

10 Things Customer Experience Leaders Need to Consider in 2024



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Highly volatile customer behaviors and expectations are shaping the way enterprises think about customer experience (CX) strategies across and beyond engagement channels

What do consumers want?



Customers are increasingly channel agnostic: 37% of customers consider consistent/seamless cross-channel experiences to be a critical factor when deciding where to shop.

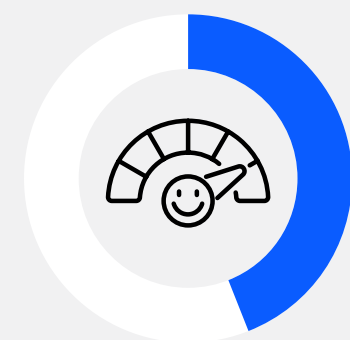
- Young people in the 18–25 age group expect to utilize self-service options as much as enjoying high-touch in-store retail engagements.



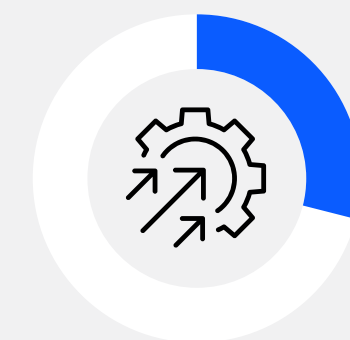
Customers decide where to shop based on loyalty and brand value. At the same time, customers expect integrated experiences across physical and online stores, as well as a seamless and frictionless shopping and a post-purchase journey.

What should enterprises do?

- The three most important business outcomes achieved from CX initiatives in the past 12 months are:



44%
improved **customer satisfaction**

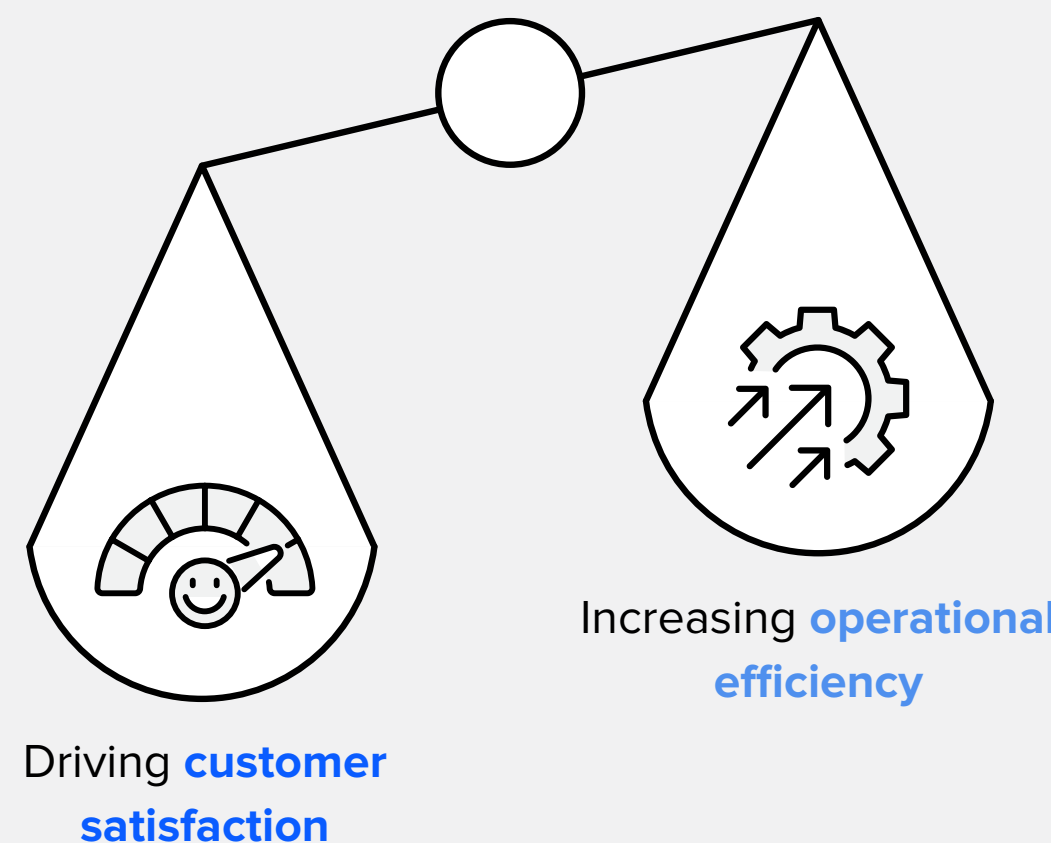


29%
improved **operational efficiency**



28%
improved **profits/cost savings**

- Organizations intend to bridge the customer satisfaction gap by hearing the “**voice of the customer**” and improving **operational efficiency**.



*Achieving the right balance between these two contradictory but interconnected dimensions results in a **frictionless and immersive omni-experience**.*

Innovating digital experiences, assuring privacy and security compliance, and an increasing amount of customer and external market data are driving changes in enterprise CX strategies

The top 3 shifts in the external market environment that will have the biggest impact on CX over the next year are:

- Continually changing expertise/skillsets to deliver innovative digital experiences
- Employee/workforce challenges (e.g., staffing shortages and the high cost of labor)
- Customer data privacy and security risks and regulations

CX is no longer a pure marketing concern.

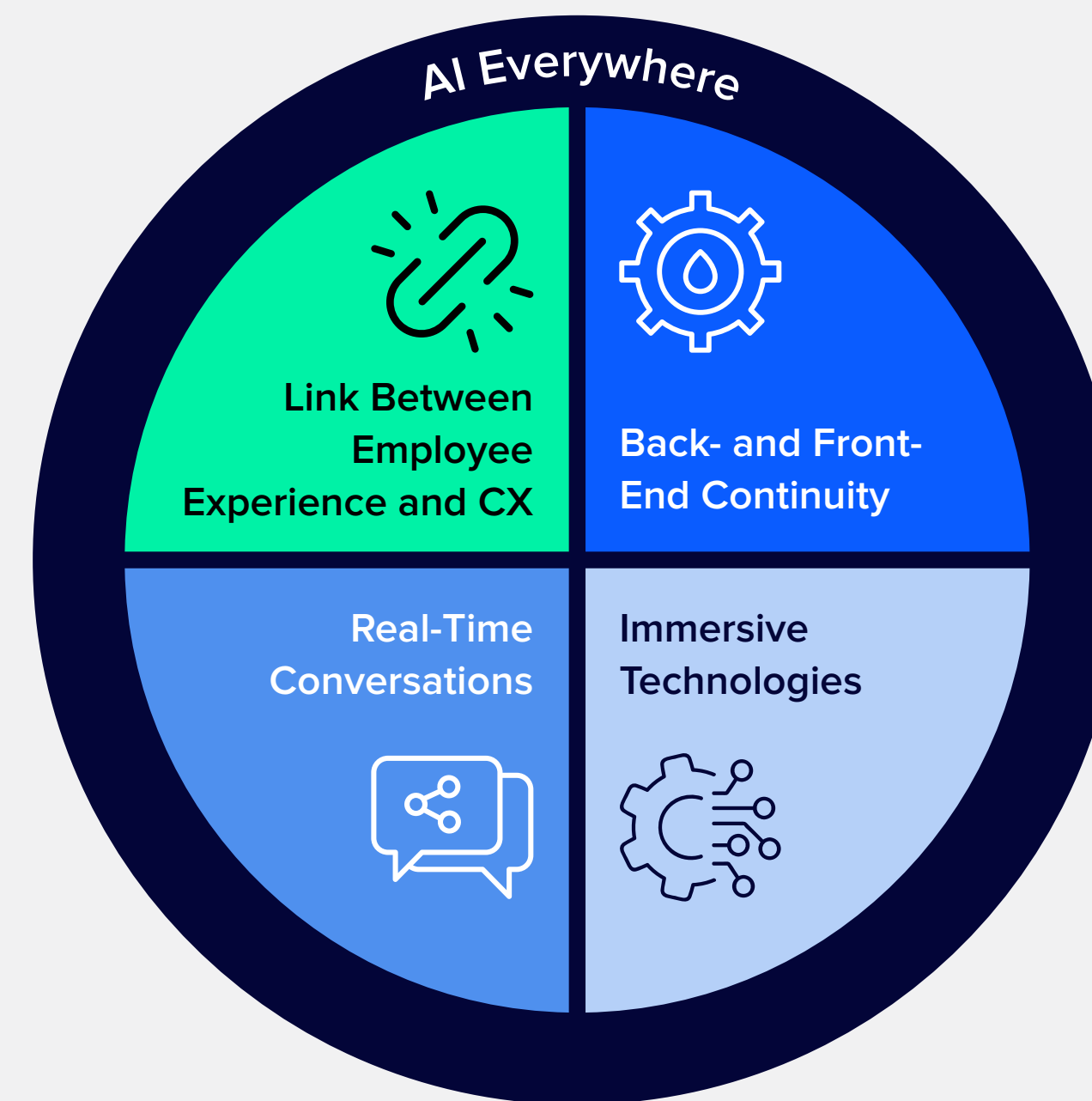
- According to IDC survey data, only 23% of organizations' CX initiatives are led by CMOs.
- Leadership roles and responsibilities for CX-related initiatives are distributed almost equally among members of the C-suite.

As a collaborative approach involving the C-suite "Dream Team," **CX is an enterprise-wide strategy** and is critical to delivering immersive journeys at speed and scale.

Process, technology, real-time conversations, and people are the building blocks of immersive CX. Which will be powered by "AI everywhere."

A human-centric approach whereby customer and employee experiences represent two sides of the same coin

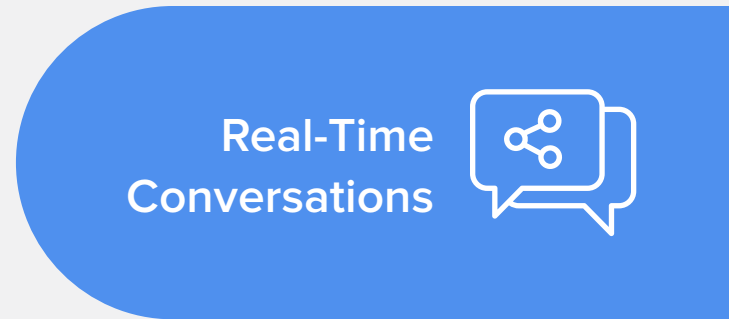
Contextualized conversations for real-time interactions based on multiple data streams



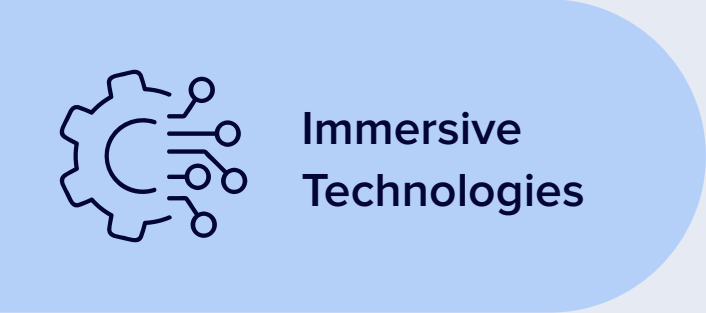
Elevating the online–offline channel dichotomy to the third dimension of augmented/ immersive experience, while ensuring front- and back-end integration

Augmented CX-enabling technologies improve customer satisfaction, retention, and lifetime value

Organizations should elevate interactive moments and facilitate real-time conversational messaging across the customer journey

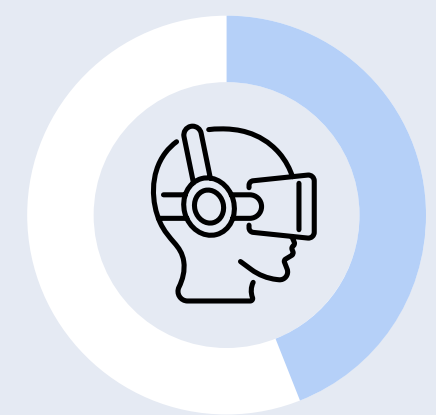


- Chatbots, clickable product images (e.g., via Pinterest), and vocal assistants are **interfaces** through which customers can connect with brands in more augmented and **immersive** ways at **any time**. AI enables enterprises to integrate and process all relevant information for **contextualized** marketing, advertising, and loyalty initiatives along the customer life cycle.
- The rising importance of **multichannel conversations** in a **mobile-first** world has fueled the launch of **conversational messaging solutions** for customer engagement. The mobile-first attitude of the Gen Z audience will further drive this trend. These customers prefer real-time rich-media conversational messages via all accessible channels. Messages can be enriched with video and seamless handoffs from chatbots and/or live agents for **omni-channel CX**.
- **Conversational messaging solutions** that augment **marketing/presales, commerce/sales, and post-sales** processes generate incremental online revenue and improve customer loyalty and customer success management.



Going beyond channels and moving to immersive experiences through contextual engagement-enabling technologies that leverage AI everywhere

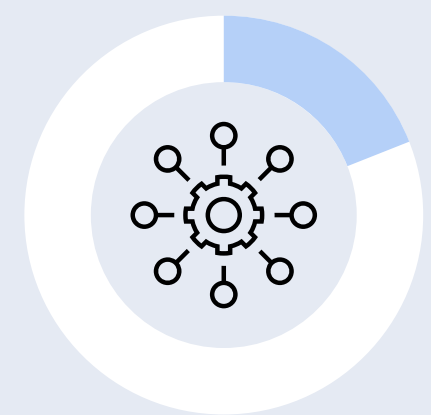
The percentages of organizations in Europe that will boost investments in the following technologies to deliver more effortless and seamless customer engagements over the next 12 months:



44%
immersive technologies (AR/VR, Web3, etc.)




23%
conversational apps (live chat, intelligent digital assistants, messaging apps, video, digital avatars, etc.)



19%
omni-channel contact-center solutions

- Contextual engagement requires firms to have two-way customer conversations. Businesses must sense, detect, listen, and apply context in each interaction to adapt to customer situations and needs.
- AI and analytics can create and apply a precision level of intelligence based on customer and organization profiles and transaction data, as well as customer intent and sentiments from conversations and behavioral signals.

Enterprises will invest in employee experience (EX) to augment the human touch of CX

Link Between Employee Experience and CX 

IDC predicts that, by 2026, 40% of Global 2000 companies will have incorporated EX initiatives into their core CX strategies to compete in talent acquisition and retention, but many will struggle to measure EX and CX.

Enterprises must empower workers with the right skills and tools to better serve customers and improve EX.

- 41% of European companies are investing in EX and CX and measuring their impacts on each other.
- 32% of European enterprises correlate advanced EX metrics such as employee Net Promoter Scores, employee sentiment, and brand affinity to CX metrics.
- Employees can serve customers more effectively if they have access to real-time data.



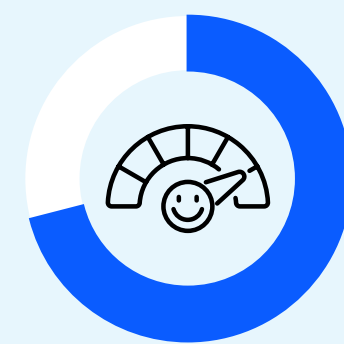
 Back- and Front-End Continuity

Personalization remains a key differentiator, provided there's a clear intent to drive an enterprise-wide CX strategy in which organization stakeholders have full **visibility into customer data** across core business processes — from marketing and CX to supply chains and contact centers. Such visibility ensures front- and back-office continuity in customer interactions.

- 35% of European organizations maintain a singular customer data map at the enterprise level, where data gaps are continually identified and updated at the pilot stage for some customers.

Including new CX metrics across the organization's divisions fosters a CX-oriented culture, incentivizes collaboration, and ensures consistency in achieving unique results.

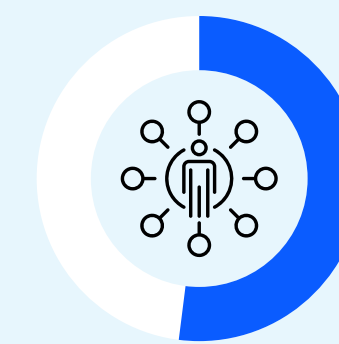
The top 3 areas of CX investments for European enterprises over the next 12 months are:



71% customer satisfaction and trust



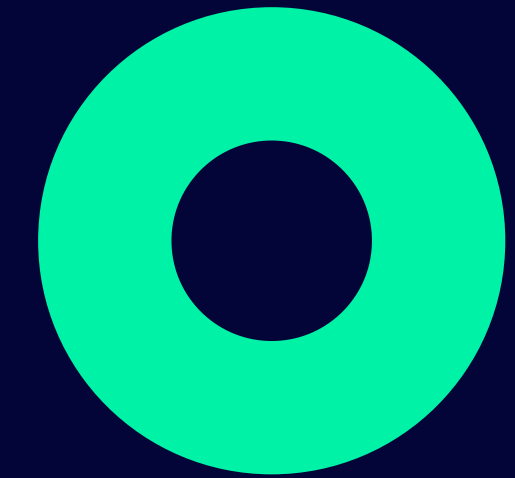
55% integrated customer data and intelligence



52% enabling a customer-centric organization (i.e., CX operating model and organizational structure, customer-centric leadership and culture, and CX change transformation)

Making CX Work in Contact Centers

What, How, and Who?



Transformation is about changing the business philosophy

Failing to design a service around modern customer profiles = unhappy customers = poor business results.

1

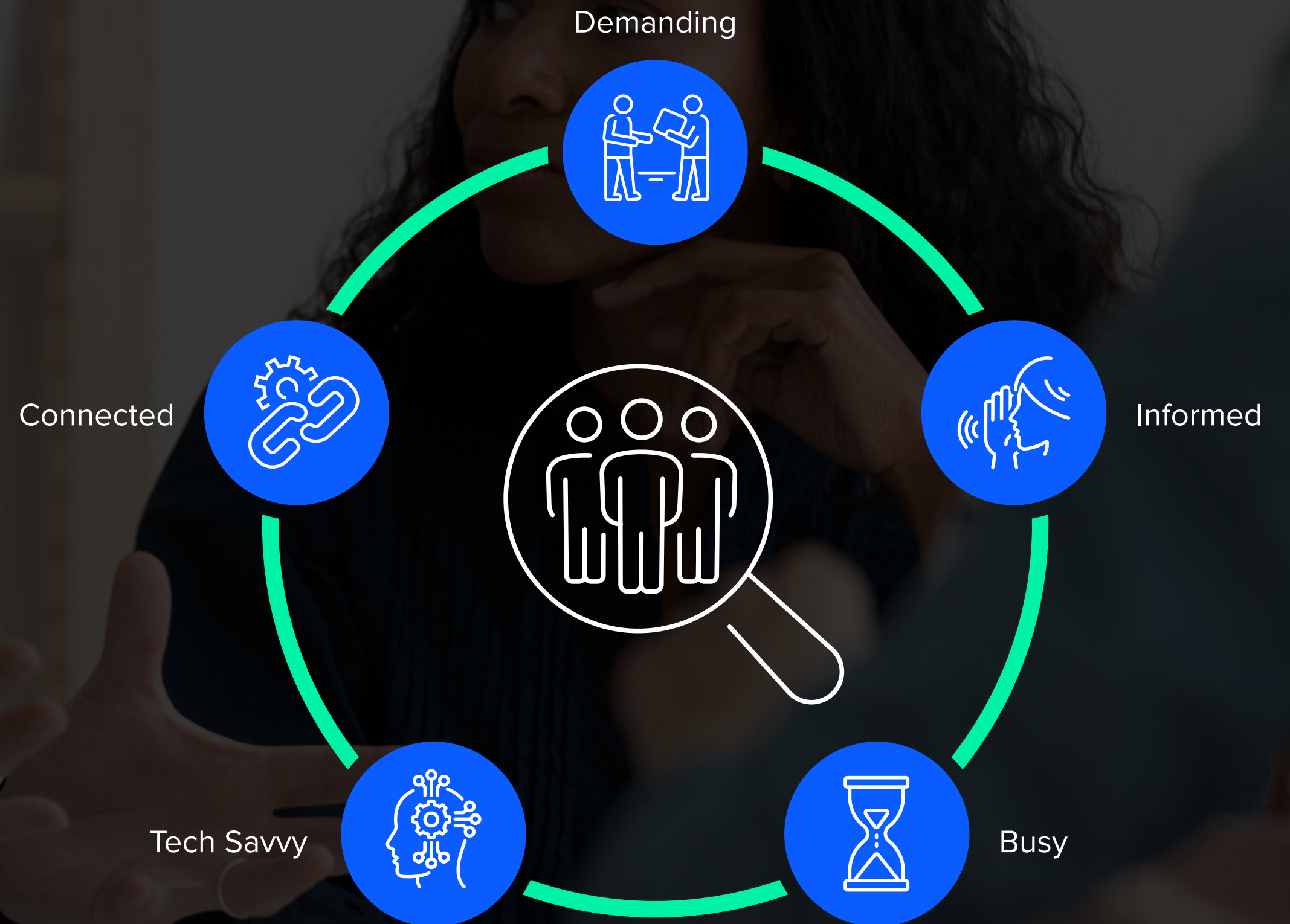
CX requires transformation as customer profiles and dynamics shift, but such transformation must move beyond change to include:

- Developing business values and principles that put customers at the center of all business activities
- Understanding customers' needs and designing services around their requirements and convenience

2

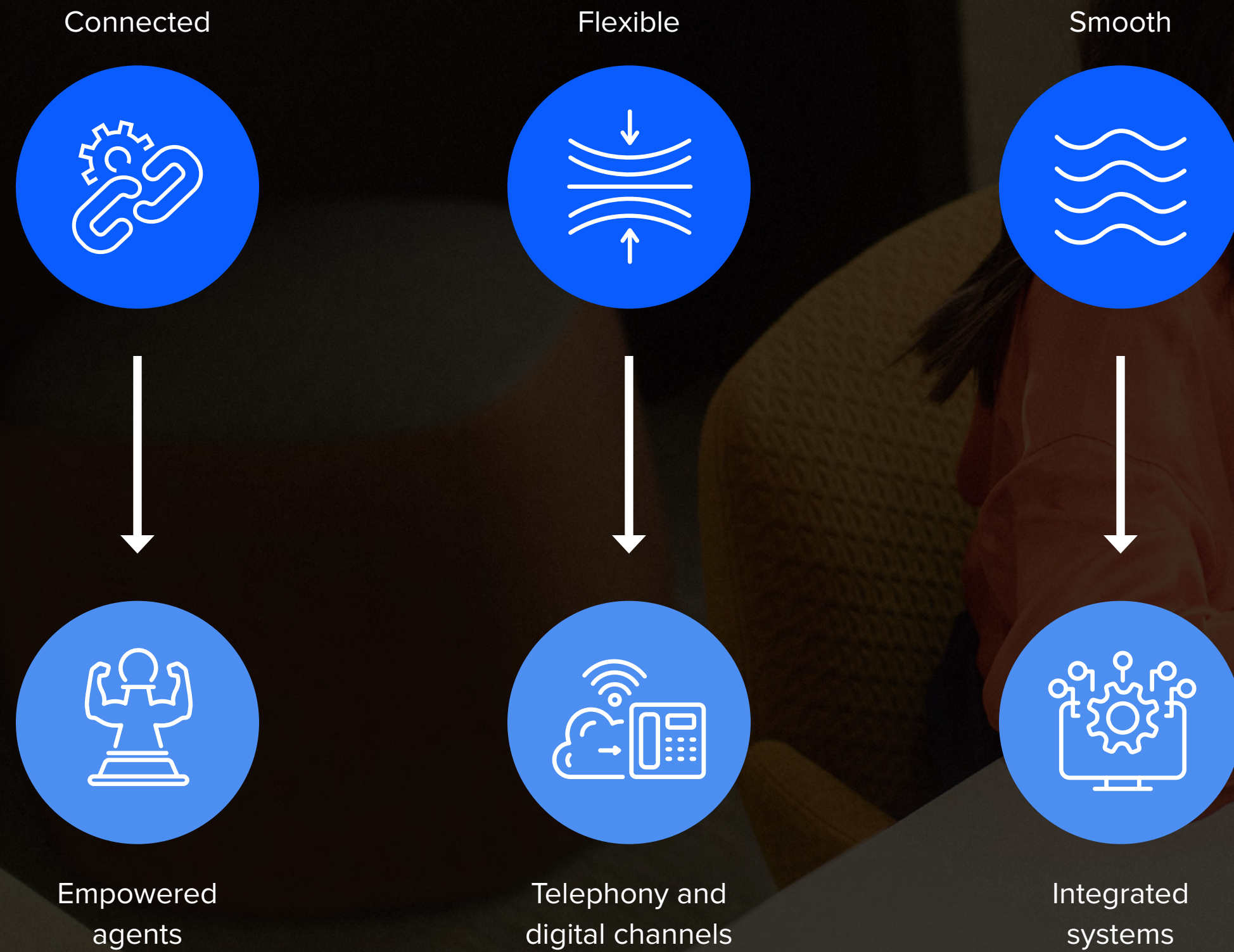
Traditional contact centers are not suited to meeting the needs of modern-day customers. Changes in approach to customer service, work processes, and technology must be made.

Modern-Day Customer Profile



Contact-center transformation will lead to centers of service excellence

Service Excellence Pillars











Service Excellence Pillars

- 1** It is a center of service excellence.
- 2** It is based on three pillars: human connection, flexible access points, and seamless experience.
- 3** It uses modern technology to develop, drive, and determine service excellence.

Transformation — from contact centers to centers of service excellence

Contact Centers









- Voice the only option 
- Transactional calls 
- Script-based agents 
- Reactive 
- Long resolution 
- Impersonal 
- Repetitive 
- Service drop 

Customer Excellence Spectrum



Customers wear the crown

Centers of Service Excellence

- Voice and digital channels 
- Builds relationship 
- Empathetic 
- Proactive 
- Simple, fast, easy 
- Personal 
- Problem solvers 
- Frictionless 

Supported agents are essential for modern contact centers

Does your organization use, or plan to use, contact-center-as-a-service (CCaaS) solutions in the next two years?

What were/are your organization's motivations to deploy CCaaS?

35%



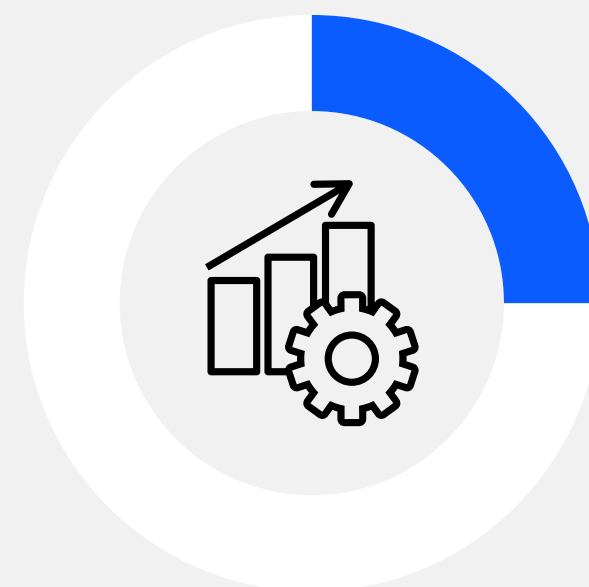
Currently using CCaaS

40%



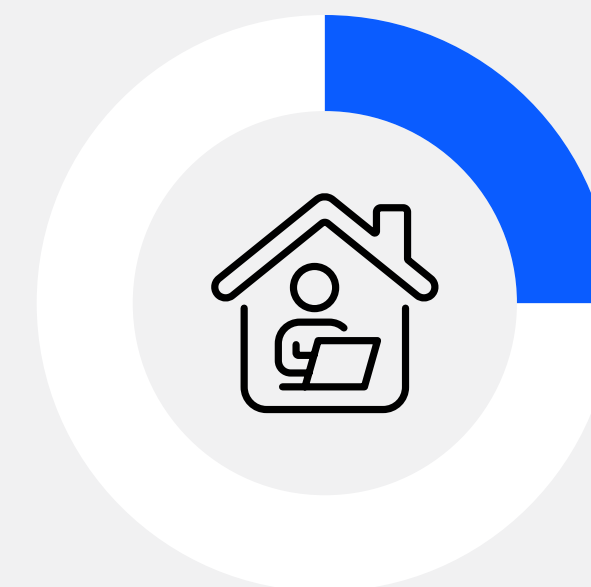
Plan to use CCaaS in the next two years

25%



To drive agent engagement and productivity

25%



To enable remote work for agents

Agents are the primary conduit for CX, as they are directly responsible for the quality of services. Agents need to feel motivated and involved and require easy-to-use cloud-based:

1

Tools and training applications to satisfy ever-growing customer expectations

2

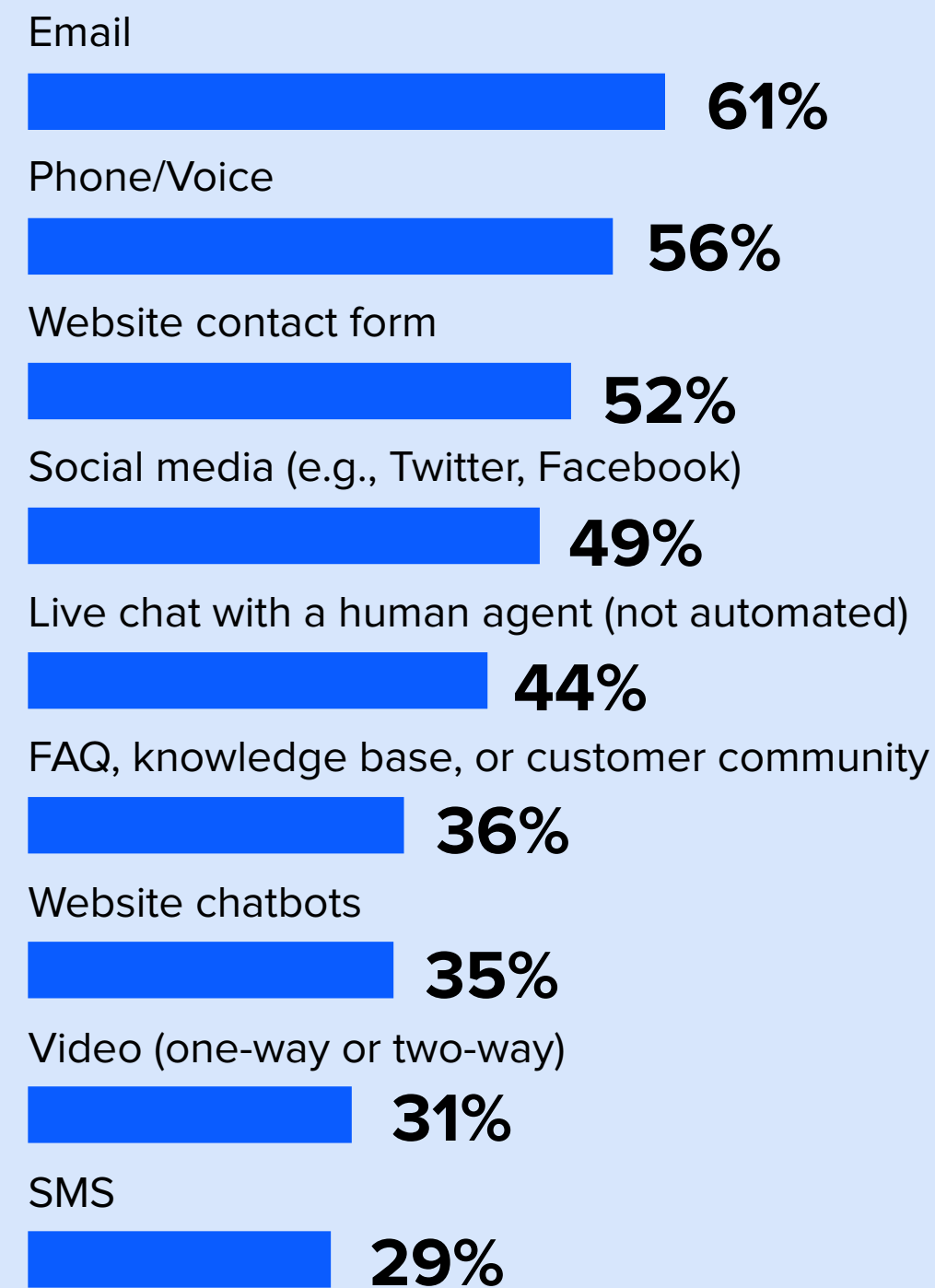
Platforms to take ownership of their responsibilities

3

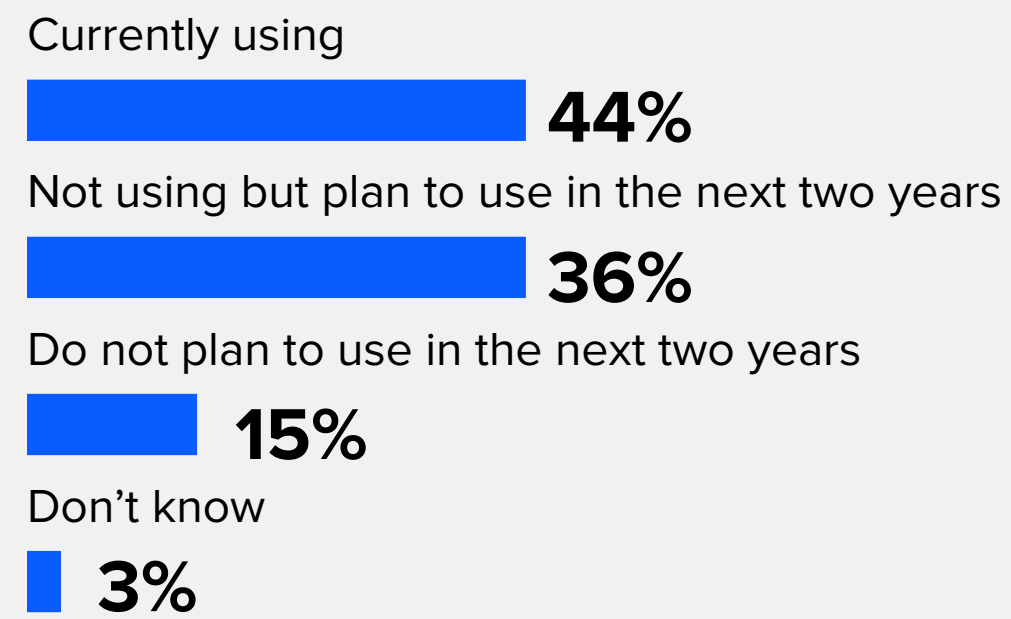
Location-agnostic systems that enable hybrid/remote work

Digital channels will be upgraded for more service flexibility

Which of the following channels can your customers use to reach your organization's customer support/contact center?



Does your organization use, or plan to use, any of the following in the next two years?



Why digital channels?



- Agent roles will need to become more specialized to address complex queries, leaving simpler queries for self services on digital channels.
- Customers across Europe currently use traditional digital channels (mainly emails and website contact forms), but the capabilities of these channels are limited. Phones are the leading channel in France, but only marginally trail email.
- The next wave of digital channels will involve AI/bot-assisted channels, including website chatbots and frequently asked questions.

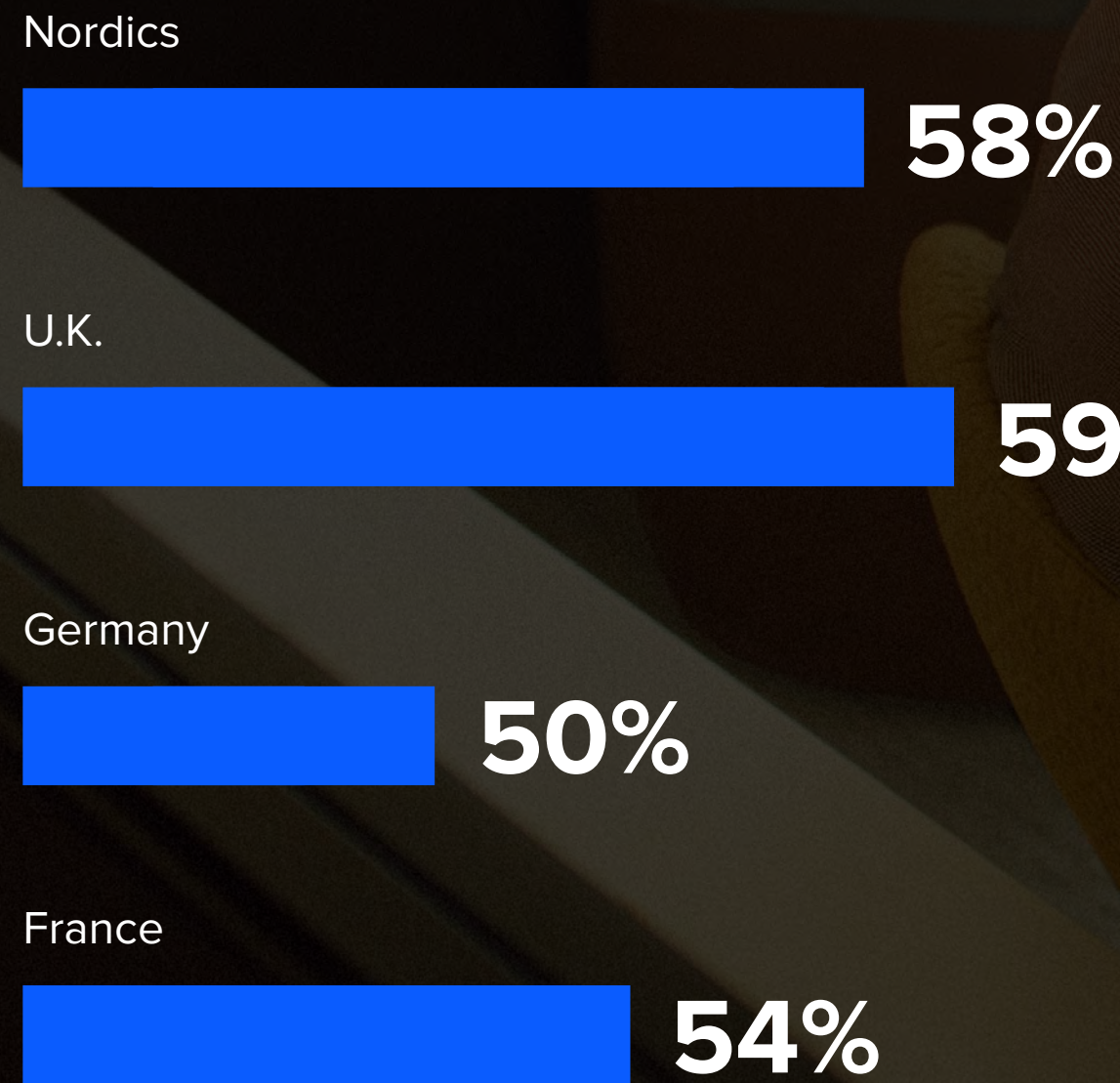
A win-win for all:

Agent pressure will ease, businesses will achieve cost efficiency, and customers will have more flexibility.

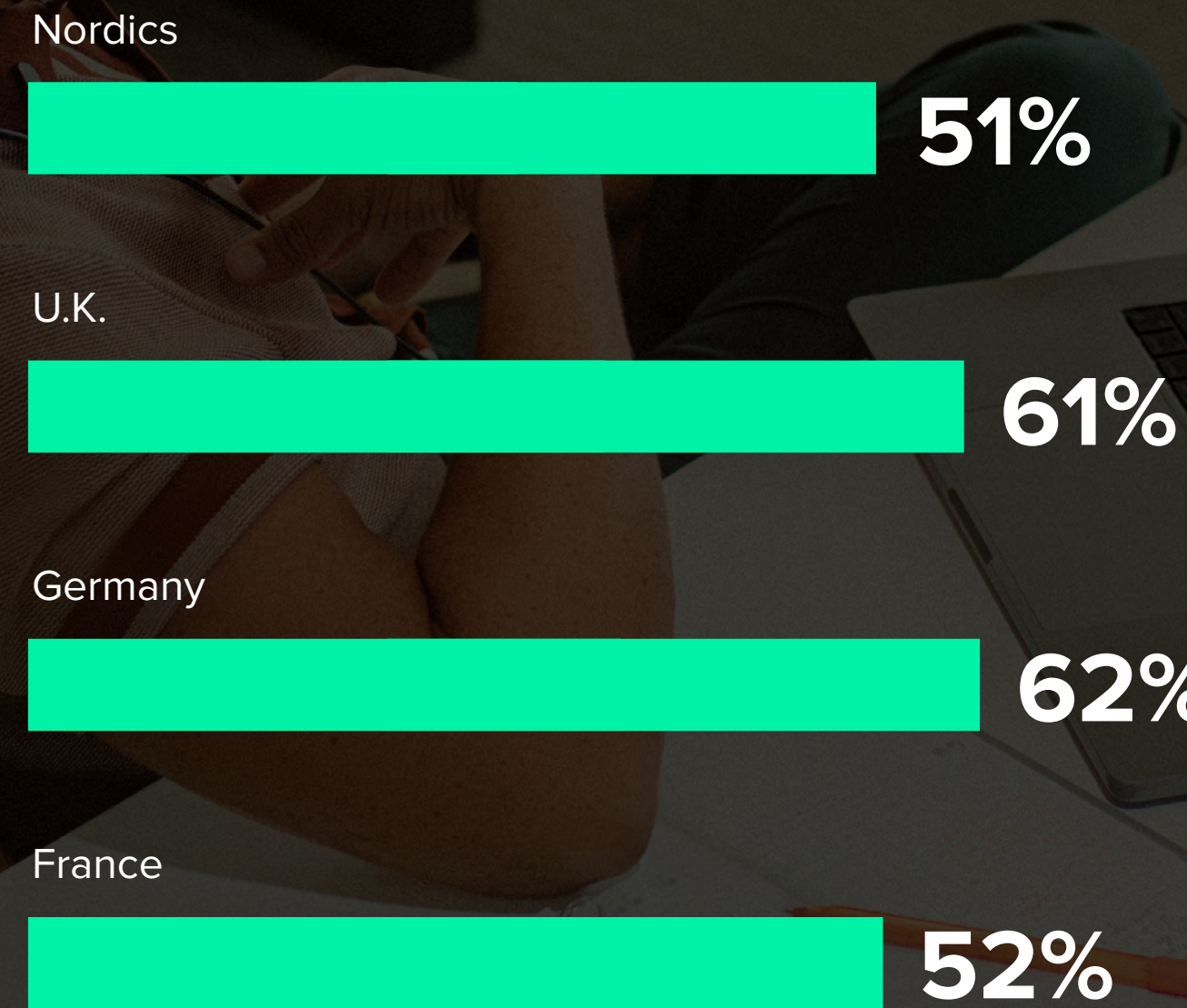
Customer preferences for voice channels vary in Europe

Which of the following channels can your customers use to reach your organization's support/contact center?

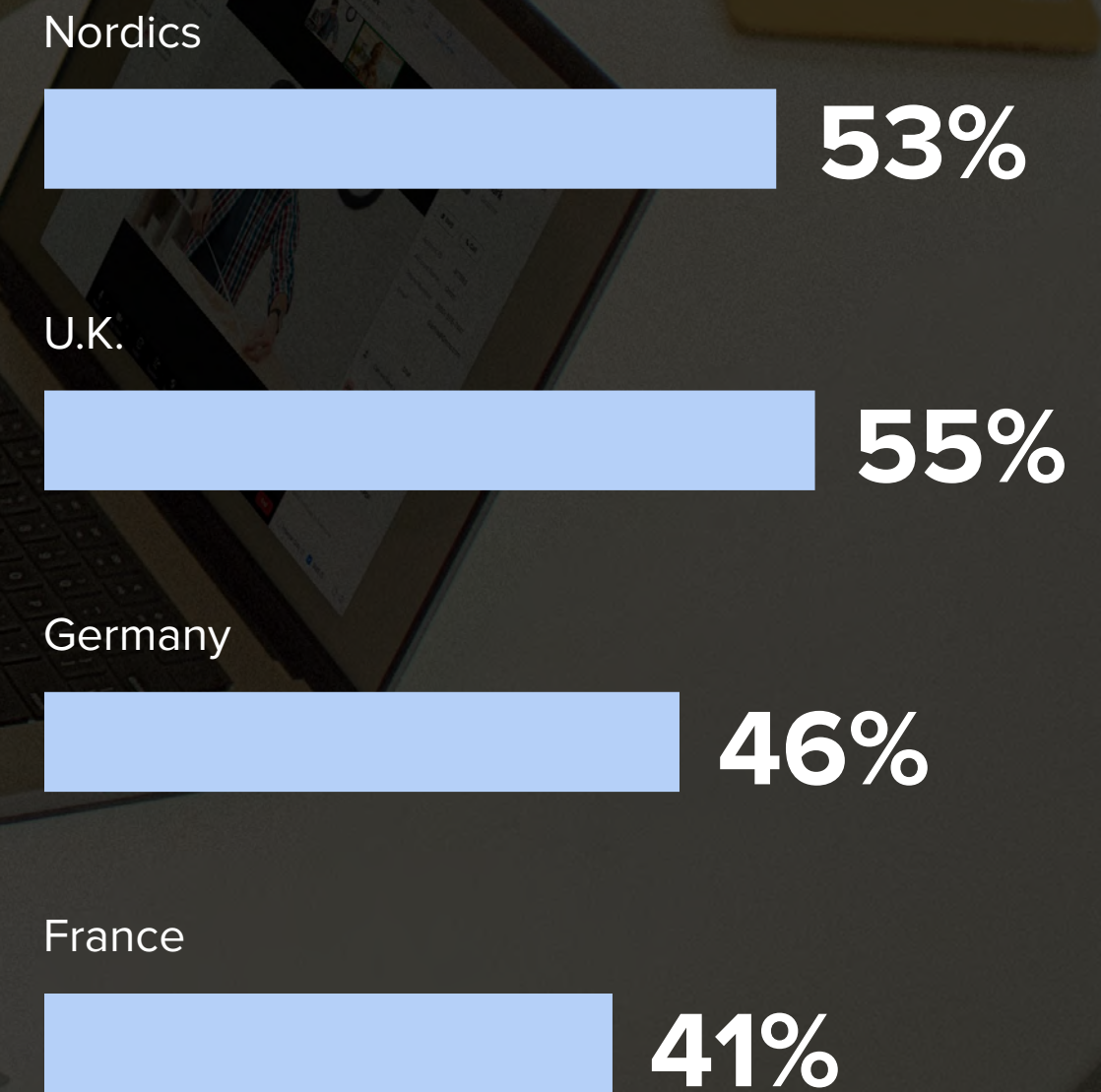
Phone/Voice



Email



Website contact form



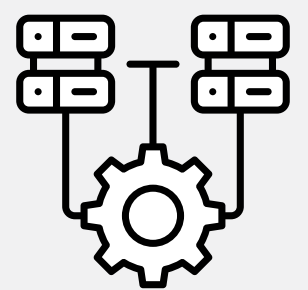
Integrated systems will be the cornerstone of CX

Over one-fifth of respondents stated that the offer of unified communications as a service (UCaaS) bundled with CCaaS is a key factor when selecting a multi-tenant UCaaS solution.



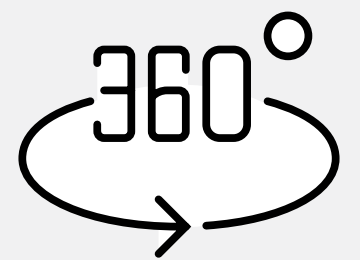
#1 Priority for cloud migration

- Leverage an integrated suite of data to enhance CX



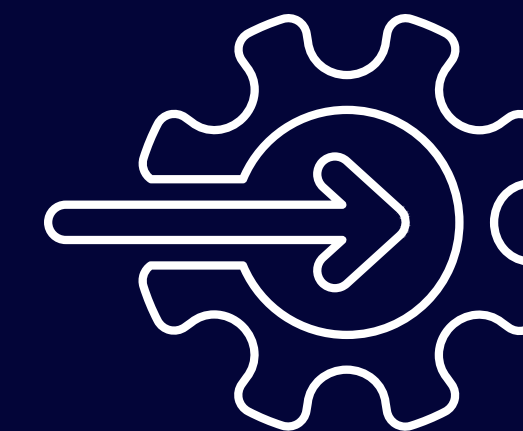
#2 Priority for CX

- Connect data for 360° views of customer journeys



Why integrated/unified systems?

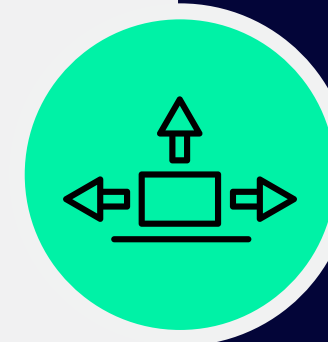
Three key factors are critical for CX:



Rapid resolution — through easy access to a knowledge base and back-office support on a unified system

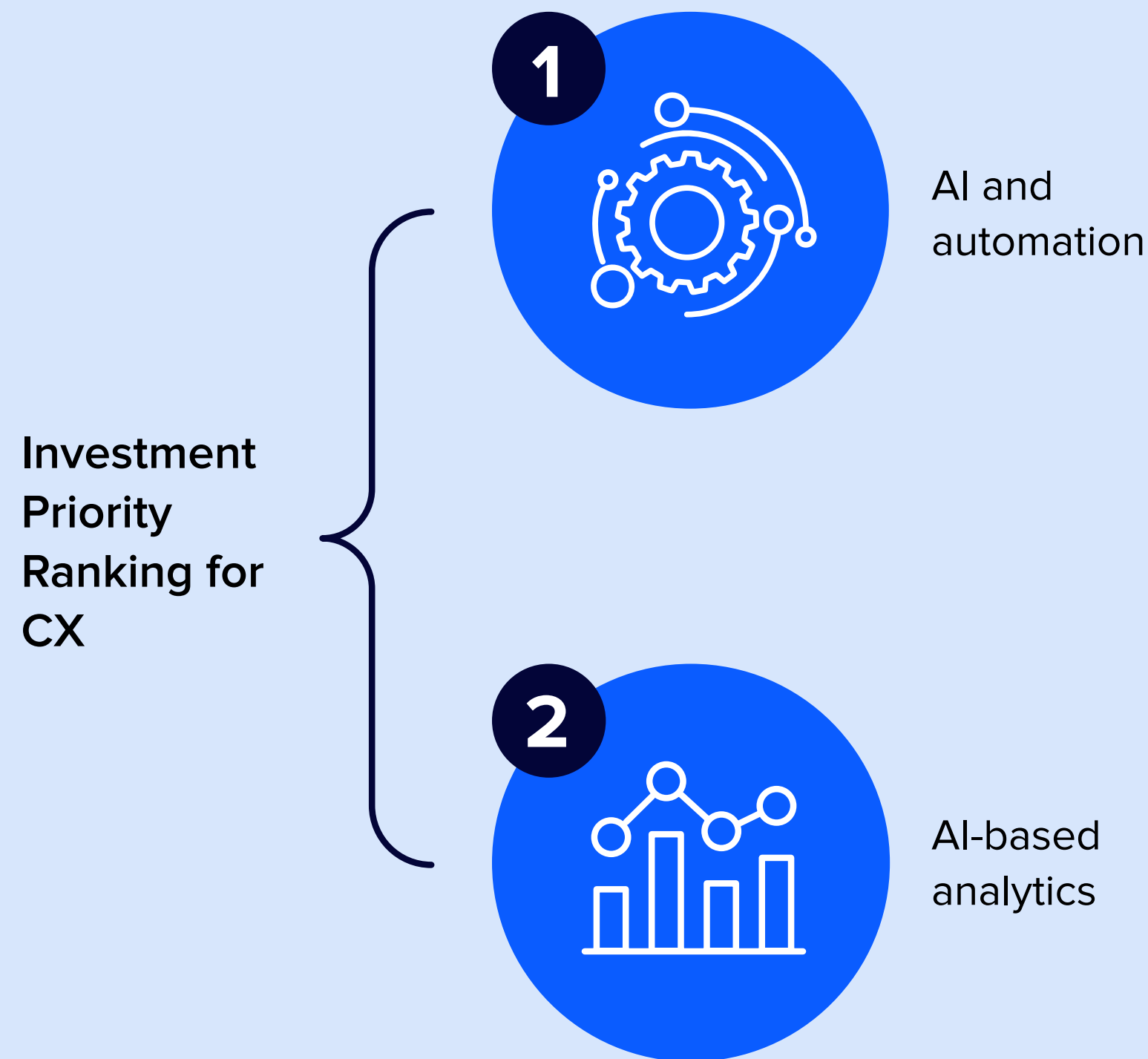


Personalization — tailored service based on specific customer requirements driven by empathy and urgency, call context/intent, full view of the customer journey, access to a knowledge base, and guidance on next-best actions based on a centralized data repository



Frictionless — integrated system carrying data across channels as customers shift through different access points

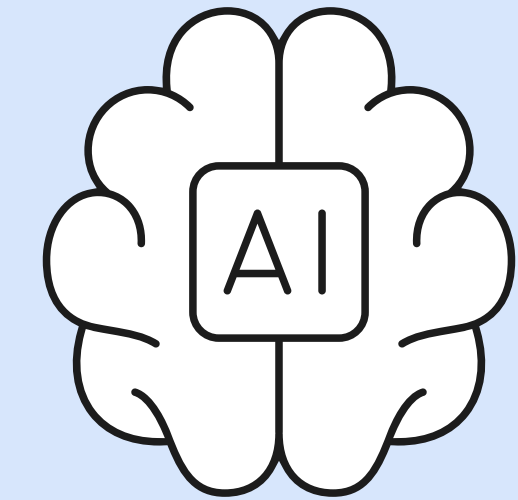
AI and analytics will become integral to contact-center operations



Why AI?

AI is penetrating all layers of contact center operations, directly and indirectly contributing to CX.

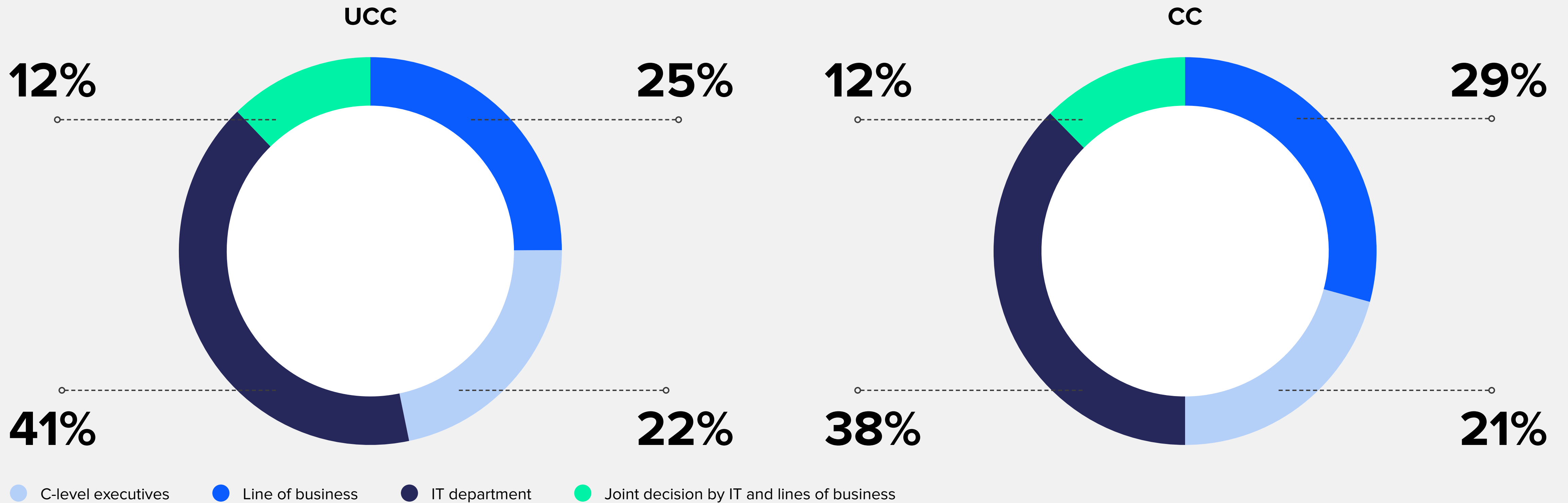
The following areas are where AI is being used:



- 1** Improving agent performance:
 - Agents assisted in providing guidance on next-best actions based on customer sentiment
 - Voice analytics to determine agent performance and develop tailored training content
- 2** Personalization of customer service through call contexts, past interactions, knowledge management, and translation
- 3** Driving agent efficiency via post call summarization (increasingly using generative AI) and predictive dialing
- 4** Supervisor assist — AI-based workforce management and optimization for call volume prediction and optimal allocation of resources
- 5** Quality and performance management — analytics to build and drive insights into quality
- 6** AI-based interactions — bots and virtual assistants resolving customer queries via digital and voice channels

C-level executives are increasingly involved in IT purchase decisions

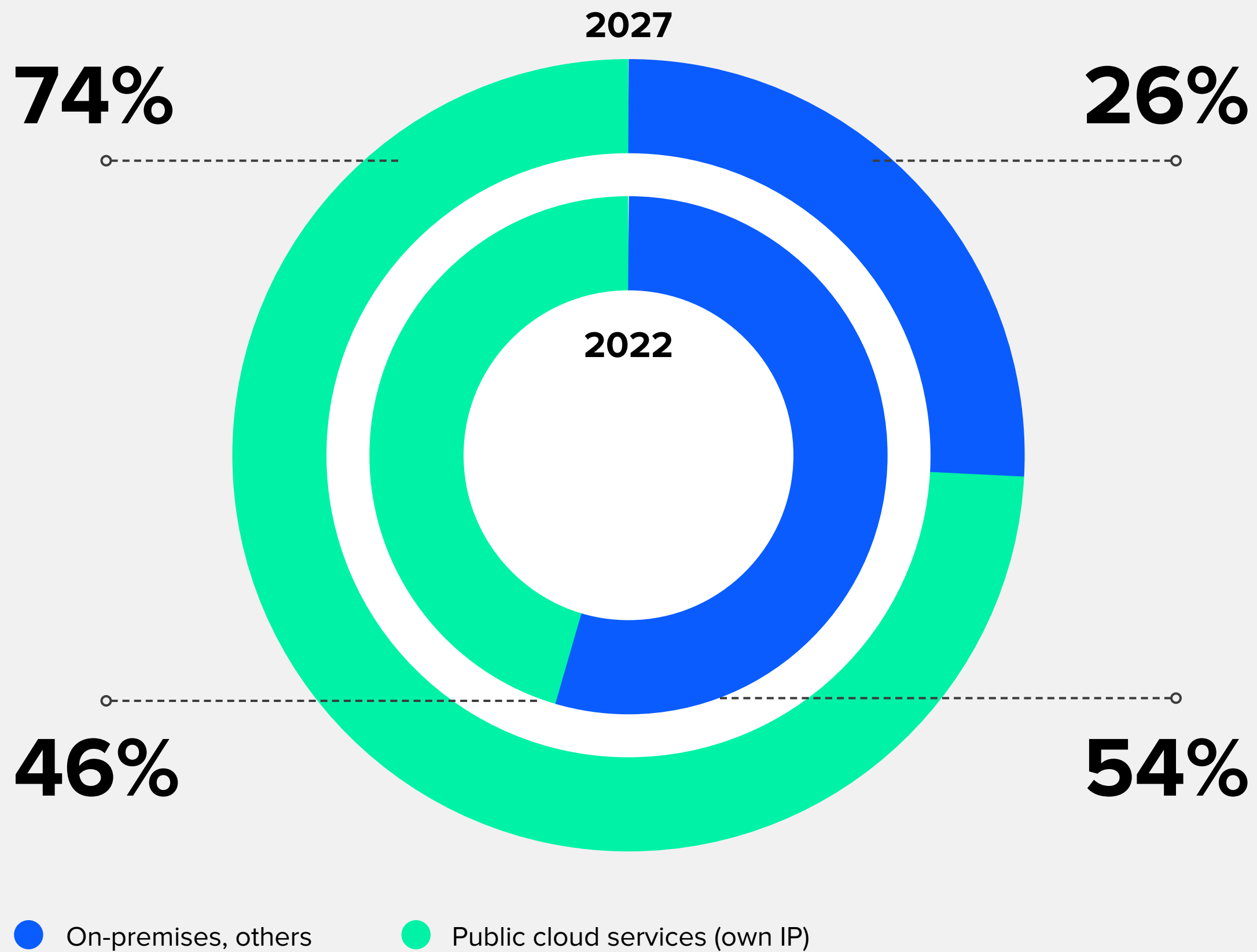
Who is your organization's main decision maker for buying unified communications and collaboration (UCC) solutions?



Realizing the strong links between the communication stack and business outcomes, C-Level executives are increasingly becoming the main decision makers for IT purchases. While IT will always play a significant role due to technical specifications, line-of-business heads will undeniably start to play a more active role in the process.

Legacy infrastructure will be replaced by cloud-based stacks

Market Breakdown by Deployment; On-Premises vs. Public Cloud



Why Cloud?



The enabling of CX-driven operations requires a cloud-based platform for the following reasons:

- 1** A unified/integrated platform — a centralized repository of data for:
 - ✓ Complete customer profiles (enabling personalization)
 - ✓ AI, automation, and analytics (to drive efficiency/productivity and performance/quality)
- 2** A unified/integrated platform — a centralized repository of data for:
 - ✓ Integrated applications (making the customer journey frictionless)

Cloud adoption is very strong in Europe, as it is indispensable for CX. Legacy infrastructure is being replaced by cloud-based solutions. By 2027, cloud will comprise three-fifths of the total contact center market in the region.

10 things to consider in 2024



Put customers first

Contact centers are upgrading IT stacks for better service. Over 30% are migrating to cloud to unify their systems and offer more engagement options through digital channels. AI and analytics are the key cloud motivators for another 25%.



Be ready to transform

Cloud contact centers will comprise 75% of the market. 30% will deploy AI and automation to drive CX. Contact centers will need to transform and enable new ways of working, as over 40% of customers will use non-voice channels.



Design an agent-centric culture

25% of organizations are investing in modern contact center solutions, agent empowerment (through AI and automation), and remote working practices to incentivize agents.



Enhance EX for a better CX

For over 25% of organizations, driving agent engagement/productivity, enabling remote working, and improving customer service through AI and analytics (including agent empowerment tools) are key motivators for using cloud.



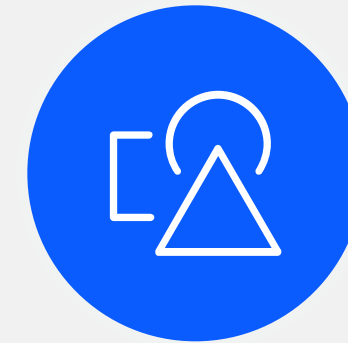
Break work silos

For 30% of organizations, leveraging an integrated suite of data and integrating with customer relationship management platforms are the main reasons for cloud migration.



Build real-time conversations

While more than 55% of the customers tend to use voice for brand support/engagement, nearly 45% chat with human agents, almost 50% use social media, and 30% use video communication.



Blend online and offline

44% of European enterprises plan to increase their investments in immersive technologies, while 23% will invest in conversational apps to deliver more effortless and seamless customer engagements.



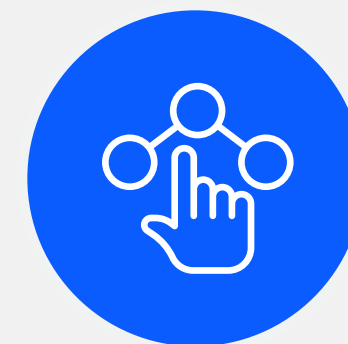
Develop insight-based quality management

One-quarter of organizations are migrating to cloud to leverage more sophisticated AI and analytics capabilities to help drive quality management and provide greater precision.



Develop an AI-driven mindset of change

AI is the number-one investment priority because it will improve contact-center CX and penetrate all layers of contact-center operations.



Make business-driven IT selections

Cloud-based contact centers will comprise nearly 75% of the total market by 2027, enabling operations that have customers at the core.

Message from the sponsor

What is Zoom Customer Experience (ZCX)?



Zoom CX is a suite of products built on Zoom's platform to help businesses better support and communicate with their customers. From Virtual Agent to intelligent routing, workforce management, and powerful analytics, Zoom CX helps businesses deliver fast, efficient, and highly personalized services across multiple channels that generate amazing customer experiences, improved agent productivity, and better business results. There are three main components:

Contact Center

[Zoom Contact Center](#)'s omnichannel platform blends unified communications — phone, video, chat, and more — with contact-center tools and customer intelligence in a familiar, easy-to-use experience for agents and admins. Agents have a single solution for connecting with back-office experts and engaging with customers without workarounds or cumbersome app switching.

Virtual Agent

[Zoom Virtual Agent \(ZVA\)](#) is our 24 x 7 conversational AI and chatbot solution that uses natural language processing to better understand and immediately resolve issues for customers or, as needed, route customers to the right agent or queue. ZVA reduces call volumes, lowers wait and handle times, and drives fast and significant cost savings.

Workforce Management

[Zoom Workforce Engagement Management](#) includes Workforce Management for forecasting, scheduling, and adherence and Quality Management, which uses AI to provide transcriptions and analysis of agent-customer interactions for coaching.

Zoom CX products are available globally, both directly and via select channel partners.



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