The 2025 CX Landscape

A Survey of Customer Experience Decision-Makers

dimensional research

Introduction

Customer experience (CX) is at the heart of business success. Over the past decade, CX has undergone a profound transformation driven by digitalization and the rise of customer empowerment. The proliferation of online reviews, social media content, and instant access to information has amplified the visibility of customer feedback. Additionally, the explosion of communication channels—from chatbots and messaging apps to voice assistants and social platforms—has reshaped how businesses engage with their customers. Fast forward to the past few years, when we see artificial intelligence (AI) being leveraged to personalize interactions, automate processes, and speed problem resolution, which can enhance customer satisfaction while driving operational efficiency and revenue growth.

CX processes, technology, and culture continue to evolve. This report examines the current state of the CX landscape. What is the current attitude towards CX among business leaders? How are investments shifting? Are CX leaders embracing AI in their growth strategies? How are industries like healthcare, retail, and financial services taking different approaches to customer interactions?

The following report, sponsored by Nextiva, is based on an online survey of more than 1,000 CX leaders. All participants had decision-making responsibility for customer experience (CX) strategy or operations at a company with more than 100 employees in the United States, Canada, or the United Kingdom.

Sponsored by

Key findings

- **The importance of CX is established with business leaders**
  - 79% say leadership considers CX to be a revenue driver, not just a cost center
  - 89% report their executive leadership understands the impact of CX on profit margins
  - 67% feel it is getting easier to gain approval for CX investments
  - 94% have seen ROI from their major investments in CX in the past five years
  - Social media is seeing more increased investment in 2025 than other channels

- **AI is positively impacting CX, but achieving full value will take time**
  - 92% have adopted AI for CX
  - AI is a work in progress, with most companies saying their adoption is early stage (24%) or in process (31%)
  - Gen AI (64%) and agent assist tools (60%) are the most common AI use cases for CX
  - 84% of companies with mature adoption of AI for CX report they are receiving high value, far more than early stage (26%) or in-process (28%) companies

- **The human-AI connection will be the foundation of great AI for CX**
  - 90% are struggling with human-AI handoffs
  - 97% would benefit from additional capabilities for human-AI customer interaction workflows
  - 89% agree that properly balancing automation, AI, and the human touch is the key to future CX success

Detailed findings: The importance of CX is established with business leaders

Customer experience investments drive business results

There is significant evidence that investments in customer experience impact business outcomes. Increased customer loyalty leads to higher lifetime customer value, while positive reviews drive additional revenue from new customers. However, great CX practices require investments in technology, people, and processes that stretch beyond the customer service team into more parts of the business than ever.
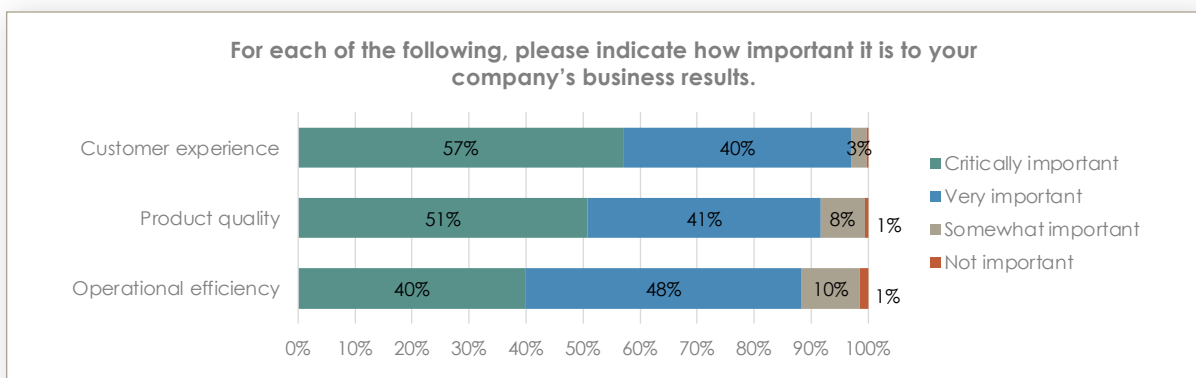
This report explores the nuance of how leaders approach customer experience investments in the current business environment. What specific investments are companies making in CX, and what impact do they have? What do CX decision-makers think about attitudes among their corporate leadership?

This research revealed good news for customer experience stakeholders. Leadership does understand the value that customer experience investments bring to business outcomes.

96% "Our company leadership believes that customer experience is a key driver of business outcomes."
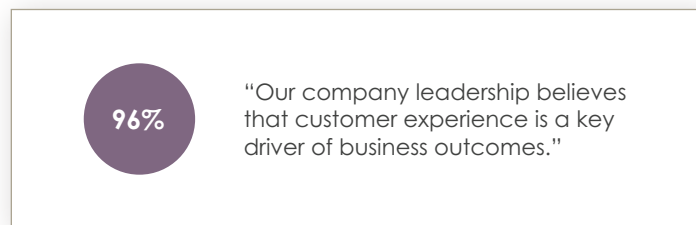
At the highest level, customer experience stakeholders report that their company leadership understands what they do. The vast majority (96%) of CX decision-makers agreed that their leaders believe in customer experience as a key driver of business outcomes.

More importantly, CX stakeholders report that customer experience is more impactful than other key business drivers. While factors such as product quality and operational efficiency were viewed as important to business results, customer experience was given the highest marks, with 57% saying it was critically important, higher than the 51% who said the same for product quality and 40% who characterized operational efficiency as critically important.

For each of the following, please indicate how important it is to your company's business results.

	Critically important	Very important	Somewhat important	Not important
Customer experience	57%	40%	3%	
Product quality	51%	41%	8%	1%
Operational efficiency	40%	48%	10%	1%

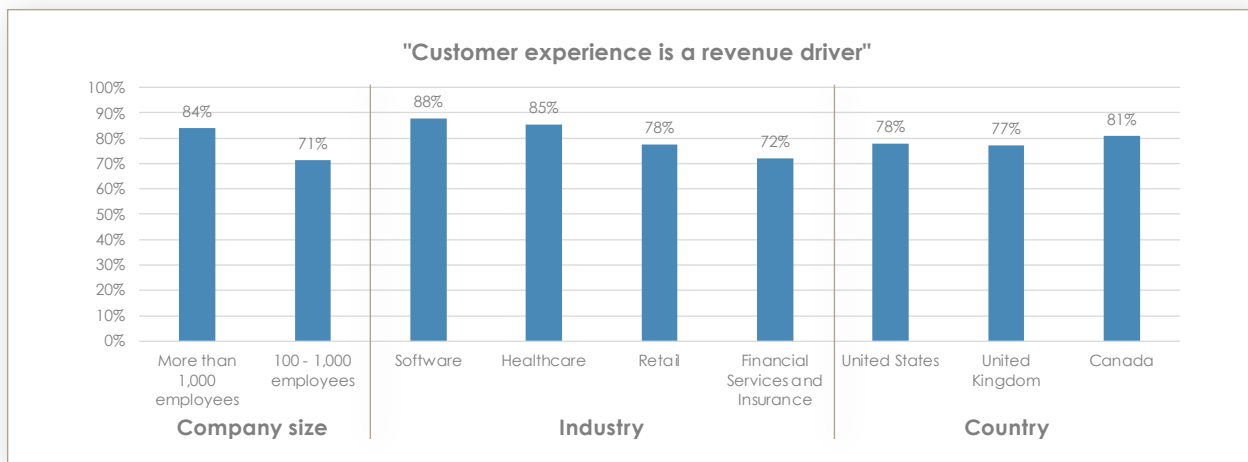## CX is perceived as a revenue driver

Positive customer experiences can directly result in increased revenue. In healthcare, streamlined appointment scheduling and empathetic communication can differentiate providers from competitors. In retail, hassle-free returns can lead to glowing reviews and social sharing. And, a seamless and supportive onboarding experience in financial services can lead customers to use more products, such as loans, insurance, or investment services.

Traditionally, customer experience was viewed as a cost center required for business operations, with strategic discussions focused primarily on cost containment rather than revenue generation. This research wanted to understand current attitudes toward the contribution of customer experience. We found that in the current environment, companies that treat CX as a cost center are the minority. Corporate leaders are four times as likely to think of customer experience as a revenue driver (79%) compared to only a few (21%) where leadership thinks of customer experience as a cost center.

Which of the following statements best represents the way your company's leadership thinks of the impact of the customer experience?

Customer experience is a cost center
21%

Customer experience is a revenue driver
79%
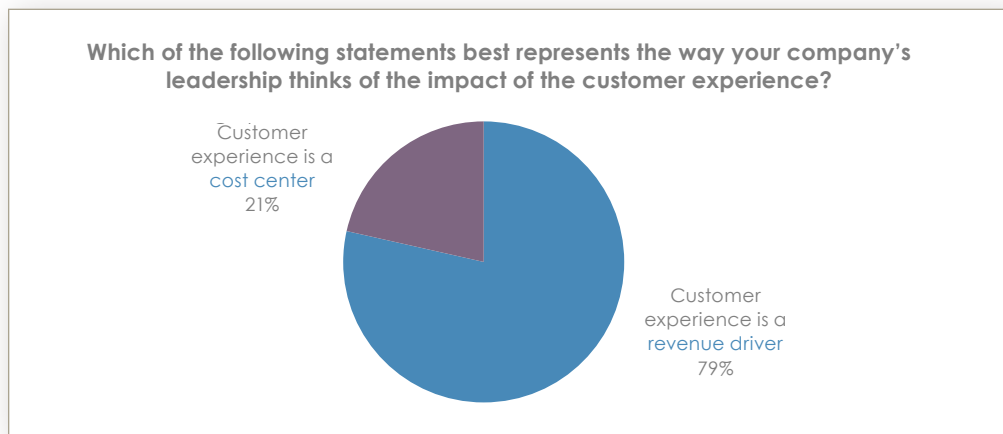
Although there are some minor differences, all company sizes, industries, and countries are much more likely to consider customer experience as a revenue driver rather than a cost center. The software (88%) and healthcare (85%) industries, as well as larger companies (84%) and Canadians (81%), are all more likely to see the revenue-generating potential of customer experience than their counterparts.

"Customer experience is a revenue driver"

Company size		Industry				Country		
More than 1,000 employees	100 - 1,000 employees	Software	Healthcare	Retail	Financial Services and Insurance	United States	United Kingdom	Canada
84%	71%	88%	85%	78%	72%	78%	77%	81%

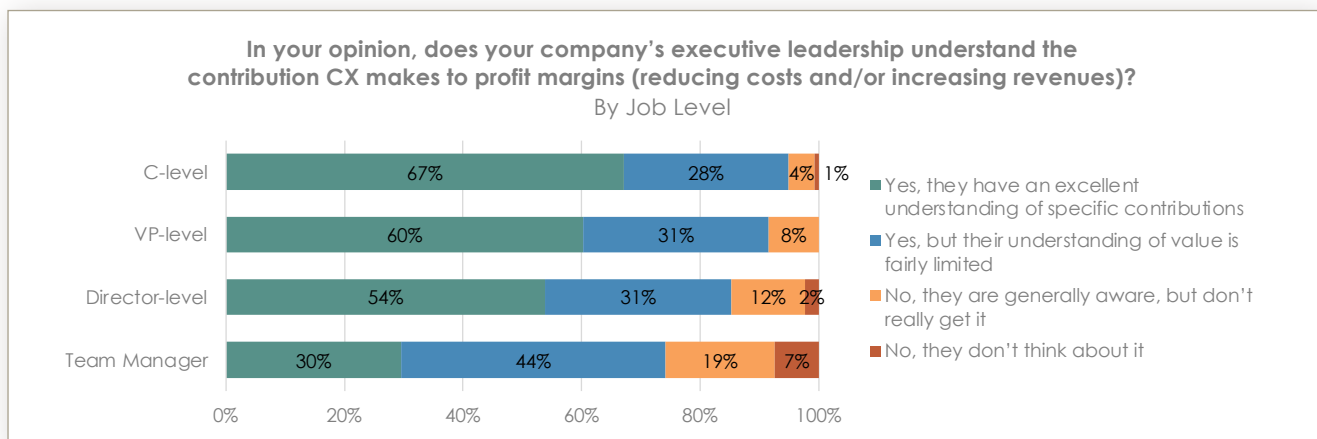## Business leaders understand the contribution of CX

Leaders may have a general idea of the value of customer experience, but the details matter. CX investments can result in very specific and measurable cost reductions, although implementing strategies without understanding customer preferences could actually have a negative impact. Modern customer experience tools and practices usually have excellent data on outcomes that can be shared with leadership. However, that does not mean leadership always pays attention or understands the impact of those details.

CX decision-makers typically (89%) report that their company's executives understand the value of CX for reducing costs and increasing revenue. This finding is certainly good news, but there is room to improve since only 58% say they have a detailed understanding of specific contributions. Not surprisingly, we see a strong correlation between companies where leadership has an excellent knowledge of specific contributions of CX and companies where leadership thinks of CX as a revenue driver. The more executives know about the details of customer experience contributions, the more they see how CX contributes to revenue.

In your opinion, does your company's executive leadership understand the contribution CX makes to profit margins (reducing costs and/or increasing revenues)?
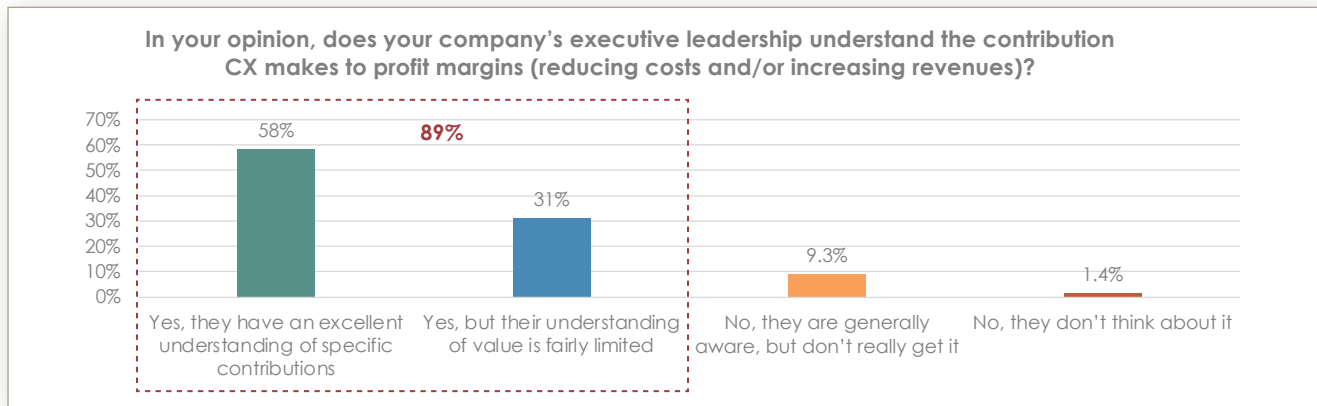
It is particularly interesting that the most senior roles are more than twice as likely to report that executive leadership has an excellent understanding of customer experience contributions compared to the more junior decision-makers in this study. This finding may reveal that senior CX leadership has an opportunity to motivate their managers and staff by sharing information about executive recognition of customer experience business contributions.

In your opinion, does your company's executive leadership understand the contribution CX makes to profit margins (reducing costs and/or increasing revenues)?
By Job Level

The past few years have been positive for perceptions of CX

Leadership's positive attitudes towards the business impacts of customer experience did not happen in a vacuum. Many business, technology, and culture changes in the past few years have helped shift the needle on how CX is perceived.

The vast majority (96%) of CX decision-makers report that specific factors have positively impacted how their leadership perceives customer experience. These include the ability to track revenue contributions of CX investments (47%), implementing new technologies (43%), general changes in attitude (42%), improved ROI metrics (35%), and more.

In the past five years, what specific factors have <u>positively</u> impacted the perception of the value of customer experience in your company?
Choose all that apply.

Factor	Percentage
Ability to track revenue impact of customer experience investments	47%
Implemented new technologies	43%
General changes in attitudes towards customer experience in the overall industry	42%
Better performance metrics to show ROI	35%
Hired top leadership with greater focus on customer experience	34%
Cultural shifts from hiring younger generations of employees	31%
Experiences with viral customer stories	30%
Perception of the value of customer experience has not been positively impacted in the past five years	4%

CX investments have delivered ROI

One of the best ways to change perceptions of any function is to demonstrate value using hard numbers. In the past five years, CX investments in areas like applications, training, and processes have shown demonstrable returns. Almost all companies (97%) have made a significant investment in CX in the past five years. Most (94%) say those investments delivered a return on investment (ROI). This number includes well over half (58%) characterizing the return on their company's CX investments as "significant."
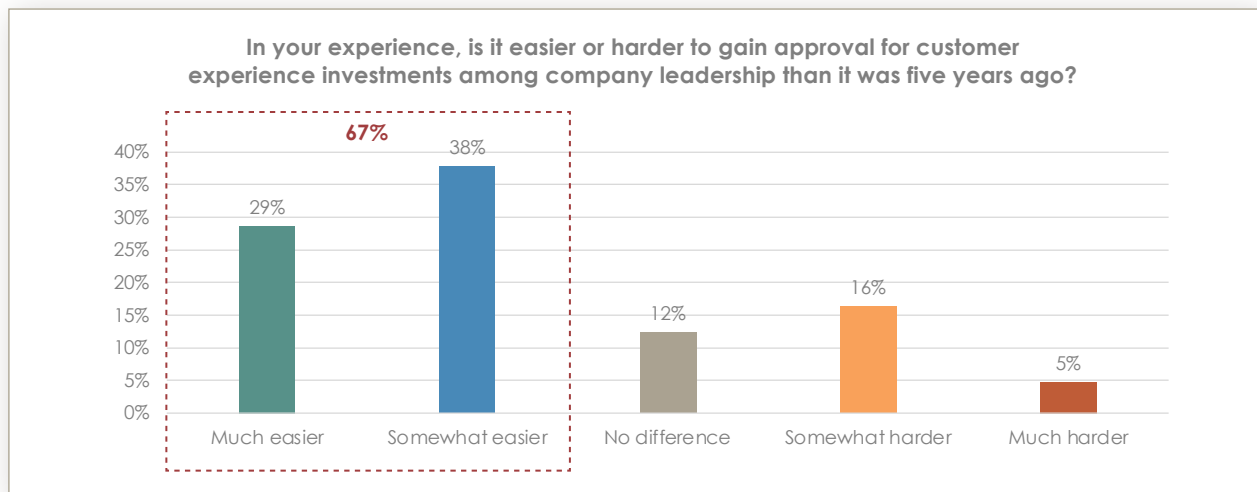
**Think back across all significant customer experience investments your company has made in the past five years (applications, people, training, process, product quality, etc.).
In your opinion, have these investments delivered any return on investment (ROI)?**

- No 3.7%
- We haven't made significant customer experience investments in the past five years 2.8%
- Yes, minor ROI 36%
- Yes, significant ROI 58%
- **94%**

Approvals for CX investments are becoming easier

One of the most definitive ways to identify business value is the willingness of leadership to continue to invest. They may like what they see, but will they put more money towards it when it comes time to make budget choices? We dug into this idea by considering changing attitudes towards approvals for customer experience investments. The results are very hopeful, with two- thirds (67%) reporting that it is easier to get approval for CX investments than it was five years ago.

In your experience, is it easier or harder to gain approval for customer experience investments among company leadership than it was five years ago?

Much easier	Somewhat easier	No difference	Somewhat harder	Much harder
29%	38%	12%	16%	5%

67%

CX spending for 2025 will increase across a range of areas

CX decision-makers are taking advantage of leadership that is more willing to approve investments in customer experience. Spending plans will be increasing in 2025 across a wide range of areas. AI tops the list of areas that will see investments grow in 2025 (81%), followed by analytics and reporting (77%). Even the lowest areas of investment—hiring and retention—will see an increased level of spending in 2025 among almost two-thirds of companies (63%). It is interesting to note that investments will increase in both technology and employee resources. While technology investments took the top two spots, the third highest area of spending increases—employee upskilling (74%)—focuses on developing human resources.

For each of the following customer experience investment areas, please indicate how your company's spending plans will be shifting in 2025.

Area	Increasing significantly	Increasing slightly	No change	Decreasing slightly	Decreasing significantly
AI (Artificial Intelligence) capabilities	38%	43%	14%	3%	2%
Analytics and reporting	33%	44%	19%	3%	1%
Employee upskilling	33%	41%	21%	4%	2%
Data integration and management	38%	36%	21%	4%	2%
Internal employee tools	27%	45%	23%	3%	1%
Customer-facing CX technologies	34%	37%	23%	4%	1%
Adding or integrating CX channels	26%	43%	25%	6%	0%
Hiring and retention	24%	39%	28%	7%	2%

In the past decade, one significant area of customer experience investment has been how an organization engages with customers across various communication or interaction channels—websites, mobile apps, contact centers, social media, in-person branches, and more. In 2025, companies will continue to invest in their communication channels, with social media being by far the most typical channel for increased investment (56%). Live chat will also see higher levels of investment (40%).

In what specific customer engagement channels will your company be increasing investments for 2025?
Choose all that apply.

Channel	Percentage
Social media	56%
Live chat	40%
Review sites (Google reviews, Amazon reviews, etc.)	32%
Email	31%
Physical (in-store, kiosk, etc.)	31%
Chatbots	30%
Messaging apps (Facebook Messenger, WhatsApp, etc.)	30%
Text/SMS	29%
Dedicated mobile app	28%
In-app messaging	27%
Phone	23%
We won't be increasing investment in any channel	1%

Healthcare companies are more likely to increase investments in social media (63%) and email (41%) channels, while retail companies report higher levels of investment in physical stores and kiosks (36%). Financial services and insurance companies are the most likely to increase investments in messaging apps (40%).

Phone remains a key channel for customer engagements

23%

Increasing investment in phone for CX in 2025

While significant focus has been put on newer technology for customer engagement channels, it is important to note that customers continue to engage through traditional channels like phone. **Almost a quarter of companies (23%) will be INCREASING their investments in phone as a customer engagement channel in 2025.** This percentage is even higher in healthcare (29%) and software (26%), as well as companies with more than 1,000 employees (24%). A quarter of companies (25%) in the United States and the United Kingdom will increase phone channel investments.

It should be noted that while a handful of companies will decrease their spending on phone engagement channels in 2025 (15%), it is much more typical for them to increase (23%) or keep their spending the same (62%). Many other channels are seeing higher levels of decreased spending compared to phone. These include text/SMS (22%), in-app messaging (19%), physical channels (18%), and messaging apps (17%).

The back office is part of a great customer experience

Historically, customer experience has been viewed as the domain of the teams providing direct customer service, such as agents in a call center or staff serving customers at physical locations. Modern organizations understand that excellent customer experience is the entire company's responsibility. Every function in the organization can impact what a customer thinks of a brand and, by extension, whether they spend more or encourage their friends or colleagues to purchase. This means that customer experience is impacted by more than just customer-facing teams or front office roles, including customer service, customer support, and sales. Back office functions also help or hurt the customer experience: digital teams that deliver websites and mobile apps, marketing teams that provide helpful content, and IT staff that deploy needed technology. Even business operations like legal and HR can have an impact by creating a smooth contract process or hiring staff that values customer input.

CX decision-makers understand that they are playing a team sport. Great customer experience stretches beyond the traditional customer service team into more parts of the business than ever. When asked about the functions and teams that are part of delivering a great customer experience, 81% pick more than one organization, including 27% that choose five or more different departments. There is also a recognition of the contribution that the back office plays in delivering great customer experience, with almost three-quarters (73%) indicating that back office functions have an impact. Some participants took the time to write in "other" options, with the most common answer being the executive team or C-suite.

What functions in your company do you think of when you think of delivering a great customer experience?
Choose all that apply.

Function	%
Centralized customer service and support	60%
Customer support at the point of sale or service	56%
In-person sales or service	49%
Sales	34%
Product development and management	42%
Digital or ecommerce	33%
Operations	31%
Marketing	24%
IT	20%
Business operations (i.e., legal, finance, HR)	18%
Other. Please specify:	1%

Front Office **96%**

Back Office **73%**

Number of Different Functions Selected	
One	19%
Two	14%
Three	26%
Four	14%
Five or more	27%

81%

The idea that customer experience responsibility needs to be owned throughout the company is deeply ingrained in CX decision-makers, with 85% agreeing that there is a need for more shared responsibility across their organization.

85%

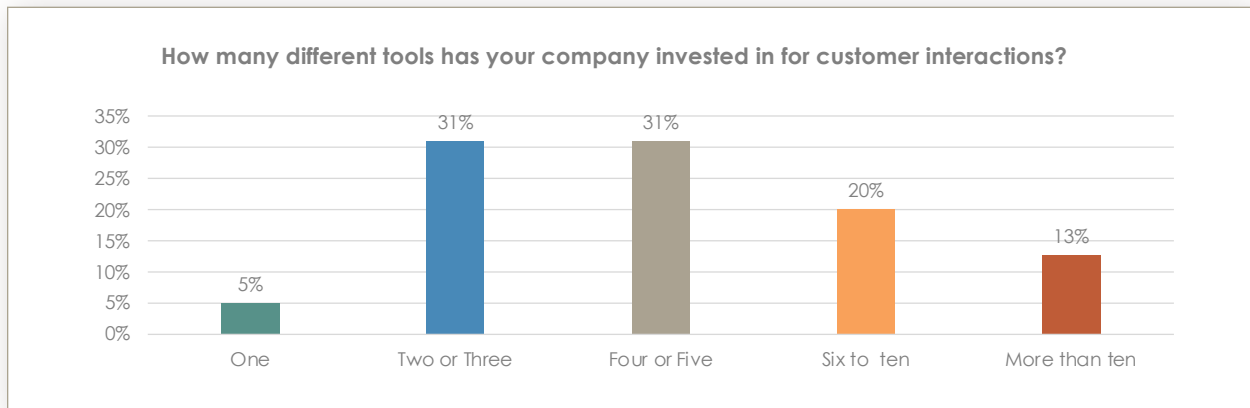"We need more shared responsibility for the customer experience throughout the company."

Companies are using multiple tools for customer interactions

Technology is the bedrock of the modern customer experience. A typical CX toolset will include a customer relationship management (CRM) application, ticketing system, knowledge base, reporting, and automated workflows or AI that connect these systems for the user. In addition, there may be additional tools for interactions across engagement channels and tools needed for special projects.

While these tools can add value, they also create overhead and complexity for the individuals who use them to perform their day-to-day work tasks and the teams that manage the applications. All companies in our study (100%) have invested in some kind of technology for customer interactions, including 95% that have multiple tools. A third (33%) have more than five tools. We were able to calculate the average since we asked survey respondents to provide the specific number of tools their company had invested in for customer interactions. Due to the number of companies with well over 10 different tools, the overall average was 6.3 different tools used for interacting with customers. All industries and countries report similarly high numbers of CX tools, with retail (6.9) and software (6.7) companies reporting particularly high numbers. The United States reported slightly fewer tools (6.1) than the United Kingdom or Canada (both 6.4).

How many different tools has your company invested in for customer interactions?

Category	Percentage
One	5%
Two or Three	31%
Four or Five	31%
Six to ten	20%
More than ten	13%

It should be noted that this research focused only on tools directly involved in customer interactions. A typical company has far more systems and applications that can influence customer experience without directly involving individual customer interactions (e.g., journey mapping applications, product and user testing systems, backend personalization engines, etc.).

Many organizations are working towards having fewer tools to minimize maintenance, avoid data integration issues, and reduce the need for employees to learn multiple tools and switch between them to help customers. CX decision-makers agree that the customer experience could be improved if their customer data were consolidated into a single system or record (81%). Interestingly, smaller companies in our study, those with less than 1,000 employees, and their larger counterparts reported a similar number of CX tools as their larger counterparts. This finding may not be intuitive as it is reasonable to expect larger companies with bigger operations and more customers to have more tools. It is possible that larger companies have been more active with tool consolidation efforts focused on eliminating tools with overlapping capabilities.

81%

"We could improve customer experience if we consolidated customer data from all interaction points into one system of record."

Detailed findings: AI is positively impacting CX, but achieving full value will take time
AI for CX is a work in progress

Artificial intelligence (AI) is poised to significantly enhance the customer experience by enabling smarter, faster, and more personalized interactions. AI-driven tools can deliver real-time service, anticipate customer needs, and offer tailored solutions at scale. By analyzing vast amounts of customer data, AI uncovers insights that help businesses understand preferences and pain points, allowing for proactive and seamless customer experiences.

While AI has potential, it is not a magic wand. Full value comes with thoughtful goal setting to establish a strategy and time to gain expertise and make adjustments. To understand where CX teams are in their AI journey, we asked participants to identify their maturity level given a specific definition:

- **Non-existent -** we don't use AI for customer experience interactions in any way
- **Early stage -** we have a pilot project and are experimenting with simple stand-alone solutions (chatbots, GenAI to review text sent to customers, etc.)
- **In process -** we've identified and implemented simple use cases
- **Established -** we are using AI for select use cases and are looking for further opportunities to expand
- **Mature -** we have deployed AI to support groups both within and outside the company, using various interactive methods

It is clear that AI is a work in progress. The majority of companies (92%) have an AI initiative in progress, but very few (9%) characterized themselves as "mature" in their adoption. Most are still figuring things out, with 24% characterizing themselves as "early stage" and 31% saying they are "in process." A further 28% indicate that their AI initiative for CX is "established," with some existing successes but more work to be done.

How would you describe the maturity of your company's adoption of AI for customer interactions? Choose the one answer that most closely applies.

Category	Value
Mature	9%
Established	28%
In process	31%
Early stage	24%
Non-existent	8%
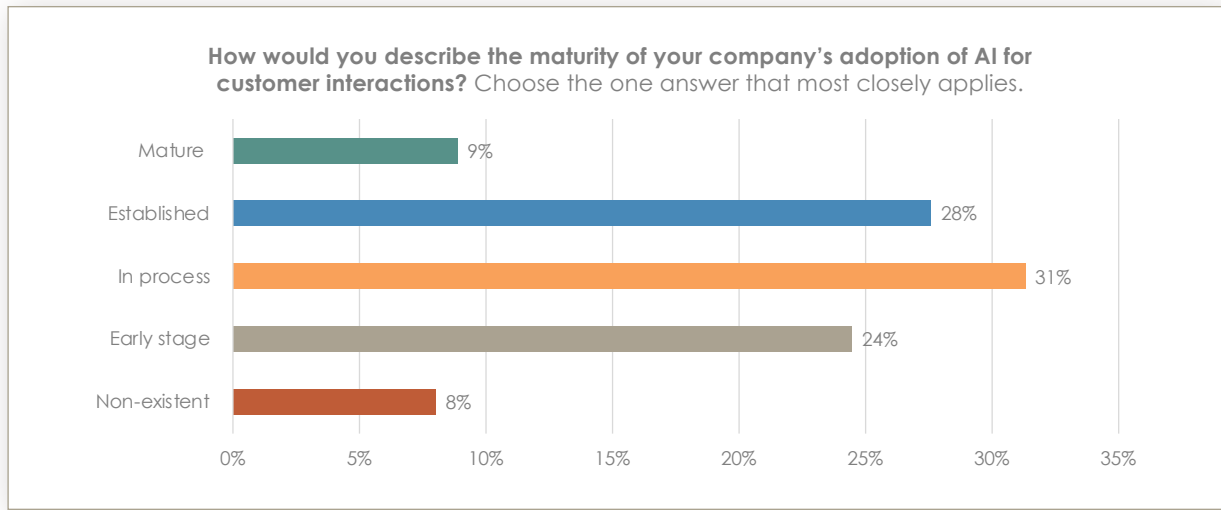
The level of adoption and maturity of AI is relatively consistent across geographies and industries. The United States is slightly ahead of Canada and the United Kingdom, while software companies are slightly ahead of other industries.

How would you describe the maturity of your company's adoption of AI for customer interaction?
By Country

	Mature	Established	In process	Early stage	Non-existent
United States	11%	32%	26%	23%	8%
United Kingdom	7%	26%	30%	28%	8%
Canada	7%	23%	40%	23%	7%

How would you describe the maturity of your company's adoption of AI for customer interaction?
By Industry

	Mature	Established	In process	Early stage	Non-existent
Software	11%	41%	33%	14%	2%
Financial Services and Insurance	9%	26%	38%	26%	1%
Healthcare	7%	25%	30%	29%	9%
Retail	7%	31%	21%	26%	15%
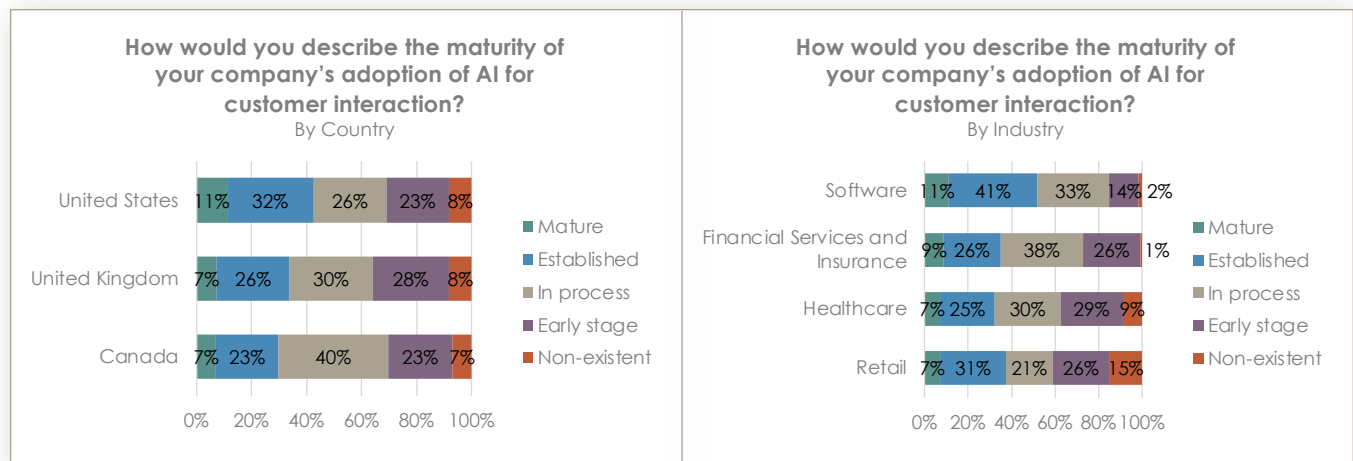
Potential for revenue tops the list of motivations for investing in AI for CX

Investments in AI for customer experience are driven by various factors, with the potential for increased revenue opportunities topping the list (54%). This response is particularly interesting in light of our findings that business leaders view customer experience as a revenue generator.

What are your company's business motivations for investing in AI for customer interactions?
Choose all that apply.

Motivation	%
Increase revenue opportunities	54%
Process improvement and efficiency gains	46%
Customer demand	40%
Competitive pressure	39%
Demonstrate innovation leadership	35%
Board or executive mandate	27%
Curiosity	26%
Other. Please specify:	1%

n= 92%, use AI for CX

There are many other reasons companies are investing in AI for customer interactions, including process improvement and efficiency gains (46%), customer demand (40%), competitive pressure (39%), and the desire to demonstrate innovation (35%). Some CX teams have been motivated by a specific board or executive mandate to explore AI (27%), while others are driven by simple curiosity (26%). Some participants took the time to write in "other" responses, including wanting to extend customer service hours, a need for better decision-making data, and risk management.

Issues with data are the most frequent challenge when implementing AI for CX

While the potential benefits of AI are compelling, there are barriers to a successful deployment. Most implementations of CX for AI face issues (93%), with the top problem reported being challenges with their historical and real-time data, including accessibi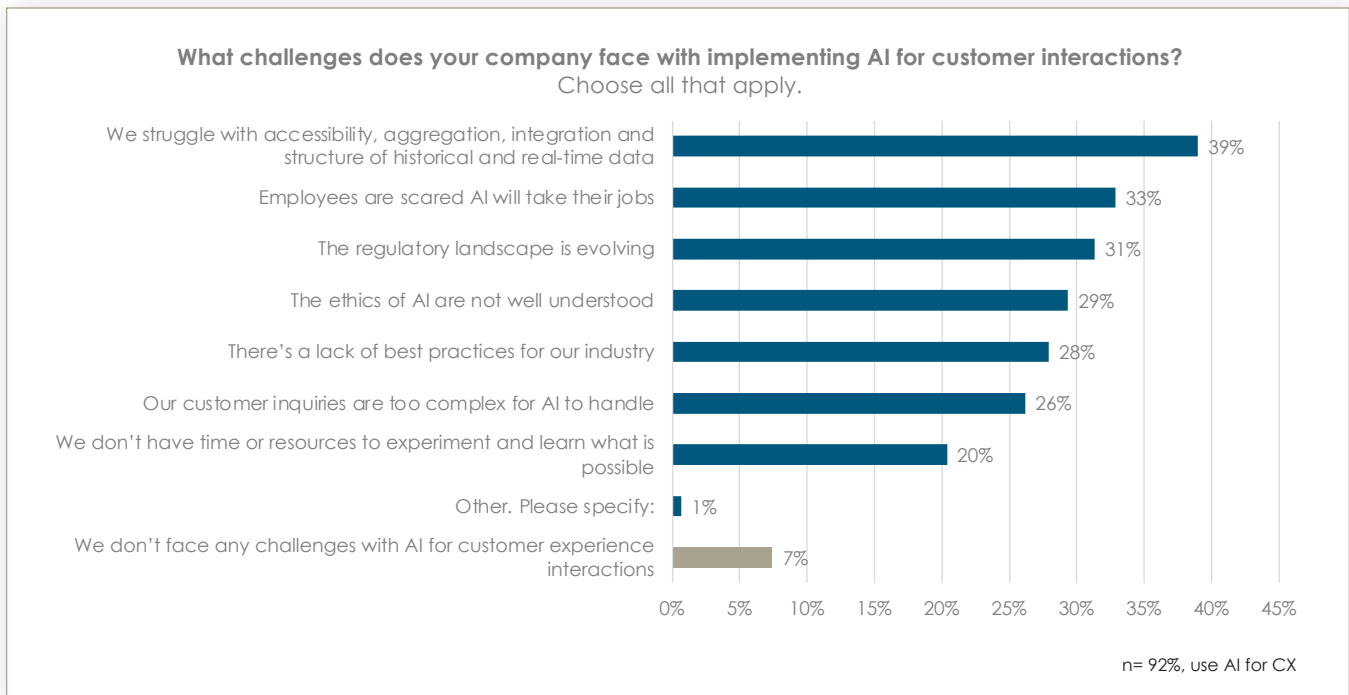lity, aggregation, integration, and structure needed for AI to access a full view of customer activity (39%). Several non-technology issues are high on the list of challenges, including employees fearful of job loss (33%), the changing regulatory landscape (31%), lack of understanding of the ethical implications of AI (29%), and lack of best practices (28%). The most frequent "other" challenges submitted by participants include an overwhelming number of options and insufficient budget.

What challenges does your company face with implementing AI for customer interactions?
Choose all that apply.

Challenge	Percentage
We struggle with accessibility, aggregation, integration and structure of historical and real-time data	39%
Employees are scared AI will take their jobs	33%
The regulatory landscape is evolving	31%
The ethics of AI are not well understood	29%
There's a lack of best practices for our industry	28%
Our customer inquiries are too complex for AI to handle	26%
We don't have time or resources to experiment and learn what is possible	20%
Other. Please specify:	1%
We don't face any challenges with AI for customer experience interactions	7%

n= 92%, use AI for CX

Challenges shift as companies mature in their AI journey. Data issues peak among "in-process" companies (43%) before dropping among "mature" organizations (31%). "Early stage" companies are far less worried about the regulatory landscape than their "mature" counterparts (24% vs. 35%). CX decision-makers with a mature implementation of AI are more likely to struggle with complex customer inquiries (33%). In comparison, a lack of time and resources for experimenting and learning is more common among the least mature organizations (24%).

Data issues during AI implementations are far more common among companies reporting multiple tools. The few companies with only a single tool for customer interactions are less likely to report data struggles (13%), while half (49%) of companies with more than ten tools say they have data issues for AI.

"We struggle with accessibility, aggregation, integration and structure of historical and real-time data"
By Number of Tools for Customer Interactions

Tools	Percentage
One	13%
Two or Three	36%
Four or Five	37%
Six to Ten	42%
More than ten	49%

n= 92%, use AI for CX
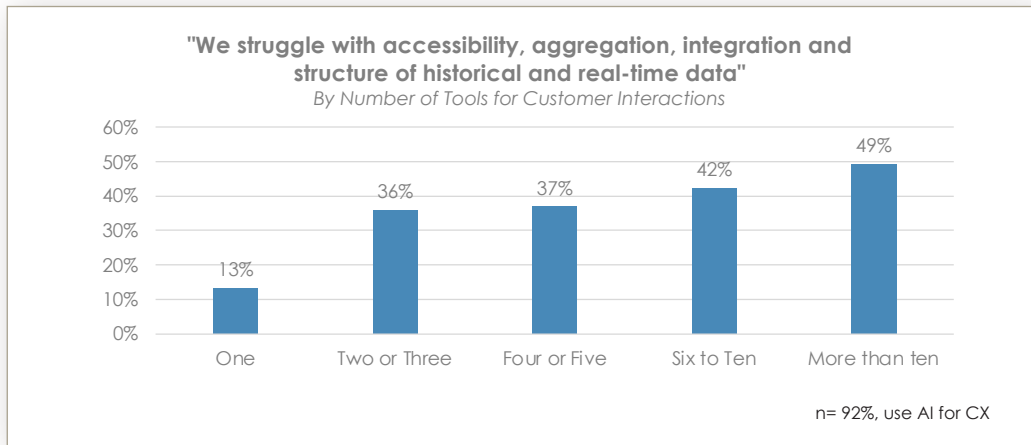
Siloed data is a reality for CX teams

86%
Data on customer interactions is siloed
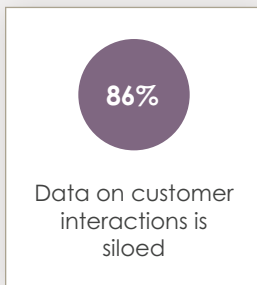
Among all companies, 86% report that their customer interaction data is spread across different systems. There is no single place where it is integrated.

This is problematic because siloed data leads to inconsistent and less personalized customer interactions, inefficient problem resolution, and poor data-driven decision making. Teams lack comprehensive insights because they do not have a consistent view of customer activity. This also leads to missed opportunities to improve CX, redundant efforts, or higher costs.

Companies are embracing a wide range of AI use cases for CX

Artificial intelligence can potentially benefit a wide range of customer experience use cases. One of the first steps in establishing an effective AI strategy is to focus on specific use cases most appropriate for the company's business needs and value drivers.

CX decision-makers who have adopted AI report a wide range of use cases that are currently implemented or planned for implementation in the future. The most common use case is using generative AI (gen AI) writing capabilities like ChatGPT to communicate with customers. This can be done in a standalone solution or built into agent assist tools for email, social posts, or other places where agents write to customers. Other agent assist tools and self-service AI tools, including chatbots and voice bots, are also very common.

What AI use cases has your company currently adopted for customer interactions?

In addition to the ones already implemented, what additional AI use cases for customer interactions is your company planning to adopt in the future?

Use case	Current	Future	Total
Generative AI for writing to customers	39%	25%	64%
Agent assist tools	34%	26%	60%
Self-service (e.g., chatbots, voice bots)	39%	18%	57%
Quality assurance and compliance management	29%	24%	53%
Language detection and translation	26%	24%	50%
Personalization	25%	25%	50%
Call routing optimization	24%	25%	49%
Call summarization and transcription	23%	24%	47%
Real-time sentiment analysis	24%	22%	46%
Process automation	23%	21%	45%
Predictive analytics	28%	14%	42%
Proactive issue resolution	16%	17%	33%

n= 92%, use AI for CX

Different industries are prioritizing slightly different use cases. Software and financial services companies are more likely to invest in AI-driven communication to improve customer interactions. Meanwhile, healthcare companies are focusing on personalization. On the other hand, tools like call routing automation seem to lag behind in adoption within retail.

Current and Future AI Use Cases
By Industry

Use Case	Financial Services and Insurance	Healthcare	Retail	Software
Generative AI for writing to customers	68%	55%	60%	83%
Quality assurance and compliance management	62%	45%	47%	58%
Call routing optimization	59%	47%	38%	50%
Predictive analytics	58%	45%	55%	55%
Agent assist tools	58%	53%	52%	61%
Self-service (e.g., chatbots, voice bots)	53%	53%	66%	69%
Call summarization and transcription	53%	41%	43%	59%
Language detection and translation	53%	47%	44%	58%
Real-time sentiment analysis	52%	41%	42%	68%
Personalization	51%	53%	44%	56%
Process automation	44%	39%	38%	50%
Proactive issue resolution	30%	21%	30%	50%

n= 92%, use AI for CX

AI value increases substantially with experience and investment

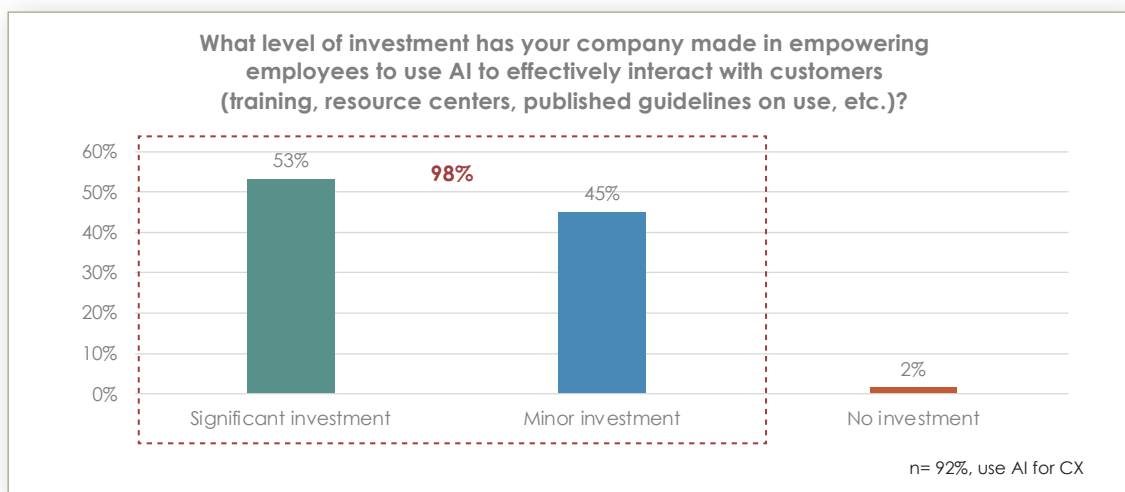AI brings value to customer experience interactions. Even the earliest adopters of AI for CX report that their companies are seeing value (98%). With time, that value increases dramatically. Among "mature" adopters of AI for CX, a remarkable 84% report receiving "high value" from their investment.

In your experience, what value does your company currently see from investments in AI for customer experience interactions?
By Maturity of AI

Maturity	High value	Medium value	Low value	No value
Mature	84%	15%		1%
Established	49%	48%		3%
In process	28%	58%	12%	3%
Early stage	26%	54%	18%	2%

n= 92%, use AI for CX
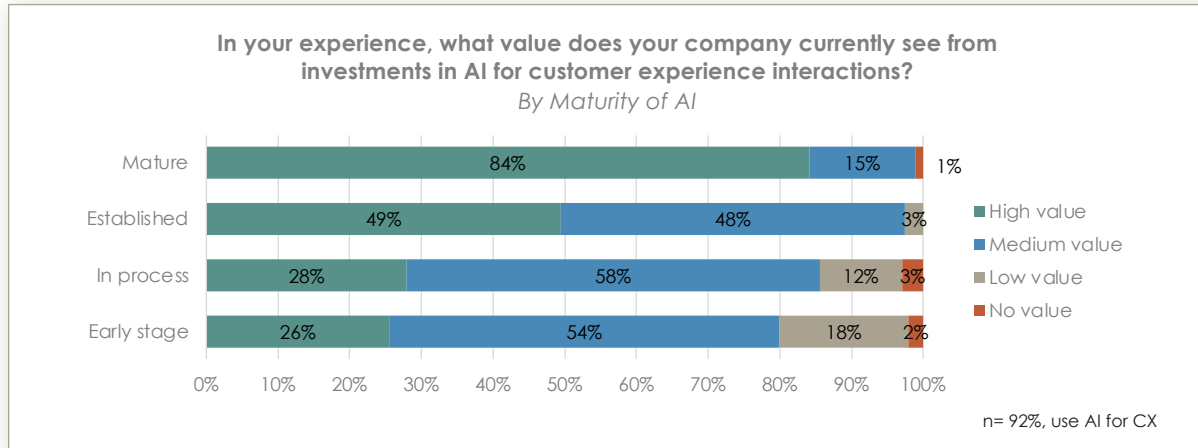
Empowering employees to use AI pays off

We saw above that employees can fear AI. A key way to address this issue is to ensure employees know the best ways to use AI to improve their jobs so they see it as a help, not a threat. Most companies (98%) adopting AI for CX provide their employees with training, resource centers, published guidelines, or other empowerment tools. This percentage includes over half (53%), which characterizes their investment as "significant."

What level of investment has your company made in empowering employees to use AI to effectively interact with customers (training, resource centers, published guidelines on use, etc.)?

	Significant investment	Minor investment	No investment
	53%	45%	2%

98%

n= 92%, use AI for CX

All countries recognize the need and are investing in employee empowerment. Companies in the United States are slightly more likely to have made a significant investment in empowering employees to use AI (57%) than their counterparts in Canada (49%) or the United Kingdom (52%).

What level of investment has your company made in empowering employees to use AI to effectively interact with customers (training, resource centers, published guidelines on use, etc.)?
By Country

Country	Significant investment	Minor investment	No investment
United States	57%	40%	2%
United Kingdom	52%	47%	1%
Canada	49%	50%	1%

n= 92%, use AI for CX
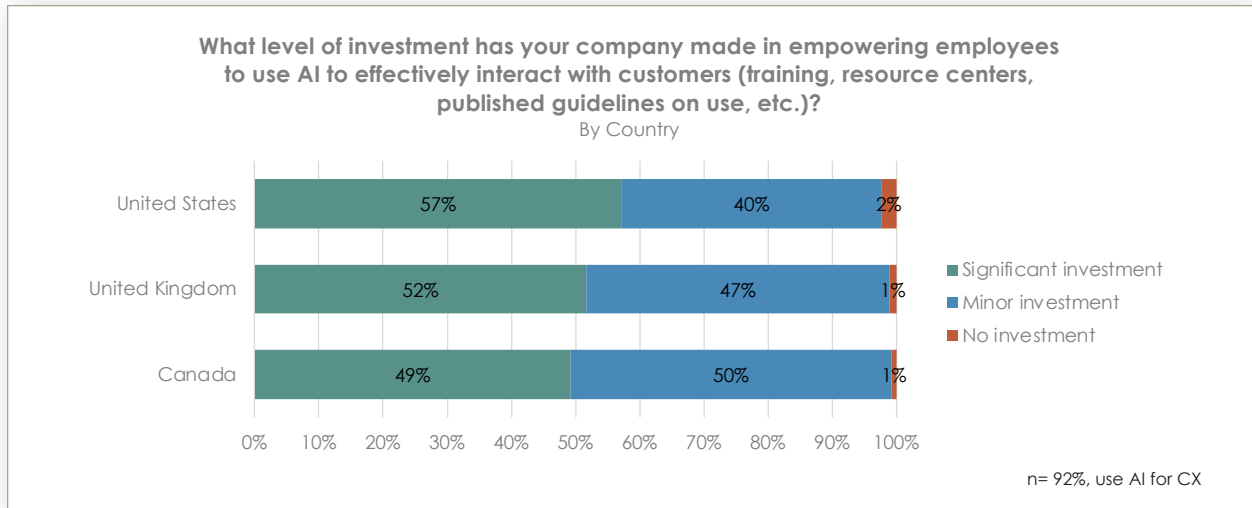
This investment in employee empowerment pays off. Among companies that have made a significant level of investment, half (51%) say employees are "extremely satisfied" with their AI experiences. This number plummets to only 14% among companies that have not made any investment.

Which level of investment has your company made in empowering employees to use AI to effectively interact with customers (training, resource centers, published guidelines on use, etc.)? BY **To the best of your knowledge, how do your employees generally feel about your company's current use of AI for customer experience interactions?**

	5 – Extremely satisfied	4 – Somewhat satisfied	3 – Neither satisfied nor dissatisfied	2 – Somewhat dissatisfied	1 – Extremely dissatisfied
Significant investment	51%	37%	9%	2%	
Minor investment	14%	46%	30%	9%	
No investment	14%	21%	36%	14%	14%

Detailed findings: The human-AI connection will be the foundation of great AI for CX
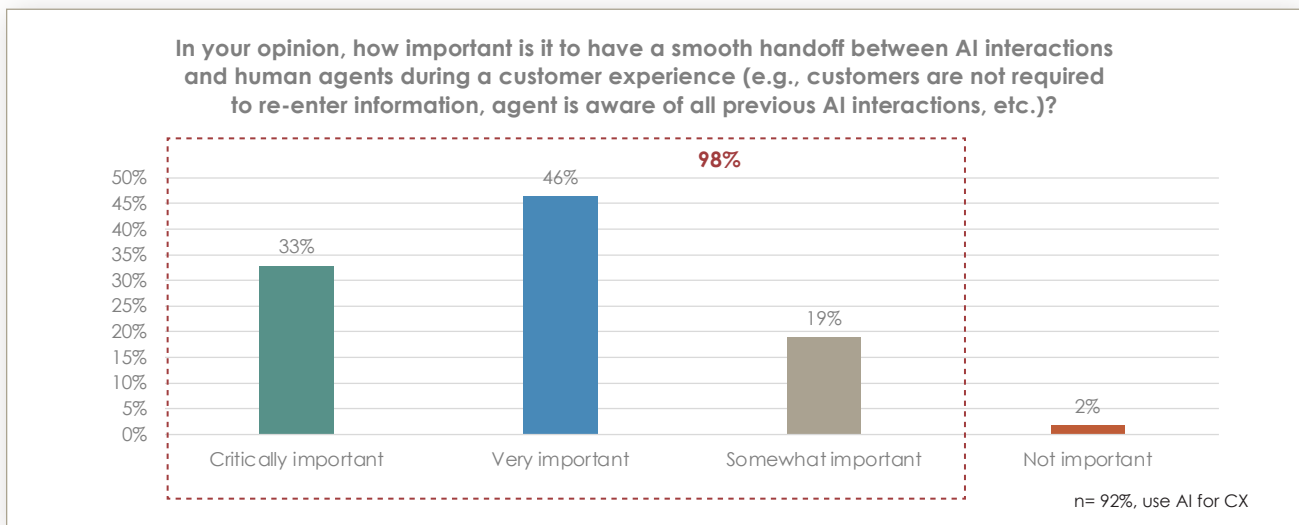### The balance between technology and the human touch matters to customers

Balancing AI and the human touch is crucial for delivering efficient, personalized customer experiences while maintaining empathy and understanding. AI can handle routine tasks and provide quick responses, while human agents excel at addressing complex issues and offering emotional support. Together, these two elements make customer interactions well-rounded and effective.

89%

"Properly balancing automation, AI, and the human touch in customer interactions is the key to future success in customer experience."
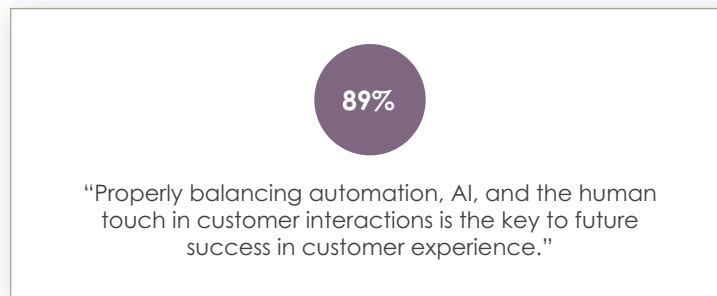
CX decision-makers who have adopted AI for customer experience understand this balance. The typical attitude is that there is a need for automation, AI, and human interactions, and balancing these areas will be the key to future success in customer experience (89%),

The AI-to-human handoff is important but difficult

The balance between AI and human interaction requires moving between these different touch points in a way that is not jarring for customers. Almost all CX decision-makers (98%) say a smooth handoff between AI interactions and human agents is important. This number includes 79% who characterize this requirement as "critically" or "very" important.

In your opinion, how important is it to have a smooth handoff between AI interactions and human agents during a customer experience (e.g., customers are not required to re-enter information, agent is aware of all previous AI interactions, etc.)?

98%

- Critically important: 33%
- Very important: 46%
- Somewhat important: 19%
- Not important: 2%

n= 92%, use AI for CX

Understanding this importance is easy. Unfortunately, implementing a low-friction handoff between human and AI experiences is difficult. Most (90%) CX decision-makers using AI for CX report struggling. Employee resistance tops the list of barriers (36%), followed by customer resistance (29%). Technology issues are also a factor, with the lack of integration (29%) and legacy technology (27%) cited as issues.
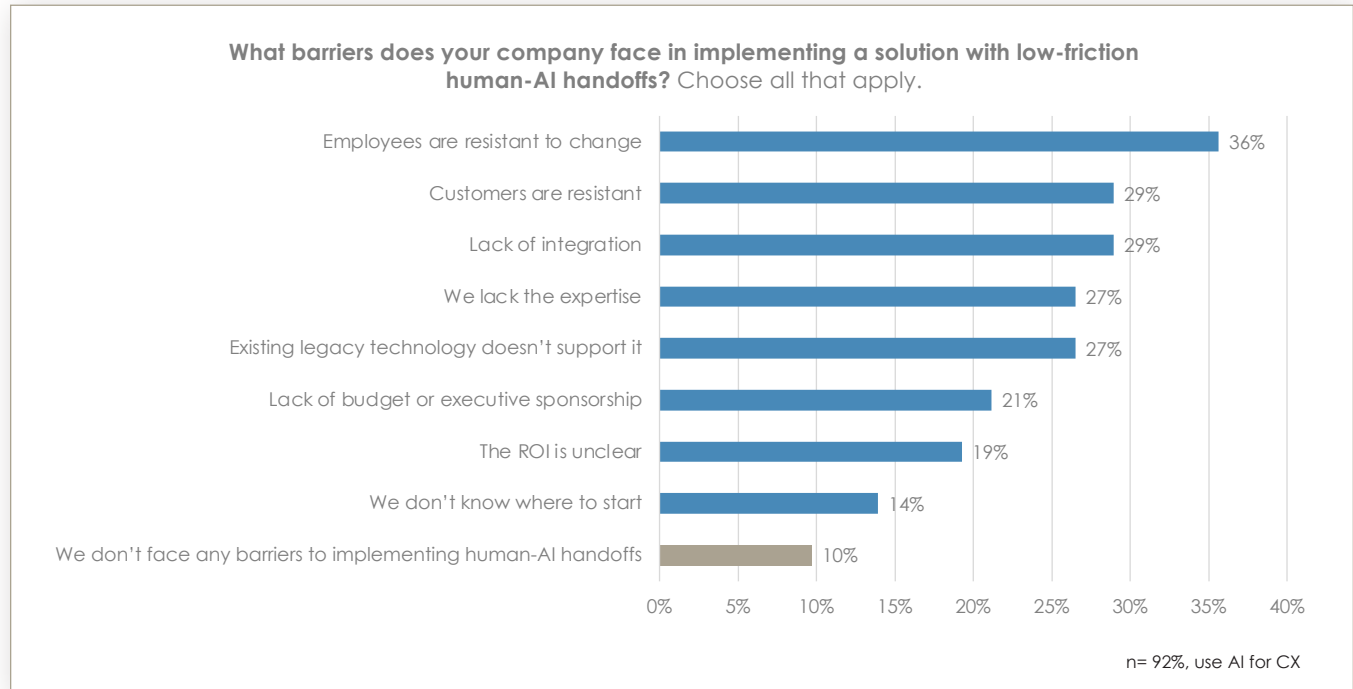
What barriers does your company face in implementing a solution with low-friction human-AI handoffs? Choose all that apply.

Barrier	Percentage
Employees are resistant to change	36%
Customers are resistant	29%
Lack of integration	29%
We lack the expertise	27%
Existing legacy technology doesn't support it	27%
Lack of budget or executive sponsorship	21%
The ROI is unclear	19%
We don't know where to start	14%
We don't face any barriers to implementing human-AI handoffs	10%

n= 92%, use AI for CX

Innovation would benefit the human-AI experience

Innovation would be helpful in the human-AI handoff. CX decision-makers say their company would benefit if human agents could oversee AI interactions and assist as needed (51%). They also say it would be helpful to have AI that gives their agents real-time support and recommendations behind the scenes (44%), allows human agents to send select interactions to AI tools (39%), and more. Almost all (97%) reported that their organization would benefit from additional capabilities.

Would your organization benefit from any of the following capabilities for human-AI customer experience interaction workflows?
Choose all that apply.

Capability	Percentage
"Autopilot" technology that allows a human to oversee AI interactions and discretely assist or intervene if needed	51%
Behind-the-scene, real-time support and recommendations for agents at the moment of the customer interaction	44%
Human agents can send certain interactions to AI tools (e.g., secure collection of payment information)	39%
Perform QA on both human and AI interactions to ensure compliance and for development	35%
Supervisory monitoring of SLAs to ensure compliance	32%
We would not benefit from any of these	3%

n= 92%, use AI for CX

Survey methodology and participant demographics

Independent sources of professionals responsible for customer experience were invited to participate in an online survey. A total of 1,058 qualified participants completed the survey in November 2024. All participants had decision-making responsibility for customer experience (CX) strategy or operations at a company with more than 100 employees in the United States, Canada, or the United Kingdom. The survey was fielded in English. Quotas were set to ensure representation of select industries (financial services, health care, retail) and C-level executives. Participants included a mix of job levels, company sizes, and industries. Due to rounding, certain graph options may not add up to exactly 100%.

Job Level

- Team manager 5%
- C-level executive 28%
- Director-level manager 36%
- VP-level executive 31%

Country

- United Kingdom 29%
- United States 41%
- Canada 29%

Years of CX Experience

- More than 20 years 9%
- Less than 5 years 16%
- 11 - 20 years 21%
- 5 - 10 years 55%

Company Size

- More than 20,000 employees 8%
- 100 - 500 employees 23%
- 5,000 - 20,000 employees 16%
- 500 - 1,000 employees 19%
- 1,000 - 5,000 employees 33%

Industry

Industry	Percent
Financial Services and Insurance	23%
Retail	22%
Healthcare	21%
Technology - Software	8%
Manufacturing	6%
Food and Beverage	6%
Services	4%
Transportation	2%
Technology - Other	2%
Telecommunications	1%
Energy and Utilities	1%
Other	4%

About Dimensional Research

Dimensional Research® provides practical market research for technology companies. We partner with our clients to deliver actionable information that reduces risks, increases customer satisfaction, and grows the business. Our researchers are experts in the applications, devices, and infrastructure used by modern businesses and their customers. For more information, visit www.dimensionalresearch.com.

About Nextiva

Nextiva powers over a million users and billions of interactions annually with its customer experience platform. From one AI-powered customer experience hub, Nextiva Unified-CXM transforms how businesses engage with their customers with orchestrated customer journeys that help businesses acquire, retain, and grow customers. The company's commitment to Amazing Service® and a customer-focused approach has been the cornerstone of its success. Nextiva was established in 2008 and is headquartered in Scottsdale, Arizona. Discover more at www.nextiva.com.