

CX ACCELERATOR REPORT

# Time to turn off autopilot

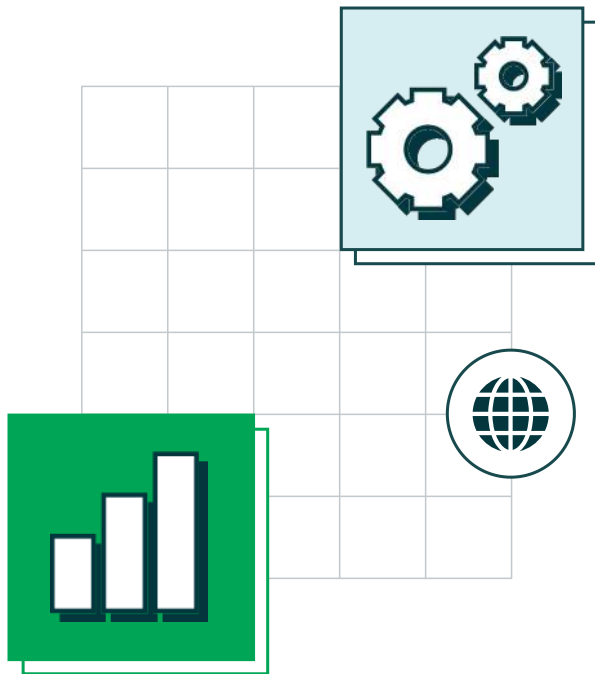
Ranking high is no small feat, but performance metrics show that CX Champions are at risk of falling behind. Learn how to be future-driven and keep your lead.



## 01. Introduction

**Great  
businesses aren't  
built on good  
enough service**





**If the past few years have taught us anything, it's that companies must build resilience into every corner of their business. Even during times of economic uncertainty, stronger relationships with customers can help companies thrive—which means that no business can settle for good enough service.**

## Customers expect the very best

They're less patient with companies that are slow to adapt to their changing needs. Indeed, research has shown the critical role that customer service plays in driving better business outcomes:

60%

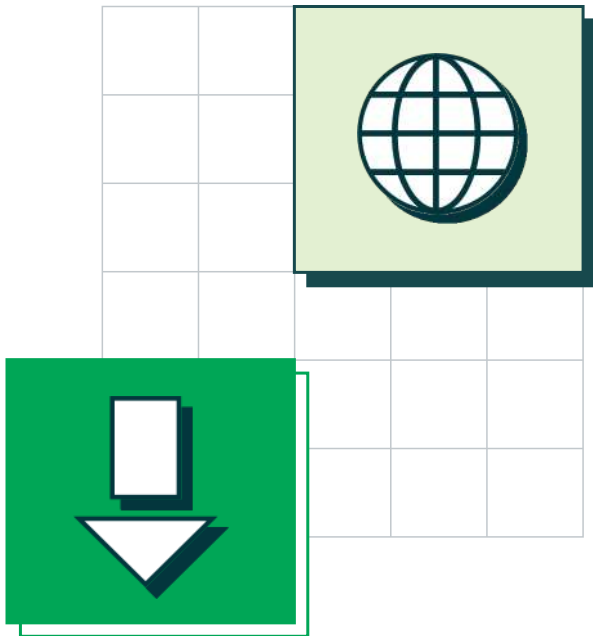
60% say that customer service impacts customer retention



64% of companies say that customer service has a direct impact on their business performance

49%

49% say that customer service impacts cross-sell revenues



Even so, progress in the past year has stalled at the very top. Customer experience (CX) leaders think they're doing well, but the reality is that they're struggling to maintain high service standards—both an opportunity and a warning to those looking to catch up. No one can afford to sit back and get complacent. What's more, slipping CSAT scores and waning customer patience across the board reveal a much larger issue: customer expectations aren't being met. Big or small, high performer, or just getting started, every company has work to do.





**66% of companies report that customers are less patient when interacting with agents or service teams**





**Companies are 18% more likely to report that customer satisfaction is somewhat or significantly below expectations**

## Performance is slipping at the highest levels

<p><b>More unresolved inquiries</b> </p> <p>▲ up 157% YoY</p>	<p>2022 CHAMPIONS</p> <p><b>18%</b> have more than 10% of tickets unresolved</p>	<p>2021 CHAMPIONS</p> <p><b>7%</b> have more than 10% of tickets unresolved</p>
<p><b>Average resolution times up</b> </p> <p>▼ -18% YoY for less than an hour resolution time</p>	<p>2022 CHAMPIONS</p> <p><b>32%</b> have an average resolution time of less than one hour</p>	<p>2021 CHAMPIONS</p> <p><b>39%</b> have an average resolution time of less than one hour</p>

## Performance is slipping at the highest levels

<p><b>Average response times up</b></p>  <p>▼ -24% YoY for less than an hour response time</p>	<p>2022 CHAMPIONS</p> <p><b>35%</b> have an average response time of less than one hour</p>	<p>2021 CHAMPIONS</p> <p><b>46%</b> have an average response time of less than one hour</p>
<p><b>Average resolution times up</b></p>  <p>▼ -18% YoY for less than an hour resolution time</p>	<p>2022 CHAMPIONS</p> <p><b>32%</b> have an average resolution time of less than one hour</p>	<p>2021 CHAMPIONS</p> <p><b>39%</b> have an average resolution time of less than one hour</p>



# Big decisions can feel daunting



Especially in the face of a slowing economy. Companies are under a lot of pressure to do more with less and support teams are no exception. Targeted, scalable solutions can boost efficiency, add functionality without fuss, and create new opportunities for revenue growth—all while keeping costs low.

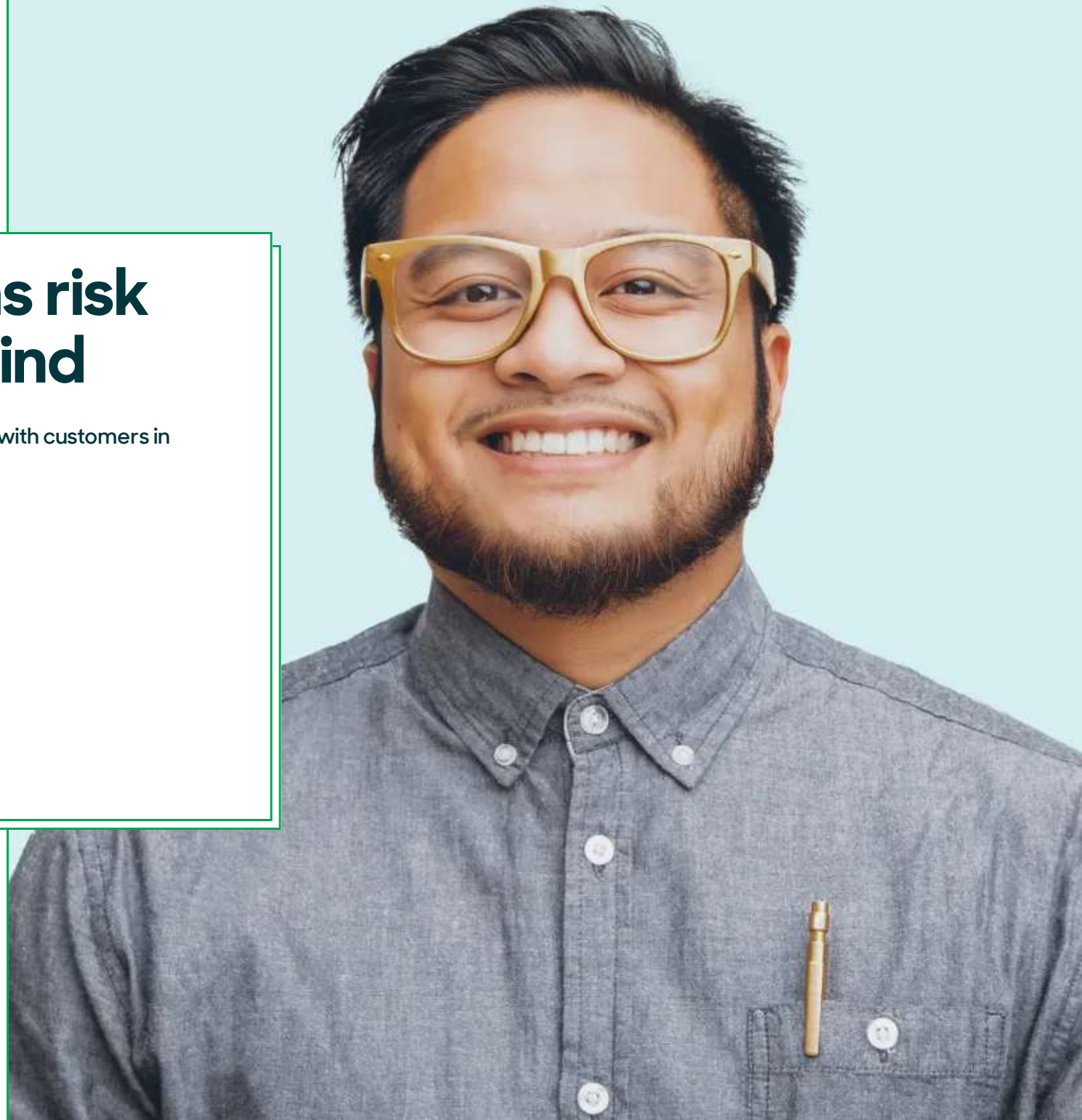
As a Champion, you're at the top of your CX game, but no one should rest on their laurels.

The time is now to implement smart strategies that accelerate your CX strategy and build resilience into your business—will you pull ahead or fall behind?

## 02. Overview

# Champions risk falling behind

Companies must better align with customers in order to stay on top

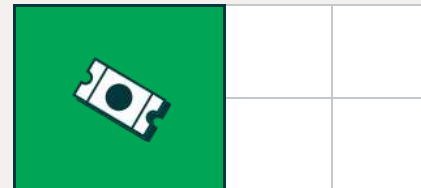


## It took a lot to get here

And it takes more to stay. This past year, customer expectations have been rising faster than CX leaders have been able to keep up. Though Champions are more likely to give themselves high marks for service in 2022, lagging performance metrics tell a much different story.

Compared to 2021, it's taking longer for Champions to resolve customer issues—if they can resolve them at all. Resolution times are up and teams are seeing fewer one-touch tickets, which means more effort and frustration for customers. Add in momentum at the lower maturity levels and you have a powerful reminder that CX excellence requires a deep and consistent commitment to iteration and change.

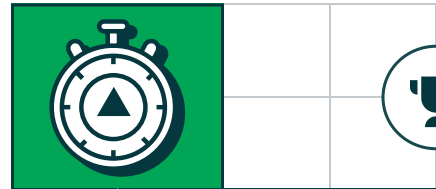
To avert challenges from Risers who are quickly closing the performance gap, it's time to make some big decisions—even as economic uncertainty places added pressure on support teams to do more with less.



**Champions are 2.5x more likely to have more than 10% of their tickets go unresolved**



**Champions are 18% less likely to have an average resolution time of less than one hour**



**Champions are 13% less likely to resolve more than 80% of tickets with a single interaction**

### Work on maintaining your lofty status

Focus should be on the areas where Champions can make the biggest impact: better understanding customer needs, streamlining legacy tools and workflows, and creating more opportunities for support teams to identify and close sales leads—just to name a few.

It's up to you to implement the changes needed to stay on top. Here are the three key places where Champions must excel:

1	Balance human and automation strategy
2	Integrate key data from critical apps
3	Evolve the role of CX

Not sure where to start? Chart your path to CX success with our personalised playbook, complete with tailored recommendations for maintaining a best-in-class support team.

### 03. Customer experience

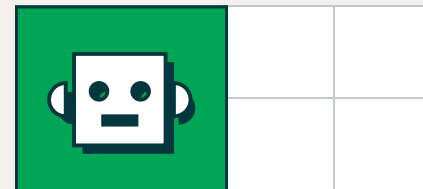
# Balance human and automation strategy



## Introduction

Agents can't be everywhere at all times, nor should they be. Instead, a smart AI and automation strategy keeps the human members of your team focused on what they're good at—complex, higher-value tasks, like customer issues that can't be solved with an automated response or a link to a relevant help centre article.

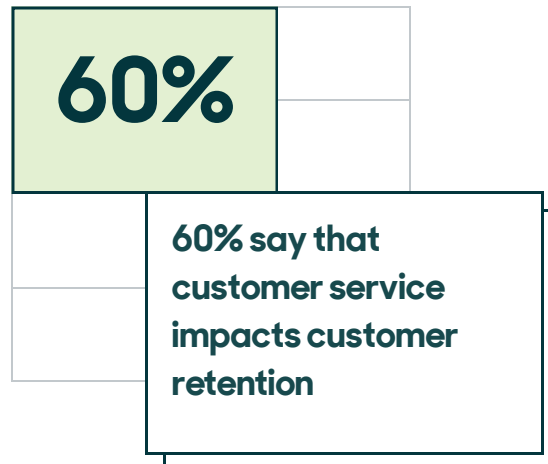
Customers want control over when and how they engage with your business and bots make it possible to respond at all hours—across all digital channels. If needed, they can also route customers to the right place with all relevant information attached. Not only is this more efficient for teams, but it also feels more conversational for customers, too.



**Companies utilising bot and human hand offs jumped from 52 to 64% last year, with Champions leading the pack at 75%.**

## 90 percent of companies use bots to route customers to the right place.

This is a great start. But these bots should not be asking more questions than is necessary to determine where to send a customer or how to help them. And customers should only have to provide this answer one time.



Even so, many companies still aren't sure what the right roles are for their human and automated agents. Others aren't keeping important resources up-to-date; only 40 percent, for example, are very effective at refreshing their help centre content. And backend integration—or a lack thereof—poses another risk. Conversational service simply isn't possible without streamlined processes that connect bot and human, support channels, or internal teams.

Whether you're at the top of your CX game or just starting out, everyone has room for improvement. Here's how you stack up compared to your peers—and what you need to do to reach that next level.



## Key takeaways for Champions:

- Champions are the masters of productivity—not a single team reported any difficulty managing agent workloads. That’s a win for customers and conversational experiences alike.
- Even so, 25 percent of Champions still aren’t leveraging a mix of bots and humans to communicate with customers, which means there’s an opportunity for greater efficiency and more streamlined experiences.
- One area of vulnerability: while a large number of Champions have the ability to collect performance metrics on a daily basis, far fewer are connecting those data points to senior leadership with the same cadence.

- Optimisation will be key. Champions will be well-served by taking a critical eye to key points in their customer journey where AI or automation can improve the experience or may be detracting from it—undermining conversational service and creating more frustration for customers.

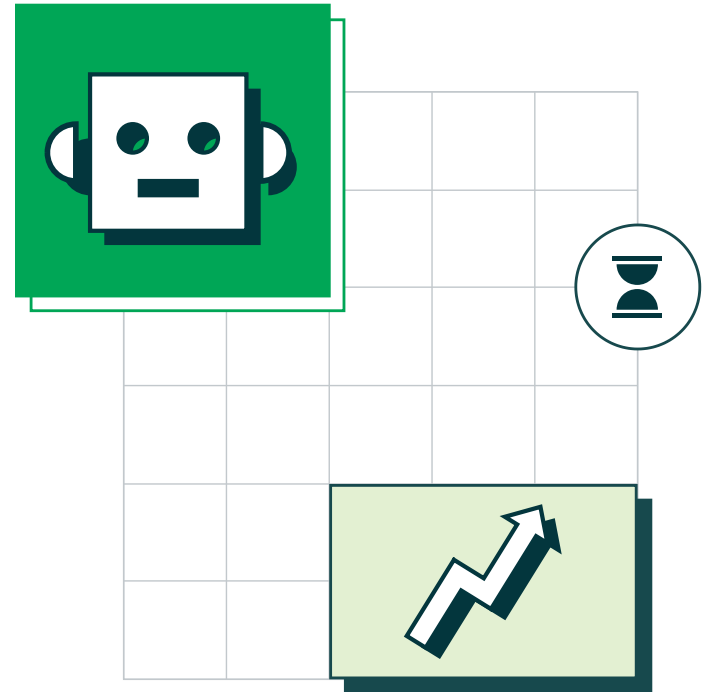
## Where Champions currently rank

Having a support team that is optimised for success can mean the difference between repeat customers or increased churn. When it comes to adopting that perfect mix of human and automated support, here’s where Champions stand today on key metrics compared to their peers:

CX MATURITY CRITERIA

# Your service team has the correct workload and optimal processes in place

Champions have mastered agent workloads—100 percent report that agents are rarely or never overwhelmed, putting them squarely ahead of the pack.





**100% of CX  
Champions say their  
agents are rarely or  
never overwhelmed**

### **Compared to the rest:**

CX Champions are **25** times more effective than Starters at managing agent workloads.

### **2022 Champions**

2022 CX Champions are **3.7** times more effective than 2021 CX Champions at managing agent workloads.

Even so, there's room for improvement. Both bots and humans play an integral role in delivering seamless, conversational experiences for customers, but only 75 percent of Champions are currently using this hybrid approach. That means that a quarter of Champions are still not taking advantage of the benefits of bots.



**75% of CX Champions are using a mix of humans and bots to communicate with customers**

### **Compared to previous years:**

Champions made strides in 2021 and 2022 to increase their mixed use of chatbots and human agents to chat with customers, compared to 2020.

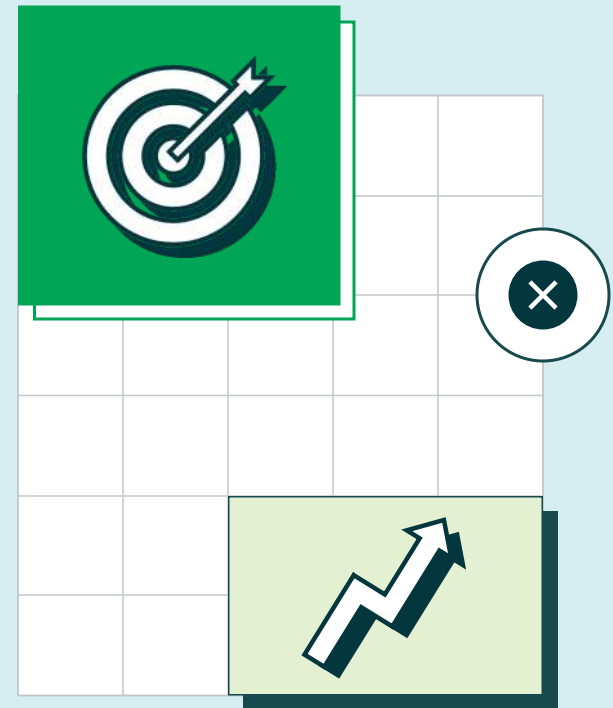
### **Pressure from below:**

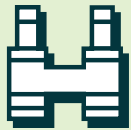
Risers are closing the gap: **67%** of Risers report using a mix of humans and chatbots to engage with customers.

## CX MATURITY CRITERIA

# Your service and performance metrics are collected regularly

Regular assessment of service performance and goals can help leaders understand the right roles for AI and automation, identify areas for improvement, and map out the ideal customer journey to deliver best-in-class-service. Champions have made real progress on both fronts, but there's still room for growth—particularly when it comes to regular check-ins with senior leadership.

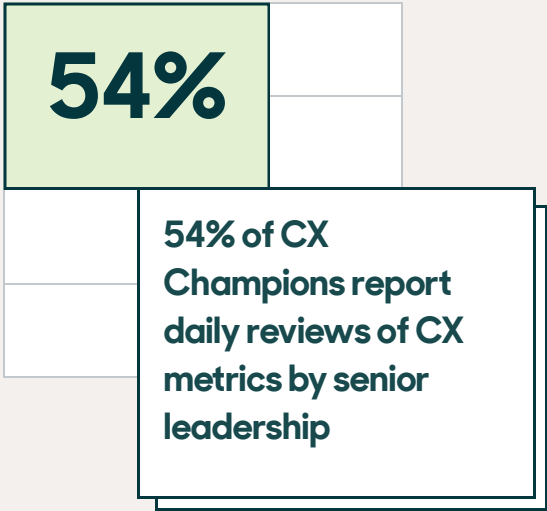




**82% of CX Champions  
can view performance  
metrics in real-time**

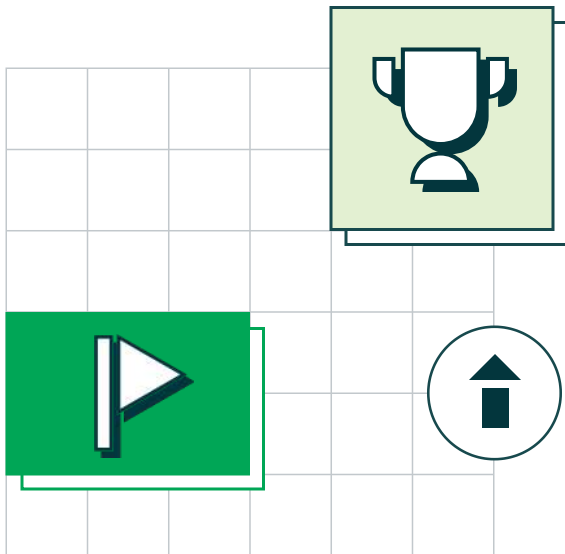
**Compared to previous years:**

2022 CX Champions are **2.3** times more likely than 2021 CX Champions to have performance metrics and KPIs reported in real-time.



**Compared to 2021:**  
2022 CX Champions are **29%** more likely than 2021 CX Champions to have CX metrics reviewed by senior leadership daily.

# Here's how to stay on top



## Push automation strategy forward:

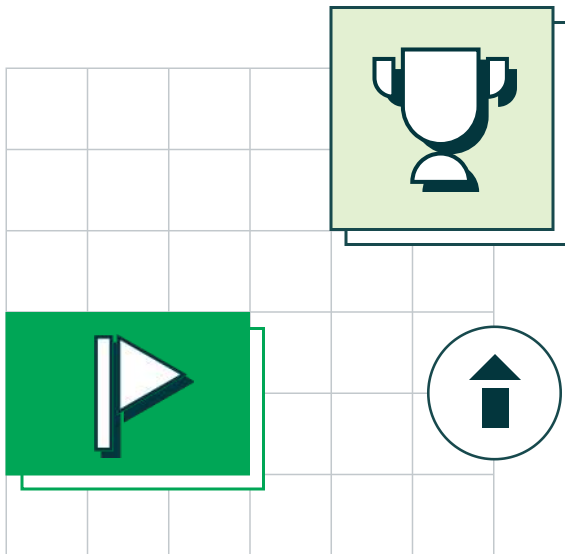
Start to drive incremental revenue growth through proactive purchase recommendations and interactions with automated bots.

## Get customers to the right place, every time:

Use machine learning or AI to recognize when an interaction is sensitive and should bypass the basic chatbot flow to immediately provide the right level of service.



# Here's how to stay on top



## Stand apart from the competition:

Leverage self-service, no-code bots (e.g. [Ada](#)), app integrations, and reporting to encourage efficiency and build more robust internal support teams.

## Build stronger customer relationships:

Prioritise bespoke customer experiences that leverage past interaction history and other important context. Consider interactive options like in-message checkout options that prioritise convenience and keep you one step ahead of customer needs.

## 04. Agent Experience

**Integrate key  
data from critical  
apps**



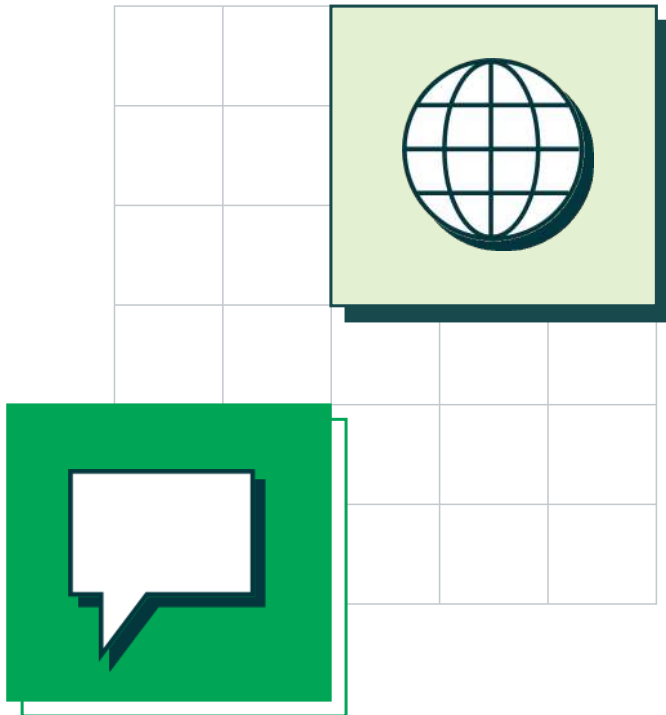
## Introduction

Companies are awash in customer data, but lack any meaningful insight into who their customers are and how to better serve them. Removing data silos and integrating platforms can help companies connect the dots and create more personalised experiences for customers—an area where many have room to improve.

Providing agents with the right information at the right time can help support teams better anticipate customer needs, rather than just reacting to instances where they need help. It also means fewer frustrating experiences where a customer must repeat information that agents should already have.



**Only 37% of companies say that they are “very strong” in delivering personalised experiences**



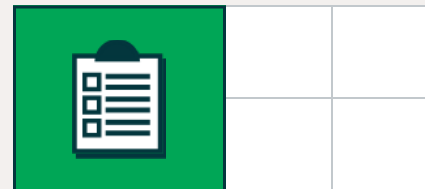
## **Greater connectivity outside the support organisation has other benefits**

Customer feedback can help other teams act quickly to improve product or service offerings. And in the hands of sales reps, support data can open up a new channel for identifying cross-sell or upsell opportunities. In fact, better collaboration between sales and support teams can optimise customer engagement across all touchpoints, reduce churn, and build stronger relationships.

## Companies see the value but don't know where to start

It's a daunting problem to tackle, especially for those higher up the maturity ladder. Half of companies we surveyed currently use between six and 15 apps to get a full view of their customer journey, with Champions 3.5 times as likely than Starters to use 16 or more. Without seamless integration of these apps into a single agent workspace, agents must spend precious time hunting around for the information they need—hurting productivity and the bottom line.

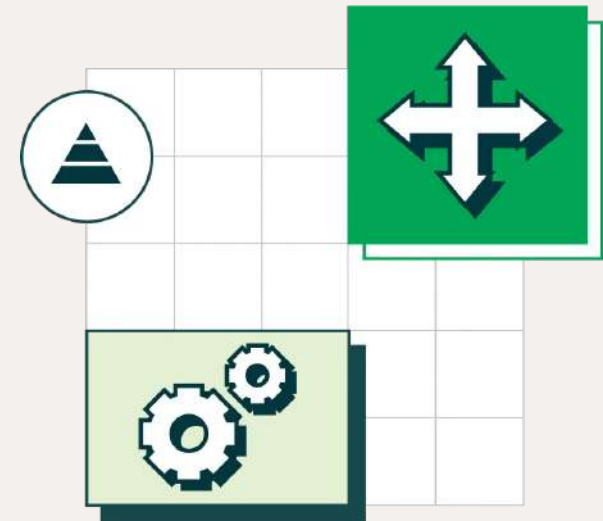
In the push to eliminate the silos that stand in the way of better service and business results, teams face unique challenges. Here's how you rank against the rest—and where you should focus to push ahead.



**Champions are 6x more likely to report data fragmentation as a serious obstacle to more seamless customer support.**

## Key takeaways for Champions:

- While the majority of Champions offer personalised and proactive service, less mature organisations are closing the capabilities gap.
- Champions' overreliance on legacy apps and platforms to get a single view of their customers is a key vulnerability—and one not shared by those earlier in their service journey.
- Integrating apps in a single agent workspace and connecting sales and support teams will help Champions unlock new opportunities for growth.



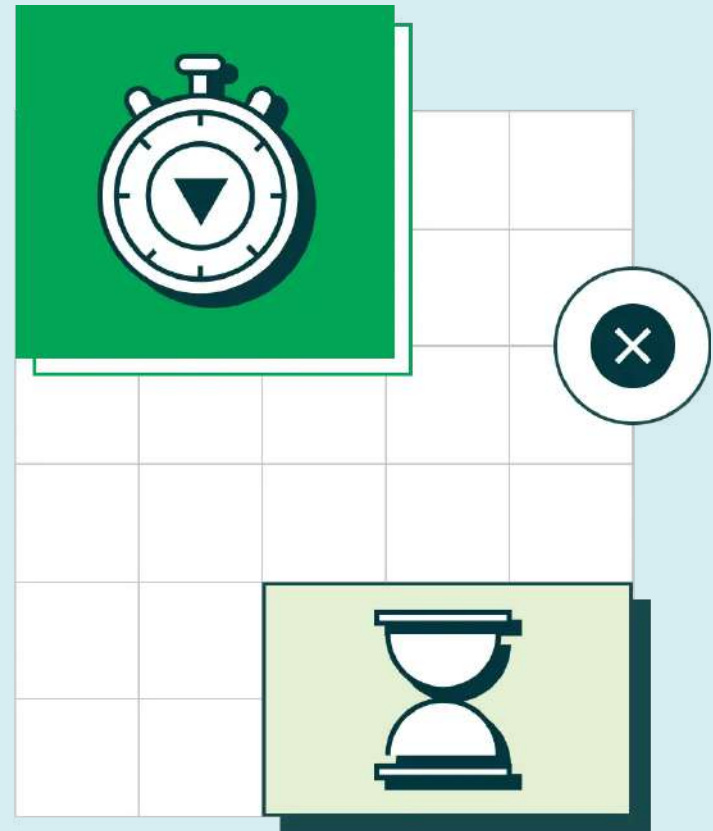
### Where Champions currently rank

It's impossible to impress customers if your agents don't have the context or information needed to be effective. In the push to streamline access and availability of customer data, here's where Champions rank compared to their peers:

## MATURITY CRITERIA

# Your organisation quickly analyses customer feedback

Customer feedback can be a powerful signal into what's working and what isn't. And while most Champions report being very quick at implementing changes based on the feedback they receive, another quarter still have space to grow.





**77% of Champions  
report being very quick  
at implementing  
changes based on  
customer feedback**

### **Compared to 2021:**

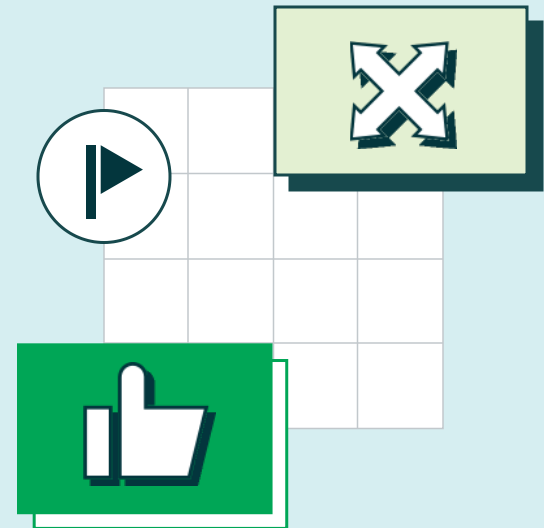
Though response and resolution times are down, 2022 CX Champions are **2.5** times as likely to report being very quick in responding to customer feedback.



CX MATURITY CRITERIA

# Your organisation uses customer feedback and data to evolve

The majority of Champions are highly confident in their ability to act on customer feedback, but their struggles with juggling legacy tools and apps may spell trouble ahead.





**84% of Champions  
report being very good  
at turning customer  
feedback into  
meaningful change**

**Compared to 2021- 36%:**  
2022 CX Champions are more than twice as likely to report being very good in their ability to respond to customer feedback – an asset as they move to better align with customer expectations.

More than any other group, Champions are impacted by issues with data fragmentation, which means that agents must work harder to get a complete and relevant view of the customer they're engaging with.



**71%**

**71% of Champions report that data fragmentation is a significant issue for them**

### **Pressure from below:**

CX Champions are more likely than any other maturity category to report significant issues with data fragmentation – underscoring the importance of making big decisions now before less mature peers have a chance to catch up.

Though Champions lead the way on delivering personalised service, siloed data may be holding them back. In fact, Risers are nearly overtaking them in their ability to implement personalised or proactive service initiatives that can help drive sales.



**78% of CX Champions report feeling very strong about their ability to deliver personalised service**

### **Compared to other groups:**

CX Champions are **25%** more likely to feel very strongly about their ability to personalise customer interactions than Risers.

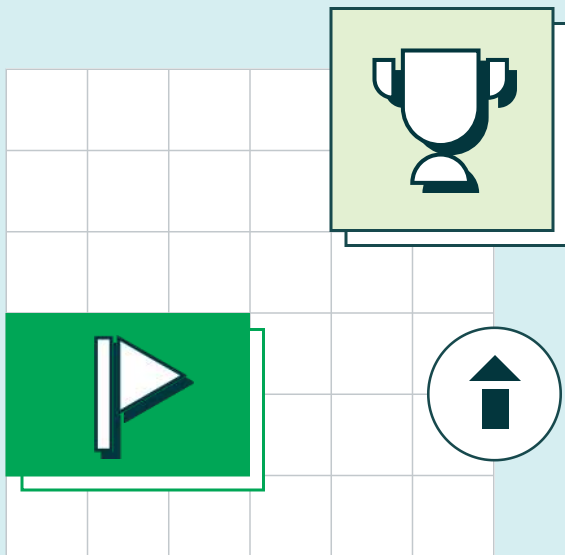


**89% of CX Champions report feeling very strong about their ability to use customer purchase data to help agents make real-time recommendations during service interactions**

### **Pressure from below:**

Risers are nearly equal with CX Champions when it comes to feeling very strong about their ability to use customer purchase data to help agents make real-time recommendations during service interactions.

# Here's how to stay on top



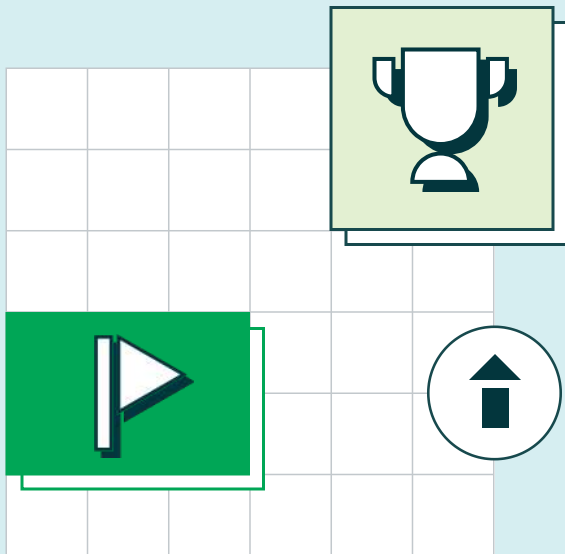
## Get proactive:

Start to drive incremental revenue growth through proactive purchase recommendations and interactions with automated bots. Identify new business capabilities or offerings to stay ahead of the competition.

## Prioritise quality, not quantity:

Focus on getting key apps needed to get a complete view of customer data integrated in a single agent workspace. That means no more toggling between screens to understand exactly who a customer is and how best to serve them in that moment. MaestroQA is a great option for those looking to get greater visibility over customer data; right now, 68 percent of Champions still use more than five apps to deliver meaningful customer insights.

## Here's how to stay on top

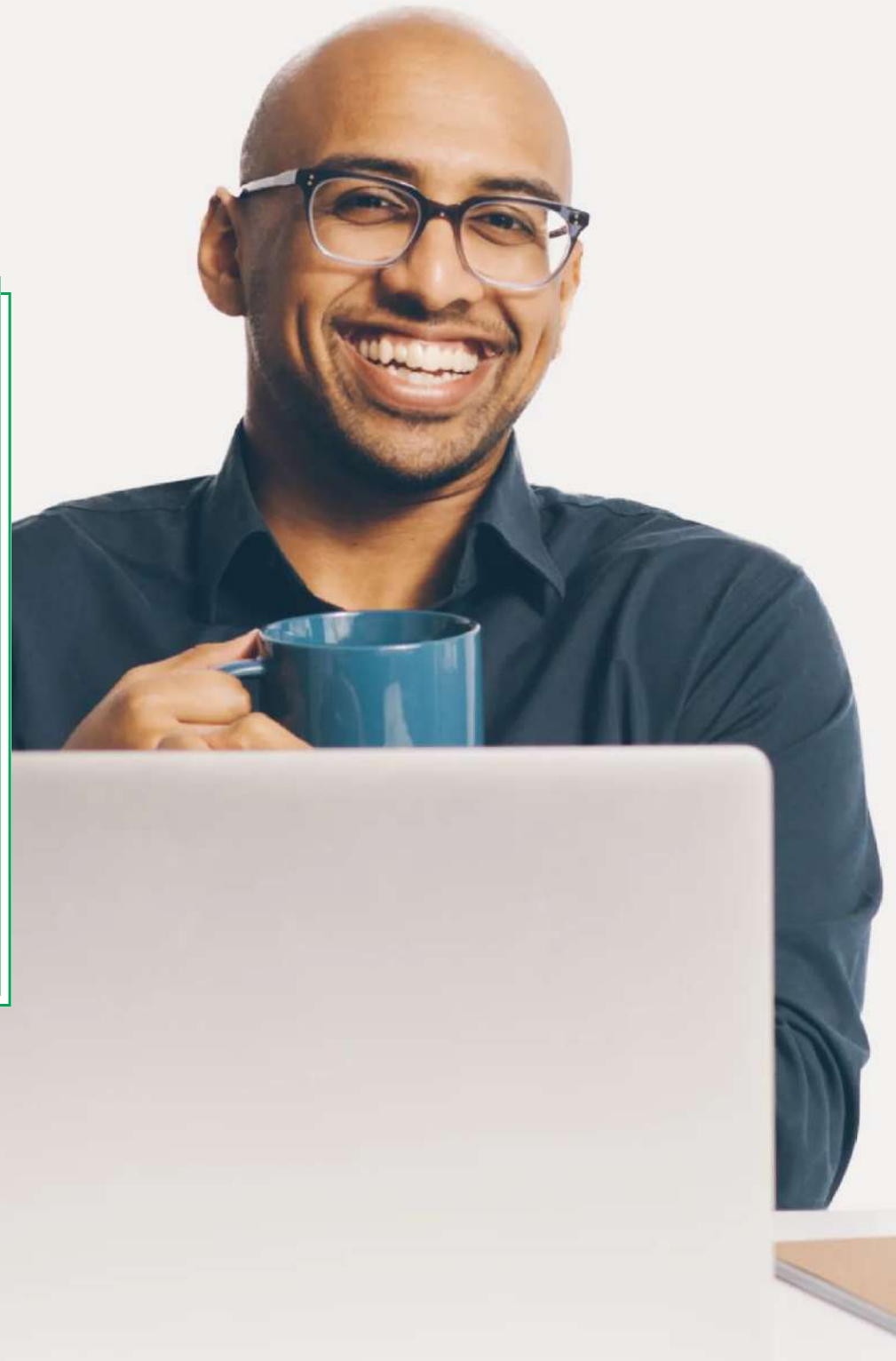


### Connect the data dots:

Deploy a flexible easy-to-use platform with integrations to fuel informed, data-driven decision-making that will boost customer acquisition, loyalty, and business profitability.

05. Business Operations

# Evolve the role of CX





## Introduction

It's time to rethink the role of your support organisation. No longer just a tool for helping customers when something goes wrong, support teams are now a useful cross-sell and upsell channel for your business. Research shows that existing customers are far more likely to respond to an upsell than new prospects. And companies that have already begun to evolve their support teams are realising the benefits:

- Champions are 6x more likely to uncover a new sales opportunity in more than 25 percent of their customer interactions.
- They're also 62 percent more likely to find sales opportunities during customer interactions compared to Starters.

Creating a successful sales-support operation requires that agents have the training and tools needed to uncover leads and close the deal. However, only 54 percent of companies feel like they currently have the right training in place. Issues with agent recruitment and retention are also a major problem—instead of focusing on higher-value optimisations across the team, companies are spending more time onboarding and upskilling new workers.

## Companies must boost collaboration between sales and support

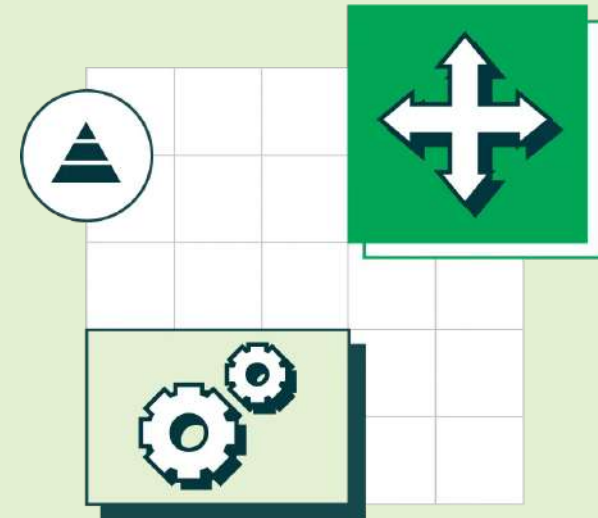
They need to address issues with how they collect, share, and track key data points and performance indicators. To date, only 37 percent of companies can say that the comprehensiveness of their KPIs is very strong. That's a problem for those looking to connect the dots between support teams and larger revenue goals.

No matter where you fall on the maturity scale, companies looking to expand the role of their support teams will have different paths to getting there. Here's how you rank against the rest—and what you need to do to get ahead.



## Key takeaways for Champions:

- Despite declining performance metrics, all Champions report feeling very confident that they have the right tools and training in place to better align with sales.
- Recruitment and retention remains a problem, which means that many Champions are spending more time training and onboarding new support agents.
- Though integration of sales and support has been a game changer, continued advancement is key to aligning customer experiences with expectations.
- Focusing on collecting the right KPIs and optimising performance goals will help to further streamline operations.



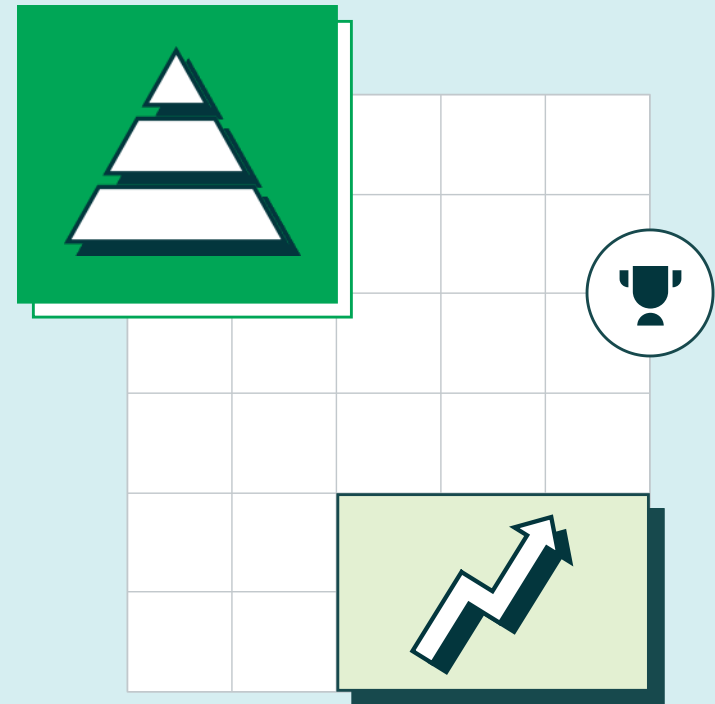
## Where Champions currently rank

Customer service is no longer just about helping customers when something goes awry. When it comes to evolving the role of their CX organisations, here's where Champions stand today compared to their peers:

MATURITY CRITERIA

# Your team has the right training to upskill agents

Proactive measures to upskill agents are paying off big time. All Champions feel they have the training needed to generate new sales opportunities within their service teams. That said, eroding performance on more basic service elements like response times and resolution rates suggest there's room for improvement.





**100% of CX  
Champions report that  
they have the right  
amount of training in  
place**

### **Compared to 2021:**

All 2022 CX Champions report having the right amount of agent training in place, but they are also 2.5 times more likely this year to have more than 10% of their tickets remain unresolved

### **Pressure from below:**

Risers are quickly catching up – CX Champions are only 11% more likely than Risers to report satisfaction with their training programmes.

As a result, they're seeing remarkable business benefits—more than any other maturity group.

**27%**

**27% of CX Champions report being able to find new sales opportunities with more than a quarter of their engagements with customers**

**Compared to the level below:**

CX Champions are **2.1x** more likely than Risers and 6.8 times more likely than Starters to find new sales opportunities with more than a quarter of their customer engagements.

Difficulties with support agent retention and recruiting, however, presents a major challenge. More than half of Champions report that it's hard for them to keep and bring on new talent, which means they're spending a lot of time training or trying to fill gaps.

**54%**

**54% of CX Champions report difficulty with retaining and recruiting support agents**

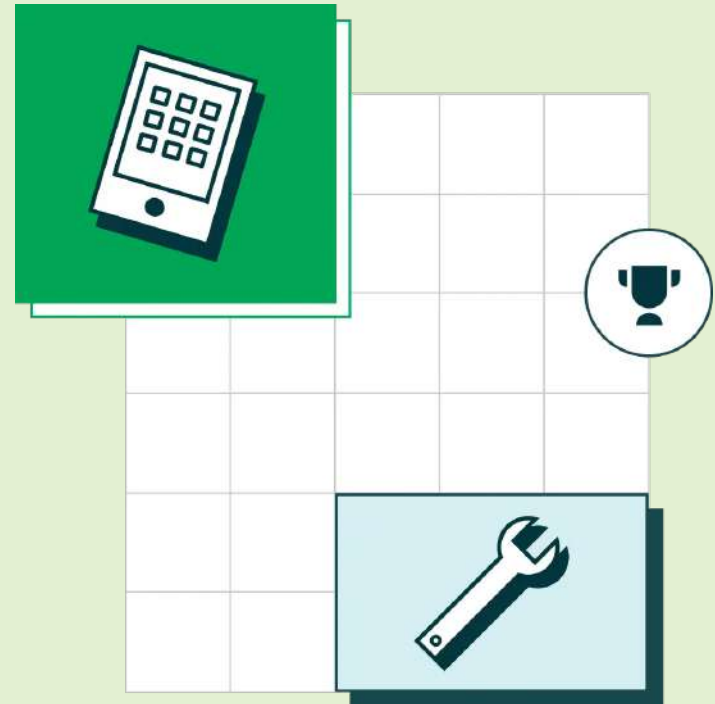
### **Pressure from below:**

Agent retention and recruitment are far less of an issue at the lower maturity levels – only **18%** of Starters and **26%** of Emergers are dealing with similar issues.

MATURITY CRITERIA

# Your team has the right tools and tech

Champions feel extremely confident that they have the right CX technologies and tools in place, but so do those just below. And lagging performance compared to last year serves as a useful reminder to Champions to continue to explore options to evolve and grow.







**100% of CX Champions report satisfaction with the CX technology and tools that they already have**

### **Compared to 2021:**

2022 CX Champions overwhelmingly feel like they've improved CX technology and tools, but they are **13%** less likely than 2021 CX Champions to be able to resolve a customer issue in a single interaction.

### **Pressure from below:**

Risers are nearly equal with CX Champions when it comes to being satisfied with their CX tools and technologies – and Emergers aren't far behind. CX leaders must find other ways to differentiate themselves from the rest of the pack.

Even so, the results that they're seeing fall almost exactly in line with those looking to emerge as the next generation of CX leadership. As customer expectations rise, so does the pressure of Champions to continue to set themselves apart.



96%

**96% of CX Champions report that the integration of sales and support data has been a game changer**

### **Compared to 2021 - 52%:**

2022 CX Champions are **85%** more likely to report game-changing impacts from the integration of sales and support data.

### **Pressure from below:**

CX Champions are only **2%** more likely than Risers to report that support and sales data integration has been a game changer.



**92% of CX Champions  
report a moderate or  
significant increase in  
annual customer  
spending**

**Compared to 2021 - 67%:**

2022 CX Champions are **37%** more likely than 2021 CX Champions to report a moderate or significant increase in annual customer spending.

**Pressure from below:**

Even so, Risers are nearly equal with CX Champions in reporting a moderate or significant increase in customer spending per year.

MATURITY CRITERIA

# Your team is collecting the right metrics and KPIs

Most Champions rate the comprehensiveness of their KPIs as very strong, but with performance metrics on the decline, it's not time to celebrate yet. Instead, all teams should take stock of what they're measuring, what they might be missing, and what goals they should be setting to better align with what customers expect—fast and efficient service, whenever and wherever they need it.





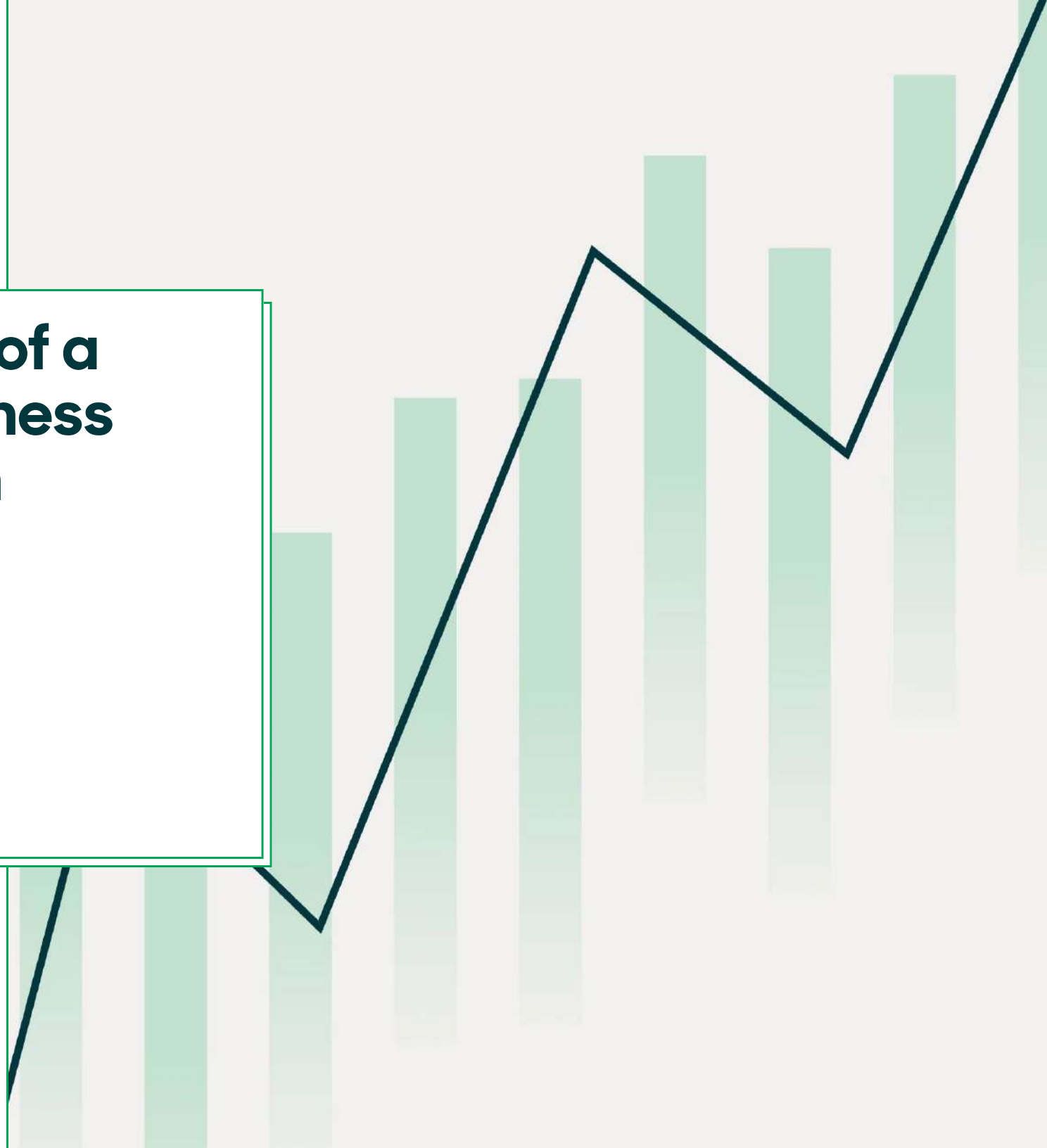
**78% of CX Champions report that the comprehensiveness of their existing KPIs is very strong**

**Compared to 2021 - 31%:**

Even though CX performance is slipping, 2022 Champions are **2.5x** more likely to say they can report on all the KPIs they need.

## 06. Company size

# The mark of a small business Champion



## Introduction

Messaging, AI and self-service are key factors in their CX strategy. They're using the channels their customers like to use and taking a savvy approach to chatbots: When possible, bots make short work of customer enquiries. But small business Champions understand that artificial intelligence must inform an overall strategy of knowing and relating to customers in sophisticated ways. So small business Champions also get high marks for personalised support.

Small business Champions know that good people and good technology work hand-in-hand, scoring well in matters of agility – say, when it comes to shifting staff from channel to channel according to demand. And they're confident they have the right tools for their teams to succeed.



## Small business Champions have a seat at the table

At these companies, senior leadership is looking at their CX metrics daily. And they're collaborative, incorporating customer feedback, integrating CX and sales data to help with new sales, and setting up CX and sales to partner in innovative ways.

This results in exceeded goals on CSAT metrics and an increase in customer spend year-on-year – swiping away customer share from the competition. You know, the stuff of enterprise Champions.



**Small business Champions resolve 37% more of their chat enquiries without human involvement compared to Starters.**



**8.1x**

**Small business Champions are 8.1 times more likely to rate their organisation as 'very strong' when offering personalised support during customer service, as compared to Starters.**

**8.1 times more small business Champions than Starters rate their organisation's performance as 'very strong' in terms of shifting CX staff across channels to meet demand.**



Check out small business Champions:



ftrack



mode

07. Regional trends

# What to expect in Asia-Pacific



## Introduction

CX Champions in the Asia Pacific have certain characteristics in common. When we break down what they're doing right, we see that CX Champions prioritise messaging, AI, and self-service in their CX strategy. In the Asia Pacific, humans and AI work together. And this region is outstanding at keeping online help centres current.

But although CX Champions are highly confident they have all the right technology, they also understand that relating to customers involves knowing them as well as possible. So they're much more likely to offer personalised support than Starters – and they recognise the barriers that customer data fragmentation presents to customer service.

Knowing that good people and good data are complementary, CX Champions in the Asia Pacific score well when it comes to collaborating with sales teams. And they're far more likely to have senior leadership reviewing CX metrics daily.

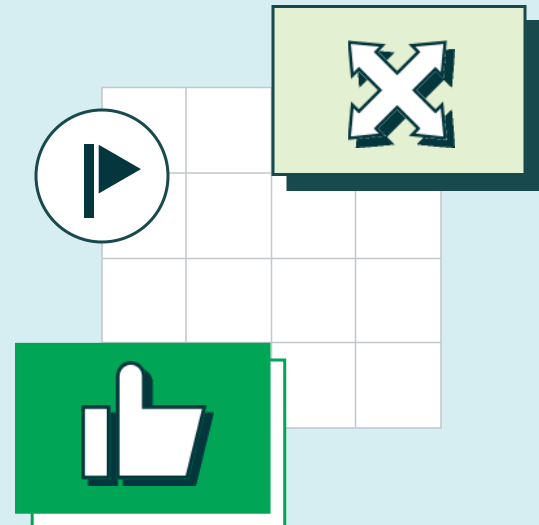


## How to own the Asia-Pacific market

CX Champions are scaling and thinking big, and growing their CX departments. Reporting increased difficulties in recruiting and retaining agents, they're investing in initiatives for employee wellbeing like increased paid time off. And not only are they good at taking customer feedback into consideration to improve processes, but they also empower sales teams to dig into CX records in search of both at-risk and high-opportunity accounts. In other words, Asia Pacific CX Champions, like detectives, are seeking out the information that leads to success.

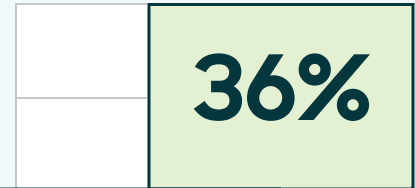
This results in CSAT metrics goals being exceeded and a moderate to significant increase in customer spend year-on-year, as well as a positive ROI on their organisation's CX spend.

And there you have it: the anatomy of a CX Champion.





**CX Champions in the Asia Pacific are 18.3 times more likely than Starters to have CX metrics reviewed by senior leadership daily**



**CX Champions in the Asia Pacific are 36% more likely than Starters to empower sales to query CX records to flag at-risk or high-opportunity accounts**



**CX Champions in the Asia Pacific are 14.8 times more likely than Starters to be 'very confident' they have the necessary technology to prevent disruption**

**11.7x**

**CX Champions in the Asia Pacific are 11.7 times more likely than Starters to find customer data fragmentation to be a 'significant' complication in providing seamless customer service and support**

## Check out Asia-Pacific CX Champions:

**SHOPBACK**



**FairPriceGroup**  
Everything Food Made Easy





## 08. Conclusion

**Be proactive and embrace change**



**On the heels of a global pandemic, a looming economic crisis might feel like a lot. But chances are that resilience has already become an integral part of your company's DNA.**

Now's not the time to back off or shy away from making the big decisions that will help you build better outcomes for your customers and your business. Rather, companies should be looking for ways that they can streamline and optimise—even as they tighten their belts—in order to have the biggest impact.

Whether you're a CX leader, newbie, or somewhere in between, everyone should be looking to advance. Accelerate your path to CX greatness and position your company for success—no matter what comes next.

**The best customer experiences are built with Zendesk**



**Start a free trial**



#### **How we ran the research**

In the second quarter of 2022, Zendesk surveyed more than 4,900 business decision makers who were focused on ensuring and/or enhancing customer service, support and experience capabilities.

[Read more](#)

