INSTITUTE OF CUSTOMER EXPERIENCE

AFRICA'S ANNUAL CUSTOMER EXPERIENCE CONFERENCE 2026



7TH EDITION AFRICA ANNUAL CUSTOMER EXPERIENCE CONFERENCE REPORT 2026

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1.0 Introduction and Background

The **7th Africa Annual Customer Experience Conference 2026**, the flagship event on the CX calendar hosted by the Institute of Customer Experience, was held from **April 15th to 17th at Diamonds Leisure Beach and Golf Resort in Diani, Kenya.** The central theme, *"Experience Management: Powering the Next Frontier of Service Excellence,"* anchored the conversations and engagements throughout the event. The conference continues to serve as a premier platform for sharing diverse perspectives on customer experience and experience management, drawing insights from both regional and global landscapes.



The conference convened a dynamic mix of business leaders, CEOs, and professionals across customer experience, human capital, operations, brand and marketing, and human resources, spanning both senior and mid-level roles. In his opening address, Mr. Joseph Choge, Chair of the ICX Board of Directors, called on organizations to deliberately position experience as the defining source of competitive advantage, emphasizing that differentiation today extends beyond product, price, and operational efficiency.

Throughout the event, there was a strong emphasis on leveraging experience management to transform how organizations deliver on their brand promises—through intentional engagement with people, optimization of processes, and continuous innovation in products and services. These themes drove meaningful dialogue and active participation across keynote presentations, panel discussions, breakout sessions, workshops, and curated networking experiences, all contributing to a highly impactful conference.

Key highlights of the 7th edition included a compelling CEO panel discussion, the participation of CX advocacy leaders from across Africa, and a keynote address from the public sector delivered by the Director General of the Kenya School of Government. These elements provided attendees with immersive learning opportunities and practical insights, ultimately elevating the overall conference experience and setting a high benchmark for excellence in future editions.

2.0 Conference Objectives



To deepen participants' understanding of how experience management strategies are transforming businesses and shaping the future of customer interactions.



To create a collaborative platform for CX professionals, industry leaders, and solution providers to network, exchange ideas, and build partnerships that advance CX and EX excellence.



To expose attendees to emerging technologies—such as AI and automation—that are reshaping customer and employee journeys and enabling more personalized experiences.



To promote knowledge exchange through peer-to-peer learning, including interactive discussions, case studies, and practical examples of successful CX and EX transformations.



To explore emerging trends and best practices in experience delivery across diverse stakeholders, including the use of innovative digital tools to sustain competitive advantage.



To provide actionable insights from thought leaders and industry experts on enhancing operations and addressing current CX and EX challenges.



To strengthen understanding of the role of ROI measurement in experience management, including how it unlocks both financial and non-financial resources for sustainability.



To address the challenges of embedding experience management into existing operations and systems, with a focus on driving value through process reengineering.



To emphasize the importance of measuring what matters, including leveraging the voice of the customer and employee to inform CX and EX strategies.



To reinforce the role of empathy and human-centered leadership as sustainable drivers of true experience excellence, particularly in high-pressure environments.

3.0 Theme Exposition: “Experience Management – Powering the Next Frontier of Service Excellence.”

Experience Management (XM) the guiding theme for ICX and all related activities this year, was weaved through the entire conference programme and reflects on the evolution of customer experience from isolated touchpoints to a holistic, enterprise-wide discipline that drives sustainable business growth. As customer expectations continue to rise, organizations must move beyond managing interactions to intentionally designing, measuring, and improving experiences across the entire journey.

XM extends beyond customer experience to include employees and partners, integrating data, people, processes, and culture to deliver consistent, meaningful, and value-driven outcomes. It emphasizes the importance of understanding customer emotions, translating insights into action, and aligning experience outcomes with overall business performance. Today, XM is a critical driver of customer loyalty, brand trust, revenue growth, and long-term relevance, marking a shift from reactive service delivery to proactive, strategic experience leadership.

Globally, leading organizations embed XM into strategic planning, leverage advanced analytics, and align experience outcomes with key financial metrics. Technology—including AI and real-time analytics—plays a pivotal role in enabling personalization and efficiency while maintaining human-centered engagement.

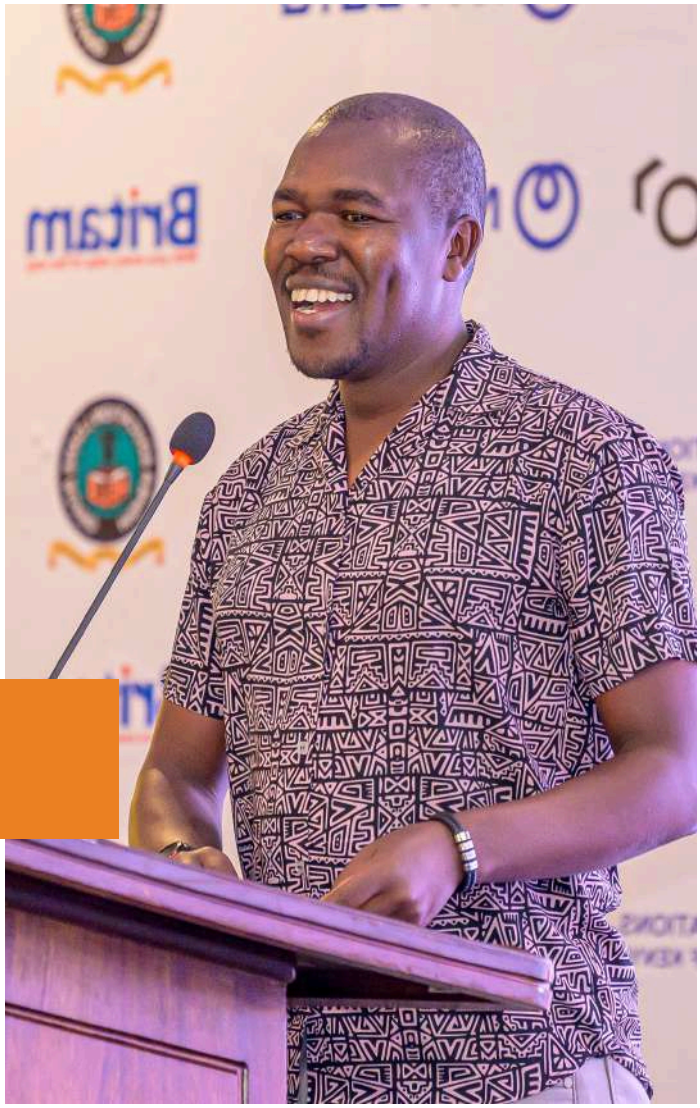
For the ICX community, this theme is both timely and practical, equipping professionals to demonstrate the business value of CX, influence decision-making, and drive cross-functional alignment. Ultimately, Experience Management is not a one-time initiative but a call to action that shapes how organizations need to design services, engage stakeholders, and achieve sustainable growth.



4.0 Conference Sessions Summary

4.1 Conference Opening Address: Mr. Joseph Choge, Chairperson Institute of Customer Experience

In his opening remarks, Mr. Joseph Choge, Chair of the ICX Board, welcomed distinguished guests, government leaders, and participants from both the public and private sectors, emphasizing the significance of their presence in advancing customer and citizen-centered service delivery. He acknowledged key dignitaries and guest and made special mention of the Director General of the Kenya School of Government, who was in addition representing the Cabinet Secretary for Public Service noting that their participation reflects the growing importance of experience-led leadership across sectors.



Joseph Choge
Chairman - ICX Board Kenya

Anchoring his address on the conference theme *"Experience Management – Powering the Next Frontier of Service Excellence,"* Mr. Choge highlighted a fundamental shift in how organizations define competitive advantage.

He noted that success is no longer driven solely by product, price, or efficiency, but by the quality and consistency of experiences delivered. For the private sector, this means creating intuitive and personalized journeys, while for the public sector, it requires building trust through transparent, reliable, and citizen-centered services.

He underscored that Experience Management is a strategic discipline that demands intentional design of end-to-end journeys, data-driven insights, and strong cross-functional alignment. He further challenged leaders to adopt a more holistic, empathetic, and proactive approach to service delivery. Concluding his remarks, he called on participants to actively engage, collaborate across sectors, and leverage the conference as a catalyst for innovation, improved service delivery, and the advancement of experience management across Africa.

4.2 Chief Guest: Bridging Public and Private Sector Partnerships for Enhanced Customer and Citizen Experience in Africa Prof. Nura Mohamed - Director General, Kenya School of Government



Prof. Nura Mohamed
Director General, Kenya School of Government

In his address, Prof. Nura Mohamed, Director General of the Kenya School of Government, delivered remarks on behalf of the Cabinet Secretary, Ministry of Public Service and Human Capital Development, centered on *"Bridging Public and Private Sector Partnerships for Enhanced Customer and Citizen Experience in Africa."* He commended the Institute of Customer Experience for convening a platform that unites leaders and practitioners committed to advancing service delivery across the continent.

Reflecting on the evolution of citizen experience, Prof. Nura emphasized the need for intentional, citizen-centered systems that are responsive, efficient, and accessible.

He highlighted the critical role of leadership as the foundation for meaningful public service transformation and referenced key programmes by the Kenya School of Government, including Customer Service Excellence, AI and Digital Transformation, and the "Under the Tree" initiative, which extends services to underserved communities at the grassroots level.

He presented a comprehensive leadership framework for public service: **L – Listen** (to citizens and staff); **E – Empathy** (understand needs and lived experiences); **A – Agility** (respond with speed and relevance); **D – Determination** (deliver results consistently); **E – Excellence** (simplify and improve service delivery); **R – Respect** (uphold dignity in every interaction); S – Selflessness (serve beyond position and title); **H – Honour** (safeguard public trust); **I – Integrity** (ensure fairness and accountability); **P – Purpose** (deliver meaningful impact).

He further underscored the importance of service standardization, business process reengineering, and embedding a culture of quality assurance, while calling for stronger public-private sector collaboration to drive innovation and deliver consistent, high-quality citizen experiences.

4.3 Press Conference

A press briefing was held following the conference, providing members of the fourth estate with an opportunity to engage further on the conference theme and key insights shared during the sessions. Media representatives present included a cross-section of digital, print, and broadcast outlets, alongside local radio stations, reflecting broad interest in the evolving role of Experience Management across both public and private sectors. The media houses present included - Milele FM, Radio Kaya, Kenya News Agency, Citizen TV, People Daily, K24, KTN and TV47

The briefing emphasized that *"Experience Management is the future of service delivery—where efficiency meets empathy, and where both employee and citizen experiences define success."* It highlighted the growing need for organizations to move beyond traditional CX approaches toward a more integrated model that brings together customer and employee experience as a unified strategy.

Discussions also underscored the importance of empowering employees, investing in digital transformation, and designing systems that enable responsive, inclusive, and citizen-centered service delivery—particularly within the public sector. The role of Experience Management in supporting national priorities such as transparency, institutional strengthening, and sustainable socio-economic development was also brought to the fore.

CONFERENCE MEDIA COVERAGE









4.3 Press Conference

The main areas of interest and questions raised by the media included:

1. The practical application of Experience Management in improving public service delivery and citizen engagement
2. How organizations can effectively integrate employee and customer experience to drive service excellence
3. The role of digital transformation and service design in creating responsive and inclusive systems
4. How Experience Management contributes to broader national development goals and institutional strengthening
5. The importance of employee empowerment in delivering consistent, high-quality service experiences
6. The need for stronger collaboration between public and private sectors to enhance service accessibility and alignment
7. Positioning Experience Management as a strategic driver for service excellence, innovation, and citizen satisfaction

Responding to these questions were key conference leaders, including ICX leadership and sector representatives, who provided insights aimed at informing public discourse and reinforcing the importance of Experience Management as a critical lever for transformation across Kenya and the region.

4.4 Keynote Address: From CX to XM: Orchestrating Total Experience, Group Chief Executive Officer, MP Shah Hospital Dr. Toseef Din



In her keynote address, Dr. Toseef Din, CEO of MP Shah Hospital, delivered a compelling reflection on **"Designing for Dignity,"** emphasizing the human dimension of healthcare beyond systems and processes. She challenged organizations to rethink whether they are merely designing systems or intentionally shaping how patients feel, noting that while systems enable care, experiences are defined by emotions.

Dr. Toseef distinguished Patient Experience (PX) as the outcome and Experience Management (XM) as the deliberate design behind it, driven by culture, behaviors, and everyday interactions. She cautioned that poor experiences—such as long waits, poor communication, and unresolved complaints—are not isolated issues but indicators of deeper systemic and cultural failures that gradually erode trust. Quoting Sunny Bindra, she underscored that neglecting CX can have lasting consequences.

A central theme of her address was that organizational culture is shaped by what is tolerated, and that empathy, clarity, and respect must be intentionally embedded. She illustrated this through a powerful story of a nurse's compassionate act, reinforcing that human connection remains at the heart of care. Drawing on the words of Maya Angelou, she highlighted the lasting impact of how people are made to feel.

She further emphasized that patient experience is inseparable from employee experience, calling on leaders to address systemic challenges affecting staff wellbeing. Concluding her remarks, she urged organizations to move from slogans to action—designing systems that restore dignity, build trust, and deliver truly human-centered care.

4.5 CEO Panel Discussion- Experience-Led Leadership: The Boardroom's New Mandate - Stephen Lokonyo – CEO First Assurance, Dr. Toseef Din – CEO MP Shah Hospital, Nancy Njau – CEO Family bank

The CEO panel discussion, moderated by Diane Korir, Director CX, Marketing & Branding – Britam, brought together distinguished leaders from the banking, insurance, and healthcare sectors to explore the evolving role of Experience Management at the highest levels of leadership. The discussion was anchored on how CX is positioned within the boardroom—whether as strategy, operations, or culture—and how leaders can ensure it remains a core driver of organizational success.

Drawing from diverse industry perspectives, the panelists shared practical insights on embedding customer experience across functions, emphasizing that CX ownership must extend beyond silos to include credit, operations, sales, risk, and clinical teams. They highlighted the importance of leadership behaviors, governance structures, and cross-functional alignment in sustaining a culture of experience excellence. The conversation also examined the balance between efficiency and empathy, particularly in high-stakes moments such as insurance claims and healthcare delivery, where trust and human-centered engagement are paramount.

The panel further explored the role of digital transformation, AI, and automation, cautioning against reducing CX to convenience alone. Instead, leaders emphasized the need to preserve empathy and trust while leveraging technology to enhance journeys. A recurring theme was the responsibility of boards to redefine success metrics—integrating experience outcomes alongside financial performance. The session concluded with a strong call for intentional leadership in designing systems that consistently deliver meaningful, human-centered experiences across all sectors.



4.6 From Intention to Impact – The Engine Behind Customer Centricity - Stefan Osthaus, President, Customer Institute

In his keynote address, Stefan Osthaus, President of the Customer Institute, delivered a compelling session titled *"From Intention to Impact,"* challenging organizations to accelerate their journey toward true customer centricity in an era of rapid innovation. He opened by highlighting the unprecedented speed at which innovation is scaling globally, noting that modern technologies are reaching mass adoption in record time—placing increased pressure on organizations to adapt quickly or risk falling behind.



Stefan Osthaus

President, Customer Institute

Stefan emphasized that while customer centricity is not the only strategic path, it remains the most sustainable, requiring deliberate investment in systems, structures, and culture.

He introduced the concept of the "Customer Centricity Engine," a holistic framework that integrates strategy, people, processes, and technology to drive consistent experience outcomes. Central to this approach is understanding the organization's current CX maturity, building dedicated CX teams, and embedding experience management across functions.

A key highlight was the shift from traditional, siloed customer journey mapping to a unified, end-to-end view that captures moments of truth across both customer and employee experiences. He stressed the importance of continuous listening—beyond periodic surveys—to include real-time feedback from customers, employees, and operational processes.

Stefan further underscored the need to translate insights into measurable action through structured prioritization, execution, and performance tracking. He highlighted the role of empowering employees and aligning reward systems to reinforce customer-centric behaviors. Concluding, he introduced the concept of "Agentic Experience Management," where organizations leverage data and technology to proactively design and automate experiences at scale, ensuring faster, more consistent, and impactful outcomes.

4.7 Introducing Marezi: Rooted in Africa | Built for Evolution- Mr. Kavin Da Silva Marezi, Head of Business - RIANA Group



Mr. Kavin Da Silva Marezi

Head of Business - RIANA Group

In his presentation, Kavin Da Silva, Head of Business at Marezi, provided an overview of the platform's evolution, capabilities, and strategic repositioning from its former identity as Q-Sys to Marezi. Founded in Kenya and built for Africa, Marezi has grown into a pan-African adaptive intelligence platform, now operating in over 15 countries and supporting institutions across both public and private sectors.

Kavin highlighted that Marezi is designed as an integrated system of data and insight, enabling organizations to better understand demand, coordinate services, and continuously improve customer experience at scale. At its core, the platform seeks to make customer experience measurable, intelligent, and reliable—transforming it into a foundational element of service delivery.

Tracing its origins, he noted that Marezi was born out of real challenges observed in African service environments, where long queues, manual processes, and fragmented systems pointed to deeper inefficiencies. The insight that queues were merely symptoms—not the root problem—led to the development of a more holistic, adaptive solution capable of responding to dynamic conditions such as fluctuating demand, regulatory changes, and evolving service channels.

Inspired by the resilience and coordination of natural systems such as the Great Migration, Marezi has evolved from basic queue management into a closed-loop experience management platform. Its deployments are tailored to local contexts while maintaining consistency across an enterprise-grade system, positioning it as a scalable, Africa-centric solution for modern customer experience management.

What Sets Us Apart

Marezi is differentiated not by features, but by how it is designed, tailored to context, and evolved within real institutional environments.

Designed for Institutional Reality

Marezi is differentiated not by features, but by how it is designed, tailored to context, and evolved within real institutional environments.

Integrated by Design

Marezi is a unified system, not a collection of tools. Appointments, queues, self-service, forms, and analytics operate as one.

Proven at Institutional Scale

Marezi operates where reliability and accountability matter. The platform is trusted by public healthcare, finance, and humanitarian institutions.

Built to Evolve

Marezi improves as conditions change. Demand shifts, policy updates, and service growth are absorbed without system replacement.

4.8 Participant Contributory Discussion Sessions:

Given the diverse and highly engaged profile of participants, the conference programme incorporated an interactive breakout session in the form of a structured debate. This participant engagement forum was designed to deepen perspectives on critical themes in Customer Experience (CX), Employee Experience (EX), and Intelligent CX. Two motions guided the discussions: the role of EX as a driver of CX, and the evolving role of AI in shaping future interactions.

The debate sessions were conducted in a dynamic and participatory format, with attendees divided into opposing teams to interrogate each motion from multiple angles. Discussions were robust, insightful, and grounded in practical experience, with each group presenting well-articulated arguments as follows:



Motion 1: "Superior Employee Experience (EX) is the single most critical prerequisite for achieving world-class Customer Experience (CX)."

Proposers

Focused on the *"Service-Profit Chain,"* emphasizing the direct link between engaged employees and superior customer outcomes.

- Engaged employees demonstrated higher retention, preserving institutional knowledge and enhancing service quality.
- Emotional states influenced performance, with motivated employees delivering faster, more empathetic service.
- Frontline teams were identified as critical sources of customer insight, essential for identifying and resolving experience gaps.

Opposers

Focused on *"Process and Product,"* arguing that CX can be engineered through systems regardless of employee sentiment.

- Customers prioritized efficiency, affordability, and convenience over employee disposition in many sectors.
- Seamless digital design and reliable products reduced the need for human interaction altogether.
- The shift toward automation and self-service reduced the relative impact of employee experience on overall CX outcomes.



Motion 2: "AI should be restricted to purely an assistive role rather than as a direct replacement for customer interactions."

4.8 Participant Contributory Discussion Sessions:

Proposers

Emphasized empathy and the human element in high-stakes interactions.

- AI lacked genuine emotional intelligence, particularly in sensitive or complex scenarios.
- Over-automation risked eroding trust and brand loyalty.
- Human intervention remained critical for resolving complex issues and avoiding customer frustration.

Opposers

Highlighted scalability, efficiency, and consistency as key advantages of AI.

- AI enabled 24/7 service delivery with unmatched speed and reliability.
- Automation significantly reduced response times and improved resolution for routine queries.
- The cost efficiency of AI-driven interactions was positioned as a strategic necessity for modern organizations.

Overall, the debate sessions enriched the conference experience by fostering critical thinking, peer learning, and balanced perspectives on the future of experience management.

4.9 The Big Debate Breakout Challenge Champions

The discussion teams' presentations were analyzed by a panel of adjudicators led by Chief Judge Akshay Shah, CTO at AJUA who assessed the submissions based on the following criteria:

Criteria	Key Evaluation Questions
Matter (Arguments)	Are the arguments logically consistent and supported by credible material = facts, statistics, examples, stories, explanations etc
Manner (Delivery)	Did the speakers use persuasive body language, vocal variety, and verbal clarity to ensure they are well understood
Method (Strategy)	Was the case well-organized with clear flow and arrangement of points to enable the audience track through
Rebuttal	Did the team effectively deconstruct the opposing team's weakest links rather than just repeating their own points
Time Management	Did the team make their presentations/arguments well within time including rebuttals
Quality/Depth	Was the quality and depth of the arguments in line with the main motion and not passionately emotional verbiage with no core
Teamwork	Was there team work amongst group members right through the preparation up to the presentation
Audience Engagement	Was there audience engagement by the presenting teams to ensure that there is resonance and understanding
Other	Any other notable observations

All teams demonstrated strong performance in line with the established evaluation criteria. Notably, the Opposing Team in the EX/CX debate and the Proposing Team in the Intelligent CX debate distinguished themselves by exceeding expectations and achieving the highest overall scores. Detailed judges' evaluations and commentary are captured in the final judging report, included as an addendum to this report. In recognition of their exceptional contributions, the winning teams were acknowledged and presented with gifts in appreciation of their efforts.







4.10 Workshop 1: Unpacking what it takes to move from Intention to Impact – The Engine Behind Customer Centricity - Stefan Osthaus, President – Customer Institute

In his mini workshop, Stefan Osthaus built on his keynote by guiding participants through a practical deep dive into the **Customer Centricity Engine**, with a focus on translating strategy into execution. The session was highly interactive, with participants engaging in a Q&A that explored how to operationalize the model within their respective organizations.

A key insight that resonated strongly was the role of the Head of Customer Experience as an "orchestra conductor"—responsible for aligning, guiding, and elevating efforts across the organization, rather than directly "playing the instruments." Participants reflected on the importance of avoiding the tendency to fix issues on behalf of teams, and instead enabling ownership and accountability across functions. This shift in mindset was positioned as critical to sustaining CX transformation.

The workshop emphasized the transition from managing experience to designing more autonomous, responsive systems. Participants explored how to move from insight generation to measurable action, guided by structured steps including: setting a clear vision and strategy; establishing a dedicated CX team; assessing current performance; and conducting effective customer journey mapping. Further focus areas included measuring and reporting progress, developing SMART action plans, integrating employee and customer experience, enabling and recruiting the right capabilities, and embedding reward and recognition systems.

The session also underscored the importance of continuous improvement, robust performance management, and the integration of AI to enhance decision-making and scalability. Overall, the workshop provided a practical framework for embedding CX as a coordinated, organization-wide discipline.

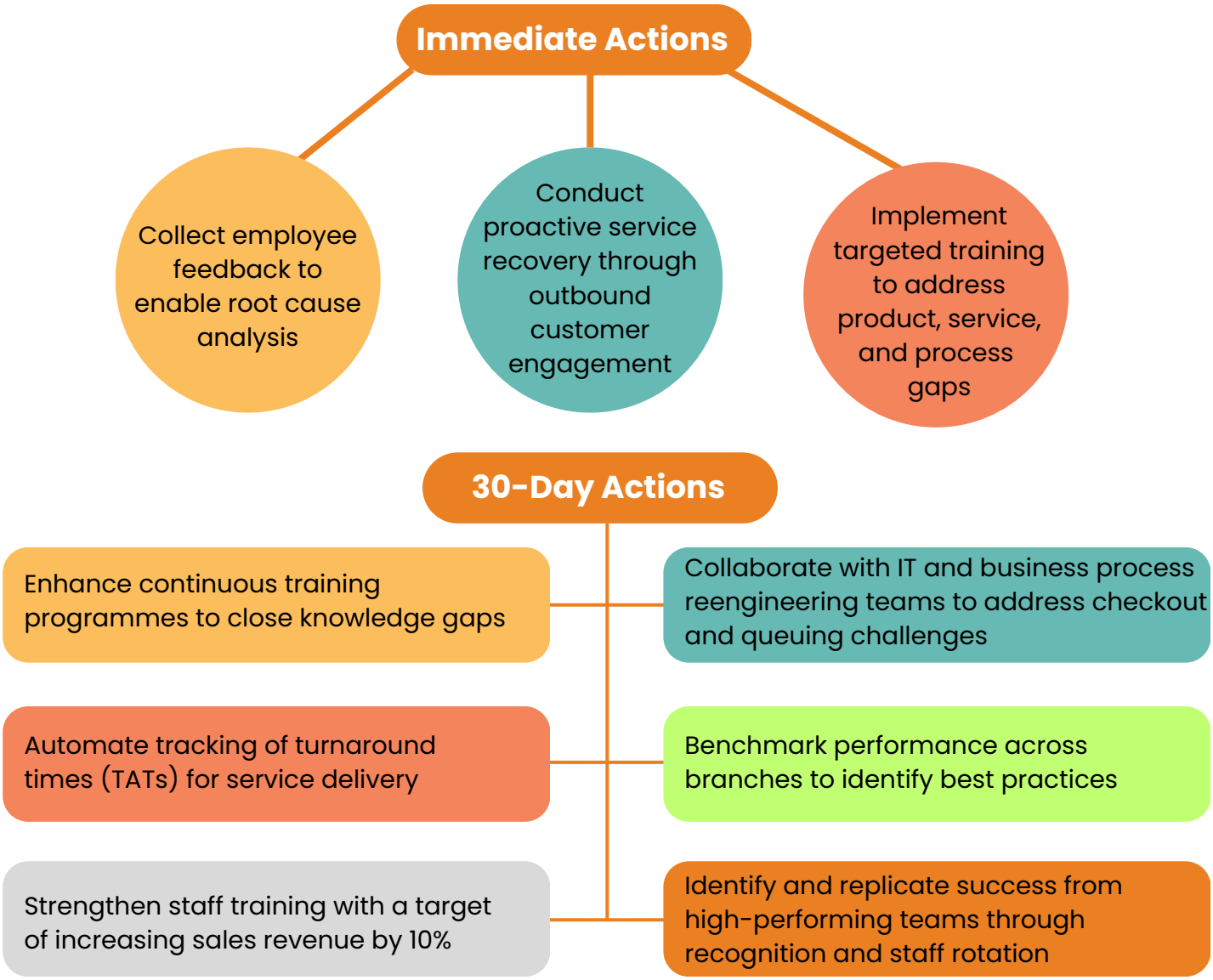


4.12 Workshop 2: Measuring What Truly Matters in Experience - Akshay Shah - CTO, Ajua & Carolyne Gathuru – ICX Advisory

The second mini workshop, facilitated by Akshay Shah, CTO of Ajua, alongside Carolyne Gathuru, ICX Advisory, delivered an immersive and hands-on session on **"Measuring What Truly Matters in Experience."** The workshop leveraged synthetic retail data through a measurement platform, enabling participants to interrogate real-world CX and EX challenges and translate insights into actionable outcomes.

The session was anchored on three key objectives: demonstrating how blended Voice of the Customer (VoC) and Voice of the Employee (VoE) data can drive business growth; equipping participants with techniques to uncover and communicate meaningful insights to non-CX decision-makers; and exploring how AI can accelerate both short-term interventions and long-term improvements. A central theme throughout was the shift from fragmented data and assumptions toward clear, financially linked, and actionable experience insights.

Participants collaboratively identified key challenges, particularly around workload, understaffing, burnout, and attrition, and developed a structured action plan for implementation as follows:



4.12 Workshop 2: Measuring What Truly Matters in Experience - Akshay Shah - CTO, Ajua & Carolyne Gathuru – ICX Advisory

60-Day Actions

Accelerate digitization of manual processes to improve efficiency and customer experience



90-Day Actions

Conduct impact analysis, reporting on both operational improvements and financial outcomes



Ongoing Enablers

- Provide mental health support to address burnout
- Strengthen leadership accountability and data-driven decision-making
- Embed structured onboarding and mentorship programmes
- Leverage technology for convenience and scalability
- Continuously audit processes and customer journeys to identify friction points
- Foster cross-functional collaboration and peer mentorship
- Reinforce a culture of recognition and continuous improvement

Overall, the workshop reinforced the importance of integrating VoC and VoE insights to drive measurable, sustainable experience improvements.

4.13 Workshop 3: Journey to Agentic AI: Redefining What's Possible for Employee and Customer Experience, Jabulile Mabuza Cisco



Jabulile Mabuza
Cisco

The third workshop, led by Jabulile Mabuza in collaboration with Cisco as an NTT Data partner, provided an engaging and practical demonstration of how technology and AI can be leveraged to drive customer experience excellence. The session focused on showcasing real-world applications of intelligent systems designed to enhance efficiency, effectiveness, and overall customer convenience.

Jabulile explored the evolving role of AI in transforming both employee and customer experiences. The session moved beyond the conventional discussion of automation, focusing instead on the emergence of Agentic AI—intelligent systems capable of proactive, context-aware decision-making and problem-solving across complex workflows.

A key theme throughout the presentation was that the future of AI lies not only in driving operational efficiency, but also in empowering employees to perform at their best while enabling more personalized and seamless customer interactions. She emphasized that organizations are transitioning from basic chatbot functionality toward advanced AI agents that can reason, plan, and execute actions autonomously within integrated systems.

The presentation further highlighted the importance of maintaining a human-centered approach as organizations adopt more intelligent technologies. While AI increasingly handles repetitive and operational tasks, human qualities such as empathy, judgment, creativity, and strategic thinking remain essential in delivering meaningful customer experiences.

Another major focus area was the shift toward proactive engagement, where AI systems are designed to anticipate customer needs and address issues before they arise. This forward-looking approach was positioned as a significant opportunity for organizations seeking to enhance responsiveness, convenience, and experience excellence. Overall, the session reinforced the need for balanced integration between human capability and intelligent technology in shaping the future of experience management.

4.14 Panel Discussion: From Measurement to Movement: Turning Experience Insights into Action - Rebekah Zadok Mugisha – Chair, CXPA Africa , Uganda; Khwathelani Tshikovhi , Head of Santam Experience – Santam, South Africa Kpunsa Mbinkar – Founder & Director Africa CX Leaders Forum Moderator: Wavi Mungala, Board Director, ICX.

The panel discussion moderated by Wavi Mungala brought a strong Africa-focused perspective to the theme **"From Measurement to Movement: Turning Experience Insights into Action."** The session featured Kpunsa from the Africa CX Leaders Forum, Rebekah from CXPA Africa, and Khwathelani from Santam Group, bringing together diverse regional, global, and market-specific lenses.

The discussion centered on a critical challenge facing organizations today: the persistent gap between insight generation and meaningful action. Panelists highlighted that while many organizations have made progress in collecting and analyzing customer data, the real breakdown often occurs at the point of execution. This gap was attributed to a combination of leadership alignment, organizational structures, and cultural readiness. A key signal of maturity, it was noted, is when organizations move beyond reporting metrics to embedding CX insights into decision-making, behaviors, and day-to-day operations.

From an operational standpoint, the panel explored the complexities of translating global CX frameworks into local contexts without losing relevance. Panelists emphasized the need for contextual adaptation, cross-functional ownership, and simplicity in execution to ensure consistency across diverse environments.

Looking ahead, the discussion underscored that organizations which successfully close the insight-to-action gap will differentiate themselves through speed, agility, and the ability to embed CX into core business strategy. The overarching message was clear: the challenge is no longer insight generation, but the ability to translate insights into tangible actions, experiences, and measurable business outcomes.



4.15 Panel Discussion: Proving the ROI of Experience Management – The Finance Grade - Alma Olela – Head of CX, Jubilee Health, Rosebella Abok – Global CX Expert, Anne Peace Alwala – Vice President Global Service Delivery, Sama Moderator: Sheila Mugusia – Board Director, ICX



The panel discussion moderated by Sheila Mugusia focused on **"The ROI of Experience Management: The Finance Grade,"** bringing together industry experts including Peace, Rosebella, and Alma to examine how organizations can translate customer experience into measurable financial outcomes. The session explored the growing shift within Kenya and across Africa from simply measuring experience to proving its direct impact on business performance.

Panelists highlighted that while many organizations have made significant progress in tracking metrics such as NPS and CSAT, a disconnect remains in linking these indicators to revenue, cost, and risk. The discussion emphasized that the challenge is not data availability, but the ability to translate customer sentiment into financial language that resonates with decision-makers, particularly finance and executive leadership.

A key theme emerging from the session was the need to move beyond "vanity metrics" toward finance-grade measurement frameworks. Panelists underscored that experience must be understood through its impact on behavior—such as retention, repeat contact, and customer lifetime value—which in turn drives financial outcomes. Practical approaches discussed included aligning CX data with business KPIs, tracking patterns over time, and building credible links between experience improvements and revenue, even in environments with evolving data infrastructure.

The panel further explored the importance of embedding CX into financial decision-making and cross-functional accountability. It was noted that CX earns a seat at the executive table when it is positioned as a growth driver, a cost optimization lever, and a risk management tool. The session concluded with a forward-looking perspective on AI, governance, and measurement, reinforcing that the future of CX lies in its ability to demonstrate tangible business value and sustained impact.

4.16 Operationalizing CX: Enabling People, Process and Product Efficiency – Indresh Saluja, Founder X to 20X

A key highlight from the session was the reframing of when CX truly begins. Indresh emphasized that customer experience does not start at the point of interaction, but at the moment a customer forms an expectation. This spans the promise communicated before engagement, the product experience itself, and the eventual service delivery. He further illustrated that strong products reduce the need for intensive CX interventions, noting that customer effort is often inversely proportional to product superiority.



Indresh Saluja
Founder X to 20X

Challenging global benchmarking norms, he encouraged organizations to "look East, not West," highlighting the importance of contextualizing CX strategies based on economic realities and customer purchasing power. This reinforced the need to clearly define "value for money" within each market segment and align experience delivery accordingly.

From an operational lens, Indresh underscored the integration of people, process, and product. He introduced practical frameworks for starting with the customer, designing processes around desired outcomes, and ensuring end-to-end ownership. A strong emphasis was placed on employee empowerment, with the assertion that there can be no effective CX without empowered teams.

The session concluded with a compelling call to action for leaders to design experiences intentionally, embedding CX within the product itself and aligning it directly with business performance and customer value.

4.17 The Experience Advantage: Leading with Purpose in a World That Remembers Everything – Eddy Kimani, Mental Wellness Advocate

The conference concluded with a powerful and reflective session by Eddy Kimani on **"The Experience Advantage: Leading with Purpose in a World That Remembers Everything."** His closing remarks brought a human-centered perspective to the forefront, emphasizing the lasting emotional impact of customer interactions and the responsibility carried by CX professionals.



Eddy Kimani,
Mental Wellness Advocate

Eddy underscored that customers ultimately remember how they are made to feel, often holding onto negative experiences for extended periods and sharing them widely. This reality, he noted, places a significant responsibility on organizations and CX practitioners to be intentional in every interaction. He challenged participants to recognize that poor experiences not only damage relationships but also have a ripple effect across wider networks, amplifying their impact.

A key dimension of his session focused on the wellbeing of CX professionals themselves. He highlighted the often-overlooked emotional toll of managing customer interactions, urging practitioners to prioritize their mental health and avoid internalizing toxic experiences. He further called for greater courage in addressing harmful workplace cultures, encouraging individuals to speak up, call out negative behaviors, and make deliberate choices to step away from environments that compromise their wellbeing.

Eddy also emphasized the importance of mindful listening, cautioning against distractions that hinder genuine engagement with customers and colleagues.

As a fitting close to the conference, he led participants through an interactive commitment exercise, where individuals documented specific actions they would implement as a "Message to My Future Self" via a WhatsApp platform. These commitments will be revisited in 20 days, reinforcing accountability and ensuring that the insights gained translate into meaningful action.

5.0 Excursion, Team building, and Cocktail at Kongo River and Mnazi Beach

ICX once again incorporated a vibrant and engaging close to the conference programme through a curated excursion and cocktail experience, designed to complement the technical depth of the sessions with opportunities for relaxation and connection. This segment of the programme was well received by participants, offering a refreshing transition from structured learning to informal engagement and reflection.

The excursion to the Kongo River provided a unique and immersive experience, allowing participants to connect with nature while enjoying the scenic beauty of the coastal landscape. The highlight of the excursion was the boat riding experience, which evolved into a spirited and competitive activity among participants, adding an element of excitement and team bonding. The serene environment, coupled with moments of light-hearted competition, created a memorable experience that fostered camaraderie and strengthened relationships among attendees.

The programme then transitioned to an evening cocktail event held at Mnazi Beach, set against the backdrop of the ocean. The session was masterfully emceed by ICX member Duncan Juma, whose engaging and humorous facilitation created an atmosphere of laughter, ease, and connection. Participants embraced the opportunity to unwind, socialize, and celebrate the conference journey, with music from the DJ setting the tone for an energetic and enjoyable evening.

The combination of the excursion and cocktail provided a well-rounded conclusion to the conference, enabling participants to exhale, deepen networks, and leave with both professional insights and lasting personal connections.









6.0 Conference Next Steps:

The conference convened a distinguished mix of experts across both speakers and participants, reflecting a wide spectrum of professional expertise and perspectives. It is recommended that intentional follow-through be undertaken to sustain the momentum generated. Key stakeholders should come together to prioritize actionable areas emerging from this report and establish a structured monitoring and evaluation approach to track progress and ensure effective implementation.

Proposed next steps include:

- **Continued Knowledge Engagements:** The insights shared through presentations and panel discussions should be extended through ongoing engagements such as webinars, virtual sessions, and roundtable forums to deepen understanding and support practical application.

- **Embedding Workshop Outcomes:** Outcomes from the debates and mini workshops—particularly those centered on strengthening the human dimension of CX, advancing cultural and process transformation through digital tools and AI, and driving innovation across product, process, and service delivery—should be contextualized and embedded within organizational EX and CX strategies.

- **Strengthening Collaborative Alliances:** Strengthening collaboration across stakeholders will be critical in embedding EX and CX at all levels of the organization, enabling improvements in efficiency, productivity, and the delivery of meaningful customer experiences across the journey.

- **Executive Sponsorship & Advocacy:** Targeted awareness and advocacy initiatives should be directed at leadership to reinforce commitment to EX and CX. This includes supporting initiatives through resource allocation, funding, process enhancements, and strategic direction.

- **Organizational Alignment & Activation:** Organizations are encouraged to align internal initiatives with the 2026 theme of Experience Management, ensuring that strategic intent translates into continuous action and measurable outcomes throughout the year.

- **Industry & Professional Synergy:** Partnering with relevant professional bodies and industry associations will support coordinated efforts on shared priorities, driving consistency in Experience Management practices and enabling broader, cross-industry impact.

"Strategy without execution is meaningless; execution without engaged people is impossible." — Root Inc

7.0 Conclusion:



The 7th Africa Annual CX Conference acted as a key driver in advancing both the strategic thinking and practical implementation of integrated IntelligentCX, while reinforcing the importance of human-centered experiences. Participants departed with renewed motivation to cultivate organizational cultures that balance customer-centricity with technological advancement. The continued growth of the CX discipline reflects the collective effort and shared commitment of professionals across the field.

The significant influence of Employee Experience (EX) and Customer Experience (CX) on sustained organizational performance—particularly when anchored in a holistic experience management approach—calls for continued advocacy and deliberate action from stakeholders dedicated to meaningful change. The conference's emphasis on embedding CX and EX across people, products, and processes highlighted the need for alignment and reinforced the importance of coordinated, enterprise-wide efforts over fragmented initiatives. There is an increasing need to adopt a more unified and practical approach to implementing EX and CX. Strengthened collaboration will enable the generation of actionable insights and initiatives that shape the future of experience management, positioning it as a critical lever for enhanced organizational performance and improved financial outcomes.

8.0 Exhibitors and Sponsors

The success of the Africa Customer Experience Conference 2026 was made possible through the meaningful contributions of sponsors and exhibitors. Their involvement enhanced the overall value and experience for participants. ICX expresses its appreciation for this support and looks forward to continued partnership in future events.

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9.0 Participant Demographics

The conference drew a diverse range of participants from multiple industries, fostering a dynamic environment for engagement and networking. Delegates represented sectors such as technology, research, oil and gas, logistics, government, engineering, advertising, healthcare, finance, and education. This breadth of representation contributed varied perspectives and valuable insights, enhancing the depth of discussions. The cross-industry interactions encouraged meaningful exchanges of ideas, creating an engaging and stimulating atmosphere throughout the event.

Participants - 140

10.0 Feedback

"ICX truly went above and beyond with their curated gifts; the thoughtful, high-quality items showed genuine appreciation for the attendees"

"The lineup of speakers was absolutely stellar, delivering profound insights and actionable takeaways that shifted my perspective on key industry trends."

"From the high-energy MC to the seamless flow managed by the moderators and the stellar speakers, this program was a masterclass in event execution—exceptional, engaging, and flawless."

"The content was so high-impact and globally relevant that this conference shouldn't stay local; it absolutely needs to be exported to other countries to deliver the same massive value elsewhere."

11.0 Gallery




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