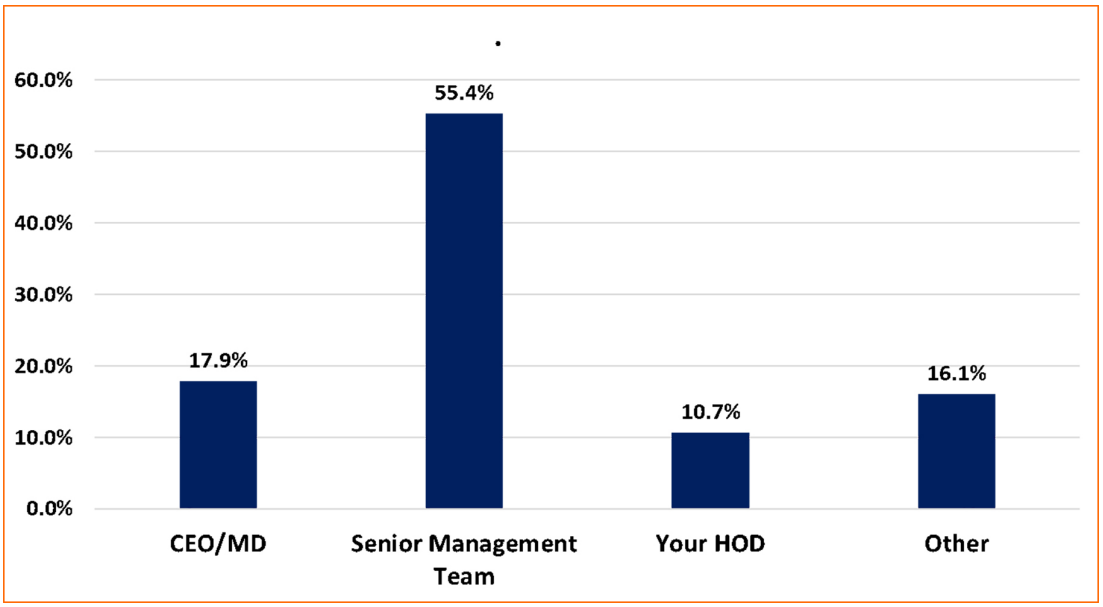
CX role in the organization

With 71% of the respondents indicating that they are mostly in senior management and management roles within their institutions, the inherent power to hold sway exists and needs to be optimized. The level of placement in the org chart does warrant the ability to have a central focus on CX by the different teams across board.



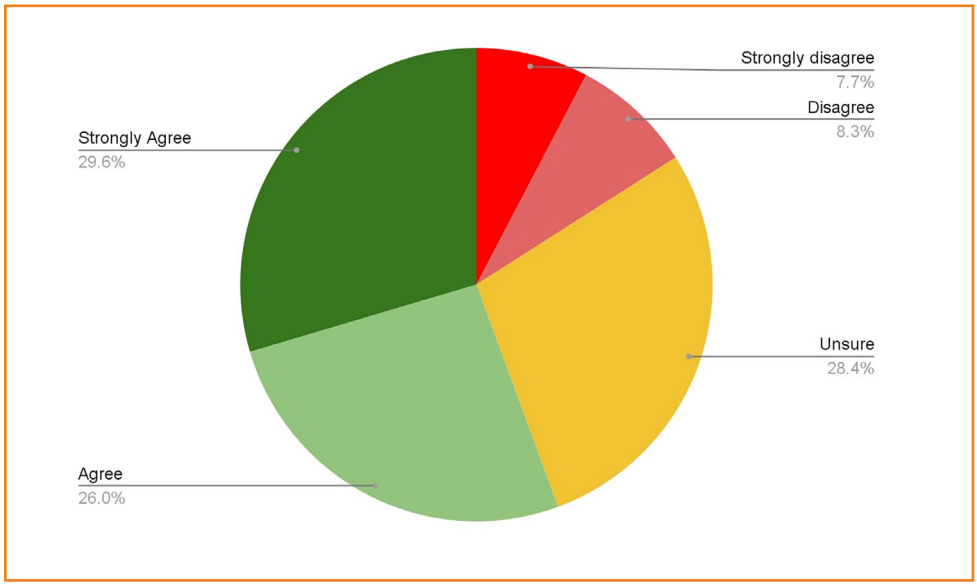
Level of Customer Insights and Information for use

The survey showed that customer insights are scattered through the organization in an irregular format — available to some, ignored by others. CX data and insights reporting is confined to management layers, with limited visibility for the Board, EXCO and front-line teams. This is a recipe for organizational disorganization with a vacuum created at the top in the form of blinded decision makers, as well as the bottom with similarly blinded operatives expected to run with day-to-day implementation.



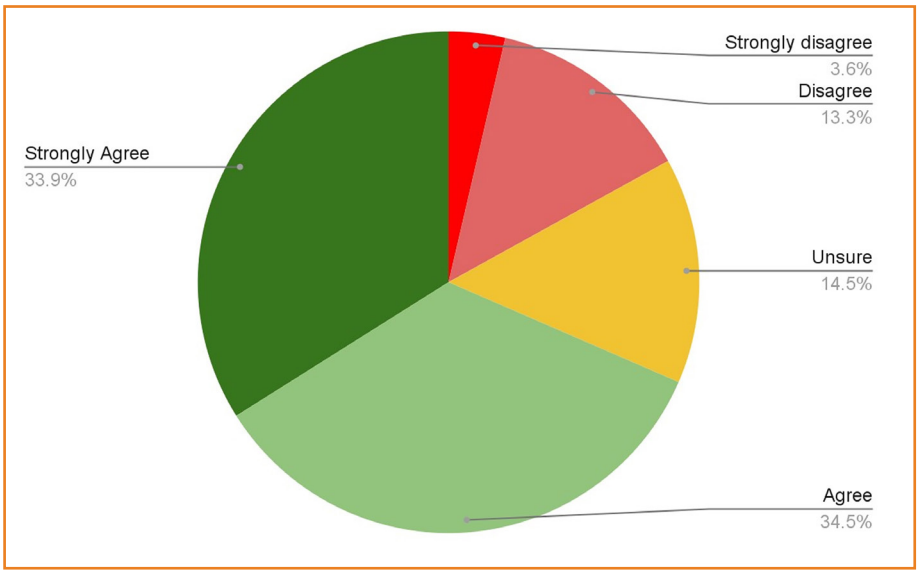
Report Tabling in 2017

The 2017 survey showed a concentration of CX reporting tabled at Senior management and Management levels recording 56% and to CEO at 19% and 18% in 2025 and 2017 respectively. The situation has unfortunately not changed over a 7-year period in spite of the persuasion by CX professionals that advocacy from them to cascade CX insights is at a high level.



Presence of the voice of the customer in organizational decision making

The survey shows that whereas 56% of CX professionals are indicating that there is steeped usage of customer data and insights for organizational decision making, the percolation of CX reporting upward and downward may not be so. The 28% representation of those that are not sure about the customer focused orientation of decision making further compound the organizational complexity barrier to CX excellence initiatives deployment. The customer's voice in all areas of the organization would indicate a point of parity with the CX reporting and not the current point of difference.



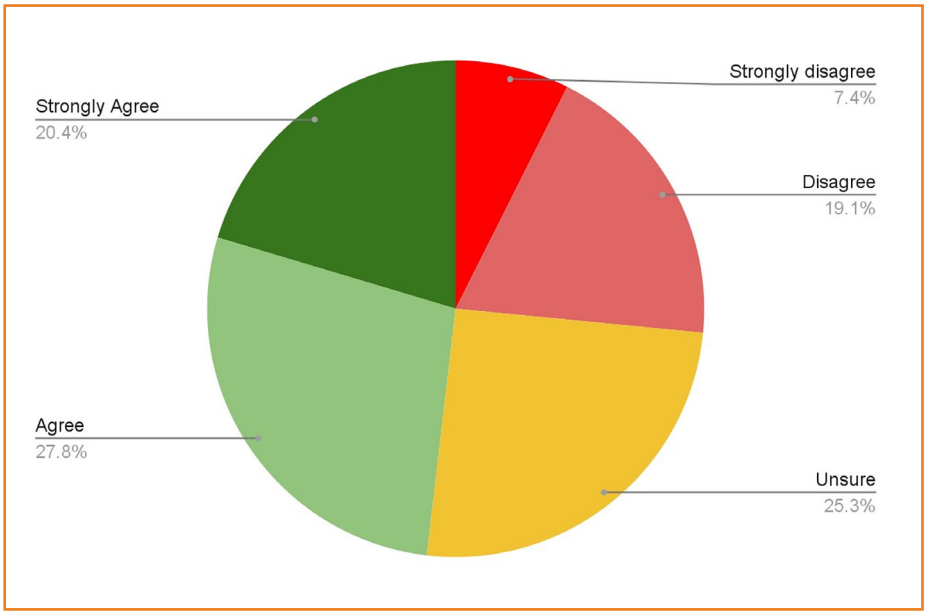
Empowerment to collaborate and fix customer issues/ improve products and services

The same sentiment exists around the CX professionals' indication about decision making empowerment for innovation and resolution of customer issues across board which is at 69%. With this level of customer focus it would naturally be expected to generate less organizational issues. And although this is an improved position from 61% in the 2024 survey, the reporting silos observed are a contributory factor to the barriers to success and need to be broken apart.



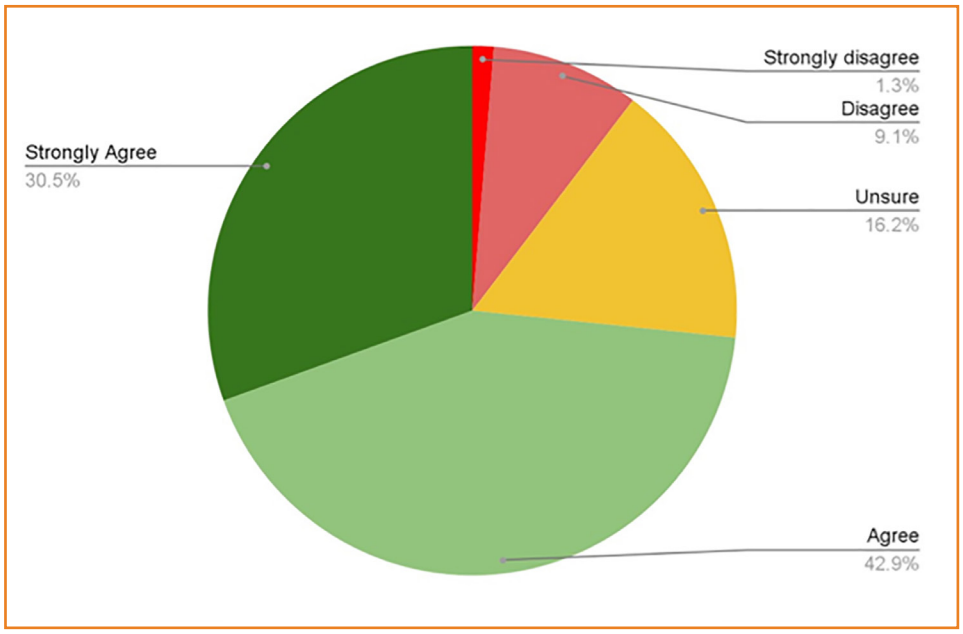
2024 – organizational process adjustments to meet merging customer needs

5.3.2 Journey Mapping & Missed Monitoring



Organizational customer journeys mapped and actively used

Customer journey mapping as an organization wide activity that involves all departments through the pre-engagement, during and post engagement phases for different customer groups and products, involves understanding touchpoints and the CX requirements at each. 48% of the CX professionals have journeys mapped that are actively in use, 26% are unsure and 26% disagree making those not capitalizing on this strategy 52%. This signifies the discord within organizations where this important fundamental CX model for success is siloed and splintered.



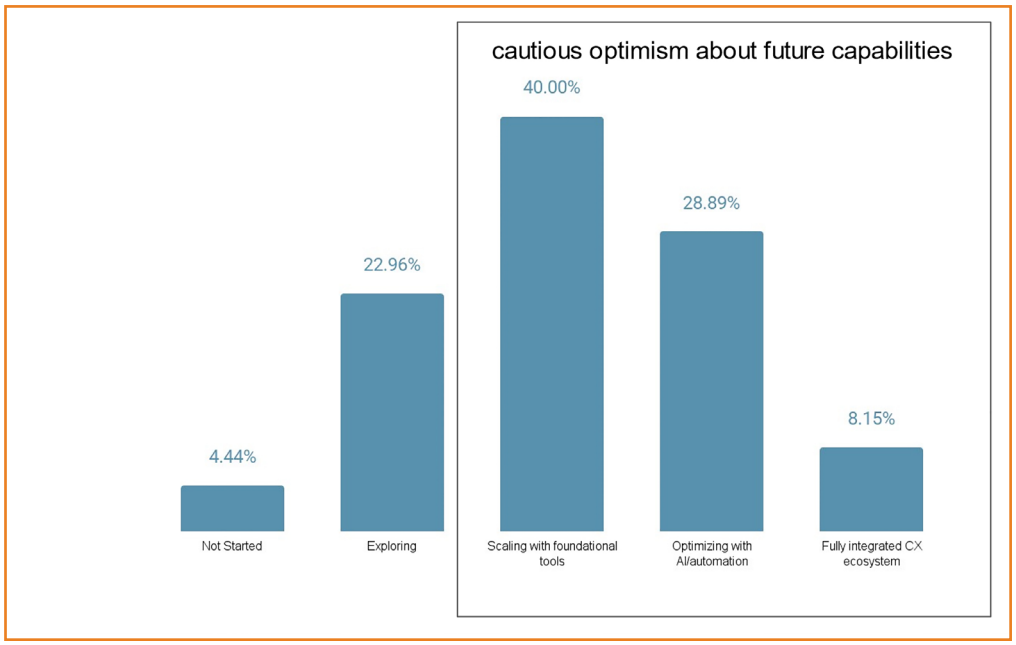
SLAs to meet customer expectations in place and monitored for efficiencies

The CJM process needs to be closely aligned with the successes reported in terms of process documentation that CX professionals at 74% have reported is in place with regards to SLAs that are monitored for customer efficiencies. These two items would be best addressed in a coordinated manner and the call is for CX to be the glue that binds everything together for progress.

> ***"The most valuable resource you can give customers is your time. Listen to them to uncover their real needs. Only then can you find a way to solve their problems or meet their expectations. Treat the cause, not just the symptoms."***
>
> **~ Ginger Conlon**

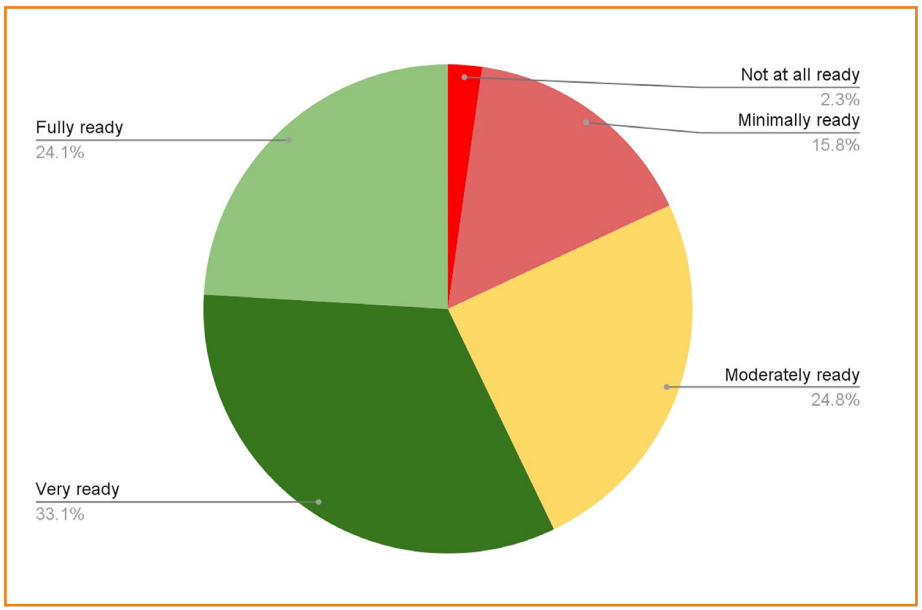
5.4 Connecting the Intelligent CX Dots

5.4.1 IntelligentCX Business Positioning



Organization's IntelligentCX maturity stage

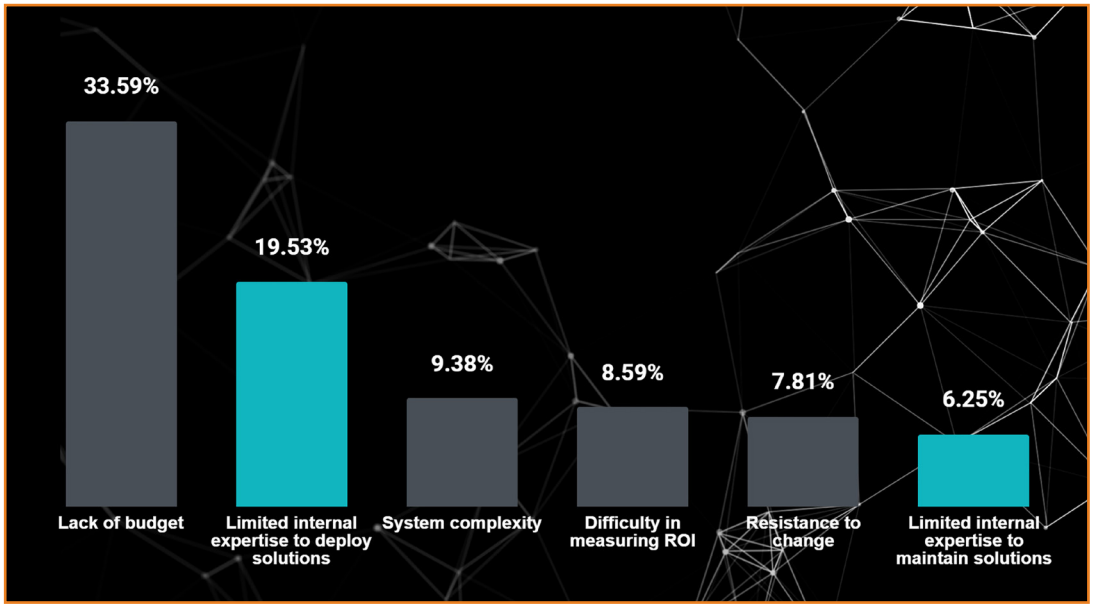
Only 8% of the respondents' organizations have IntelligentCX working in a fully integrated ecosystem and are utilizing tech to this extent. 69% are in the scaling and optimizing stages in the journey towards full integration. Effort is required for implementation and to continue with the expansion and deepening process for full entrenchment of CX tech deployment. To this end values accrued from CX reporting and future planning towards unlocking the budgets would bring fruitful results.



Organization's readiness for adopting intelligent CX

CX professionals have overwhelmingly at 82% in total indicated that they are moderately to fully ready for the adoption of Intelligent CX interventions with only 18% indicating unreadiness. The readiness for adoption of intelligent CX requires an all-round approach including budget readiness, change management strategies as well as infrastructural preparation. Harmonized perception of readiness versus the witnessed general sub-par knowledge and availability of budgets is important, to ensure that this readiness is tangible and not gut feel.

5.4.2 Training and Skills Disparity



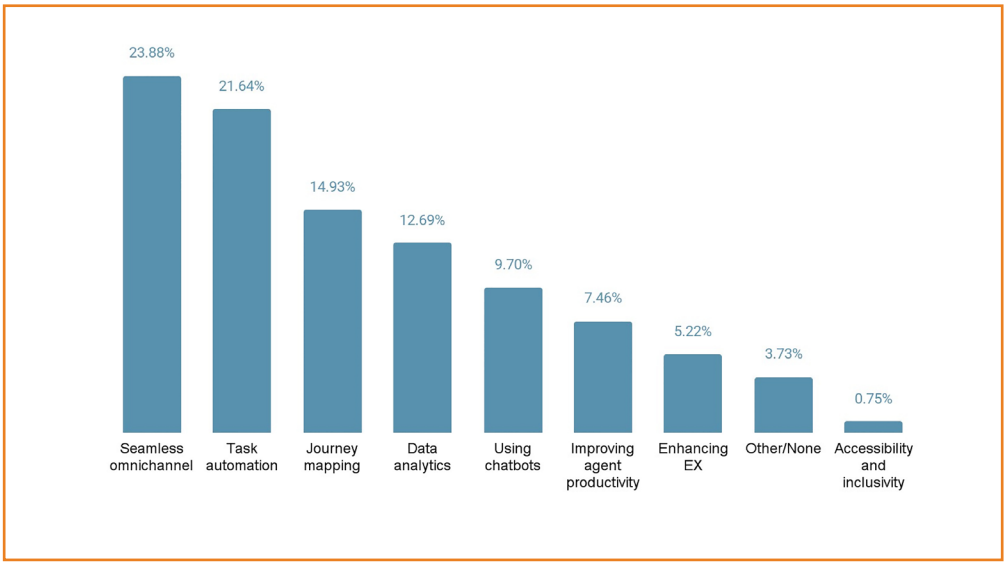
The biggest barrier to successfully deploying intelligent CX

The people issue presents itself in the form of perceived lack of skills, expertise and knowledge to both deploy and maintain intelligent CX solutions as expressed by CX professionals in response to the barriers to implementation. This points at a two-pronged top-level matter - strategic alignment gaps in the organization chart as well as some deficiencies in human capital planning. A point of divergence would suggest that the CX professionals polled have not overcome linear thinking to embrace a multi departmental approach to solving CX issues. This would thus be a projection of personal limitations of intelligent CX expertise rather than institutional technical capacity to handle IntelligentCX.



> ***We have entered the era of the customers. Today, providing customers with outstanding customer service is essential to building loyal customers and a long-lasting brand."***
>
> **~ Jerry Gregoire**

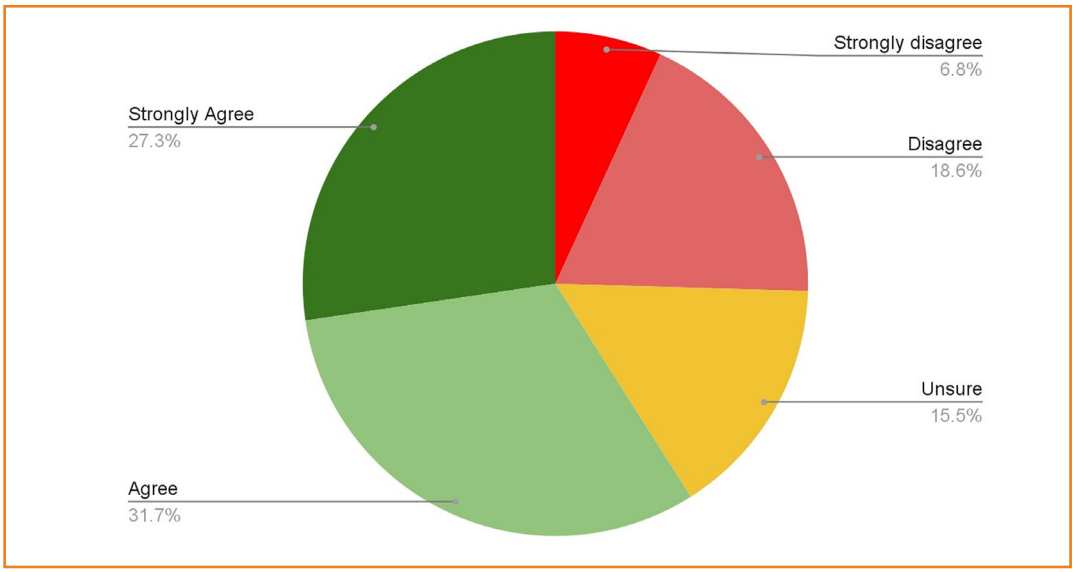
5.4.3 People versus Process Prioritization



Prioritization areas for investment in IntelligentCX

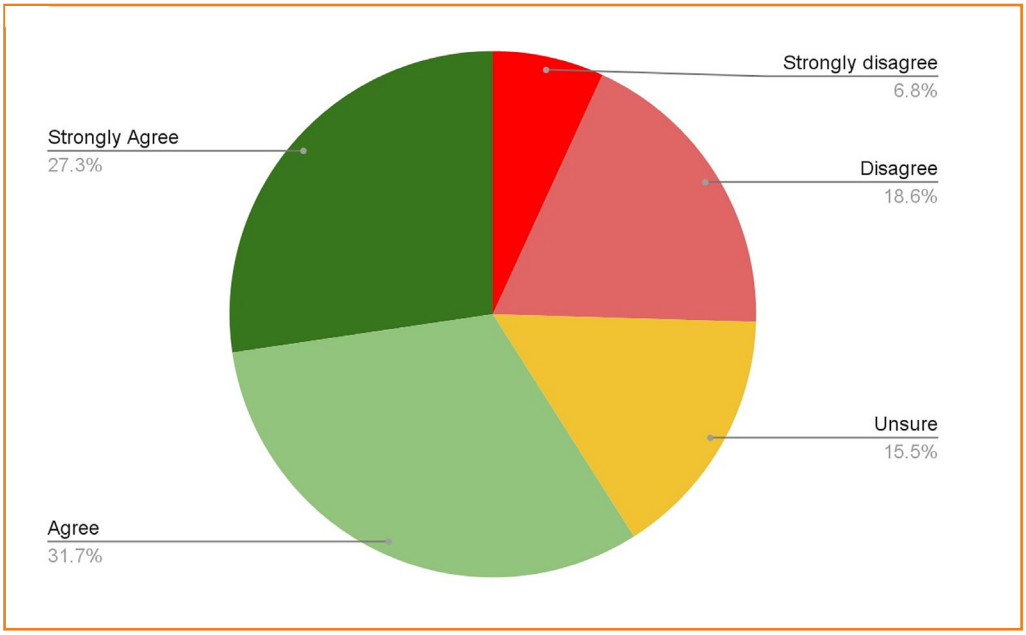
In response to areas being prioritized for investment in intelligent CX, process-based items take up 83% of the focus. People based matters including improvement of employee experience and enhancing CX agent productivity have lower scores. Internal versus external customer dynamics and where to place specific emphasis varies across organizations. This notwithstanding the ratio of people and process push needs a balance for success. Audits into the role of intelligent CX interventions against the CX/EX strategy would be helpful.

5.4.4 CX Channel Use and Support Status



Availability of self-service channels for customers interactions

A celebratory factor is that almost 60% of the CX professionals polled indicate the availability of self-service channels that customers can use to manage their needs across different parts of their journey. This is a step forward in the war for increased customer convenience and for organizational efficiencies to be felt. The role of intelligent CX in increasing this figure in the incoming period will need careful mapping and deployment. To have self-service wins, the entire organization needs to be up to speed with the background requirements to ensure smooth flow both when things are working and during downtime.



Consistent, responsive and knowledgeable customer support across various channels

Equally of significance is the positive report on the provision of consistent, responsive and knowledgeable customer support across various channels that constitute customer touchpoints, with 65% recording a positive score. 20% are still unsure and work is needed to congregate everything required for this to be an everyday affair.

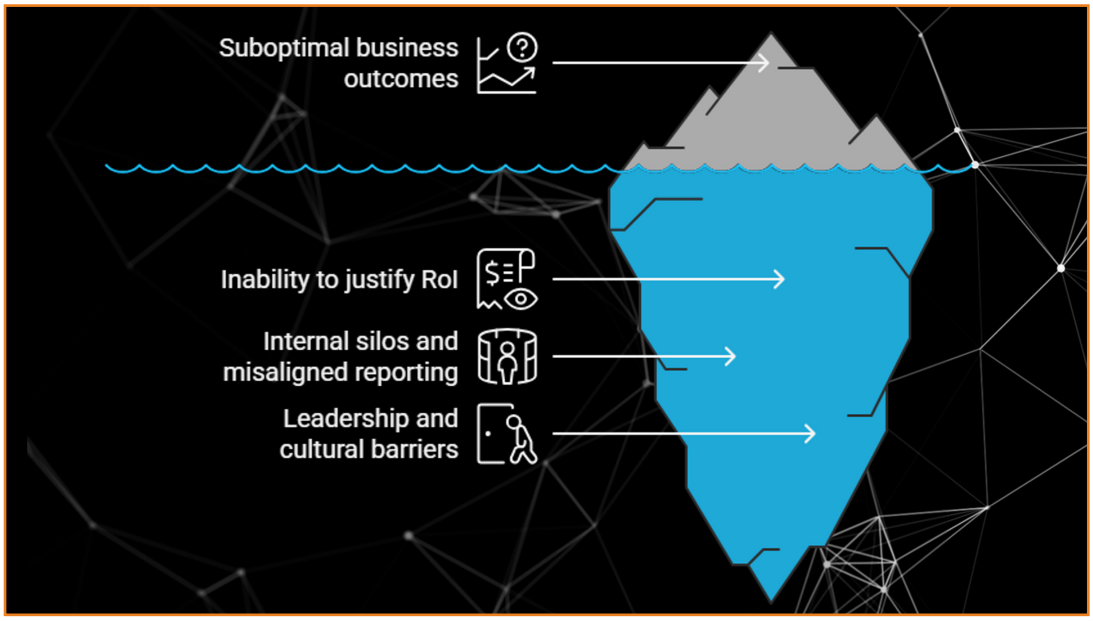
> ***"A brand is defined by the customer's experience. The experience is delivered by the employees."***
>
> **~ Shep Hyken**



6.0 Way forward/ opportunities for action

6.0 WAY FORWARD/ OPPORTUNITIES FOR ACTION

The key findings from this research indicate that the state of CX Maturity based on the planning, preparation and positioning by CX professionals across all industries and sectors, requires a shift in ideology and intervention. All parties from the top organs of governance up to the operatives on the ground both customer facing and support staff need to be in sync with regards to the placement of customer experience in the bigger scheme of things. The need for re-soldering the wires and connecting the finance, people and organizational dots at a strategic level will need to be discussed in the boardroom and take centre stage. The role of customer experience professionals needs to extend beyond operational to more strategically influential.



To achieve this CX Leader's action matrix needs to respond to the 3 main extremities that are choke blocking CX progress and spurring sub optimal business outcomes: inability to justify RoI; internal silos and misaligned reporting; and leadership and cultural barriers.

The following survey induced CX practitioners' assessment audit will form actions for prioritization and phased uptake in the immediate, medium and longer term period:

1. Am I connecting with the finance team, do I know their language and am I equipped to provide the evidence required to develop a business case for CX success?

2. Am I as a CX professional knowledgeable and skilled up to elicit personal and professional credibility to garner support for CX projects?

3. Do I have the tools, models and structures to clearly quantify the financial benefits of CX programs including savings from efficiencies and revenue from acquisitions and retention?

4. Am I able to determine cost structures for customer experience downtimes both people, process and technology oriented and the level of customer pain with a view to assigning specific costs for reporting?

5. Do I have a phased prioritization plan that includes smaller pilot programs that can prove the impact of CX investments and build up with evidence to make a case for larger budgets?

6. Have I collated all non-budgetary CX/EX initiatives that can be run successfully with impact for implementation towards positive sentiment to augment reporting on transformation?

7. Do I have a laser focus on ROI, leading every CX effort with the end in mind and documenting the right use case, developing baselines and improved value documentation?

8. Am I telling the right CX stories to the right audiences both at ground and top level, using the right methodology and impacting the level of seriousness with which the positioning of CX is placed?

9. Have I reviewed competing organizational priorities and justified the need for placing customers and within the context of the successes of those focus areas?

10. Do I have the ear of the CEO and board with regards to the key business drivers that customer experience excellence is responsible for resolving with the right evidence to present?

11. Am I customizing my CX reports to become a source of action and business planning over and above records of activities accomplished and projects done?

12. Have I conducted a voice of the customer audit throughout all the different department operational processes to ensure that decision making at all levels is reflective of the overall CX vision?

13 Am I assisting to organize interdepartmental collaborative sessions to resolve existing and potential cross cutting customer issues to empower teams to be more self-reliant away from dependency on the CX team(s)?

14 In the board training/capacity building calendar, has the company secretary been influence to place an entry on experience management awareness and measurement KPIs?

15 Have I had a collaborative discussion with the head of human capital/people and management about strategic org chart planning for CX and the CX team and the reporting lines?

16 Is my CX team overwhelmed and responsible for cross cutting resolutions across the different departments that need empowerment to avoid the 'dumping' syndrome?

17 How equipped with knowledge am I on emerging technologies like AI on which IntelligentCX is based to have significant influence on its implementation and maintenance?

18 Do I have adequate knowledge and capacity to spearhead change management programmes required for CX and EX behavioural change up to and including IntelligentCX?

19 Have I engaged a bottom-up approach to influencing budget preparations at departmental levels working up to the entire organization budget to include CX/EX programmes for the teams?

20 Have I reviewed the titles for CX positions in the institution and benchmarked against the other professional positions as well as best practice for balanced contrast?

21 Am I reviewing the current CX metrics in place to measure CX excellence and reviewing viability and suitability for continuance based on the organizational needs and strategic KPIs?

22 Do I have a CX champions programme with monitoring and evaluation structures in place in place to influence positive change on areas requiring immediate attention in the organization?

23 Have I analyzed the organizational training plan, calendar and budget and considered other customer experience programmes that would have valuable impact including CX/EX and culture audits, internal and external customer journey mapping, standards setting and delivery implementation?

24 Am I championing for additional attention to shift away from the existing 'hard' wiring in place including SLAs, OLAs, T&C's, Risk&Compliance towards the softer wiring of EX and Culture?

25 Do I need to revisit my intelligent CX plan and build in readiness schemes to include culture, change management infrastructural adjustments, ergonomics, intergenerational uptake and psychological change?

26 Do I have a structured reward and recognition programs that specifically rewards exemplary internal and external customer service and innovative CX contributions already in place and working?

27 Is the performance management system in the organization inclusive of achievements of both qualitative and quantitative CX outcomes?

28 Have I appointed senior leaders as CX patrons and sponsors who can drive the integration of customer insights into decision-making processes at the right level?

29 Have I conducted an audit of the CX and high customer engagement teams both at the front and back office to establish the autonomy and empowerment required to solve customer matters?

30 Do I have a benchmarking, peer learning action plan to engage with other CX professionals in my industry and beyond to gather useful insights and practical strategies to empower me to connect all the necessary dots?





7. Conclusion

7. CONCLUSION

This report has provided a comprehensive overview of the current state of customer experience (CX) maturity and the evolving role of intelligent customer experience strategies. As organizations navigate an increasingly complex and competitive landscape, it is evident that CX must be positioned as a strategic priority. However, unlocking its full potential requires more than just customer-facing initiatives—it demands a multifaceted approach.

CX professionals must now exhibit financial acumen to justify investments and demonstrate measurable returns on CX initiatives. A deeper understanding of budgeting, ROI calculations, and cost-benefit analyses is essential to secure sustained support. Equally critical is the ability to foster interdepartmental collaboration. Seamless customer experiences depend on integrated operations, where marketing, IT, operations, and frontline teams work in alignment. The growing influence of artificial intelligence (AI) further underscores the need for CX leaders to be technologically literate. Knowledge of AI's capabilities and limitations is key to implementing intelligent, personalized, and scalable customer experiences.

Lastly, the ability to influence executive leadership is paramount. Gaining buy-in from top management ensures that CX programmes receive the visibility, resources, and endorsement needed to succeed. A strategic, well-rounded CX leader—grounded in finance, technology, and collaboration—will be essential in shaping the future of customer experience excellence at its best.

> ***"There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it"***
>
> **~ Jack Welch, former CEO of GE**

CUSTOMER EXPERIENCE MATURITY IN AFRICA SURVEY

Your voice matters! Participate in the
Organisational CX Maturity Level in Africa Survey
and help shape the future of customer experience
across the continent.



THIS SURVEY TARGETS:

- CX Managers
- Operations Managers
- Chief Operating Officers (COOs)
- Chief Information Officers (CIOs)
- Other Leadership Roles in Customer-Centric Functions

WHY PARTICIPATE:

- ✓ Your feedback will provide insights in helping businesses understand trends and improve their cx strategies
- ✓ Gain a deeper understanding of regional trends and CX challenges.

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www.icxkenya.co.ke

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Questionnaire

1. Who do you report to within your organization structure?
2. What allocation of the total organization budget is allocated to customer experience?
3. What are your north star metrics for CX (actively reported and monitored on corporate scorecards)? Select all that apply: (NPS, CES, CSAT/CSI, Sentiment, Churn, CLV, FCR, AHT, ART, CRR, Other/Custom)
4. What measurable outcomes have you already achieved through your CX strategy/efforts?
5. What is your biggest challenge with regards to implementation of customer experience initiatives in your organization?
6. To what extent are customer information and insights (consider everything related to the customer including profiling, their wants & needs, puchase history, customer journeys, customer feedback, etc.) shared within the organisation (select all that apply): (Board, Executive management, Senior Management, Management, Below management)
7. We have the 'voice of the customer' present in every decision we make as an organisation at all levels within the organization
8. We regularly train and empower staff to meet customer needs
9. My colleagues across the company are empowered to collaborate and fix customer issues or to make continuous improvements to our products and services
10. Managers give praise and recognition when employees do something good for a customer
11. We have customer journeys mapped and they are actively used
12. We utilise cross functional teams to review experience leakages across customer journeys to make them simpler, quicker and more efficient
13. We have self-service channels available that customers can use to query and manage their products/services
14. We receive regular training on customer experience
15. We provide consistent, responsive and knowledgeable customer support across various channels (think voice, digital, in branch, self service, etc.)
16. We have agreed SLAs to meet customer expectations and these are monitored to determine how we can work more efficiently
17. We ensure important information about our products or services (e.g. terms & conditions, customer on-boarding, renewal forms) is easily communicated and made available to our customers
18. I am aware of applicable laws and regulations both general and within my sector and their impact on the experiences our customers can have with our brand
19. I am actively involved in preparation and execution of business continuity/crisis management including customer communication and support for unexpected events
20. How would you categorize the stage of your organization's intelligentCX maturity?
21. What technologies or tools are you currently using to enhance customer experience?
22. To what extent do you use data and analytics (select all that apply)?
23. What areas of your business are you prioritizing for investment in intelligent CX?
24. How much is your organization planning to spend on intelligent CX initiatives in the current/next year?
25. How would you rate your organization's readiness for adopting intelligent CX?
26. What are your biggest barriers in successfully deploying intelligent CX?

RESPONDENTS SUMMARY

Respondents by gender

145

70.34% Female

15.86% Male

13.79% DND

Respondents by country

127

103 Kenya

12 Uganda

5 Nigeria

2 Ivory Coast

2 Algeria

1 Lesotho

1 Senegal

Respondents experience & duration in CX

127

2.24% Below 1 year

16.94% 1-5 years

31.45% 6-10 years

29.03% 11-15 years

18.55% 16-20 years

4.03% Over 25 years

Respondents - Industry sector

127

5.6% Other

3.2% Manufacturing

3.2% Consumer goods

4.8% Telecommunications

4.8% Professional Services

4.8% Energy & Utilities

7.1% Healthcare

7.9% Public Sector

10.3% Insurance

12.7% Technology

32.5% Banking

Respondents - Nature of company

126

69.8% Corporate

15.9% Public sector

7.1% SME

4.8% NGO

1.6% Micro



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