

The
CX LEADER
PULSE

CONDUCTED BY

IN COORDINATION WITH



WALKER



Q1 2024

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EXECUTIVE SUMMARY:

WHAT IS THE CX LEADER PULSE?

The CX Leader Pulse is a concise, practical survey designed to help CX professionals benchmark their program activities against others.

To provide valuable insights for leaders, Walker, in collaboration with the Customer Experience Professionals Association (CXPA), launched The CX Leader Pulse. These brief and timely studies focus on specific CX topics, offering leaders a clear view of what companies are doing within their CX programs—and what they are not.

Pulse aligns with the CXPA's 10-year goal of tracking the impact of CX on organizations. By gathering and analyzing information on CX programs and their impact, we aim to identify which aspects and activities can significantly enhance the value of CX efforts.

Explore the results from our latest Pulse survey and participate in the current wave here:

walkerinfo.com/pulse 

SUMMARY OF FINDINGS

Each wave of The CX Leader Pulse delves into a different topic. Our inaugural Pulse survey focused on CX governance and team structure. Here are the key findings:

- **Cross-Functional Involvement Matters:** Organizations with a cross-functional steering team and/or a cross-function team of CX champions are more likely to perceive CX as a valuable business discipline.
- **Executive Sponsorship:** Nearly half of CX teams are headed by an executive or senior director level associate.
- **Challenges in Valuation:** One-third of CX professionals struggle to get their organizations to recognize the efforts and potential of CX.

- **CX Investments Pay off:** Organizations that increased investment in CX view it with greater value. We see nearly all organizations planning to maintain or increase investments in CX in the future.

We hope these insights will help you and your organization understand the current state of CX governance and team structure, and inspire strategies for enhancing the impact of your CX initiatives.

Thank you for being a part of The CX Leader Pulse community.

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CX AS A VALUED DISCIPLINE

CX AS A VALUED BUSINESS DISCIPLINE

Overall, 66% of Practitioners Strongly Agree/Agree that CX is broadly viewed as a “valued discipline” within their organizations.

But that means 1/3 of practitioners are struggling to get organizations to value the efforts and potential of CX.

66% Agree



34% Disagree



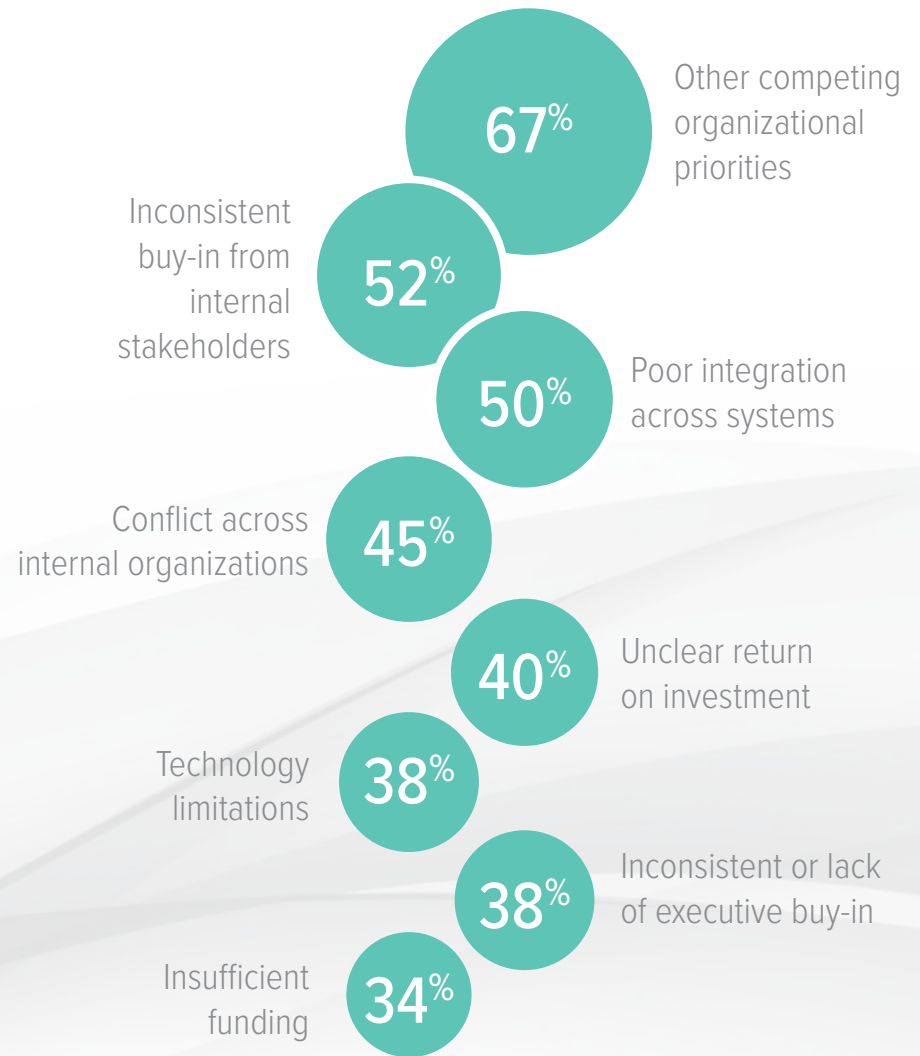
OBSTACLES TO CX BEING A VALUED BUSINESS DISCIPLINE

More than 50% of Practitioners selected the following obstacles as limiting the impact of CX:

- Competing priorities (67%)
- Inconsistent buy-in from stakeholders (52%)
- Poor integration across systems (50%)

With Executive as senior sponsor (n=17), Inconsistent Buy-in goes down to 41%, but “Competing Priorities” goes up to 76%

With Steering Team, “Inconsistent Buy-in” goes down to 45%; Competing Priorities stays at 68%



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RELATIONSHIPS TO CX BEING VALUED

EFFECT OF GOVERNANCE ON CX VALUE

HAS CX STEERING TEAM

YES
54%



NO
46%

Agree that CX is valued in the organization



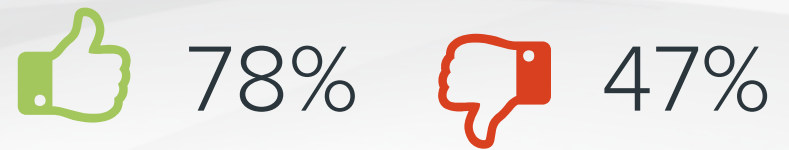
HAS CX CHAMPIONS

YES
39%



NO
61%

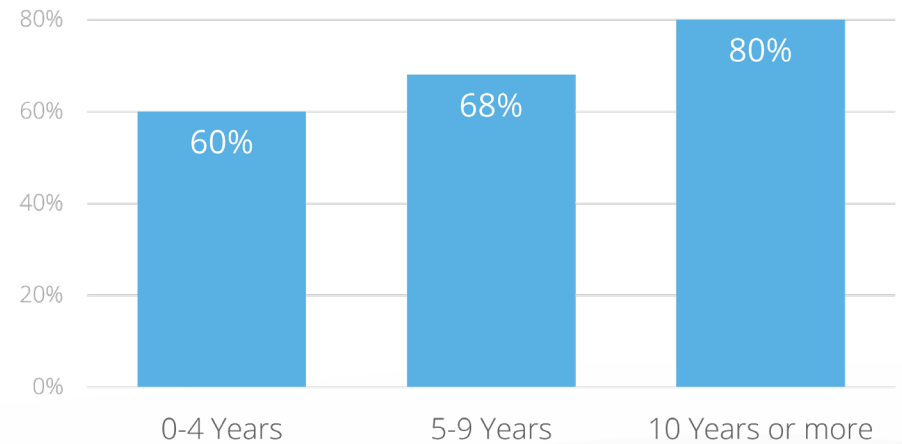
Agree that CX is valued in the organization



CX AS A VALUED DISCIPLINE BY TENURE OF CX IN ORG WITH A STEERING TEAM

The longer organizations have a CX function, the more valued CX is.

However, even young CX Organizations see 2x higher Value ratings when a CX Steering Team is in place.



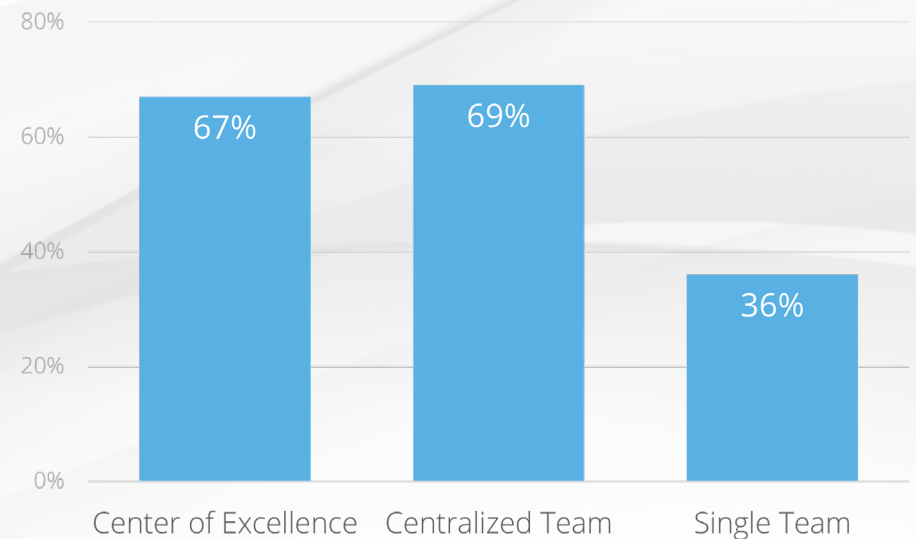
CX AS A VALUED DISCIPLINE BY TEAM STRUCTURE

Teams that serve in only one functional area or BU have a significantly lower Value rating than other CX team structures.

Center of Excellence: Serves as a centralized source of specialized knowledge, skills, and tools for all functions and business units that are collecting and actioning customer feedback.

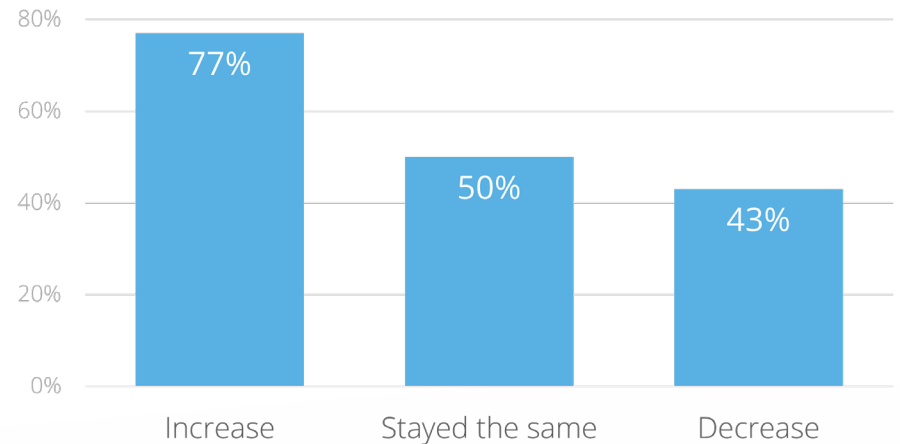
Centralized Team: Sets the CX direction and executes CX activities across the organization.

Single Team: Serves one functional area or business unit within your organization.



CX AS A VALUED DISCIPLINE BY HISTORIC INVESTMENT IN CX

Organizations who have increased their investment in CX over the last 2 years also have higher ratings of CX as a valued discipline.

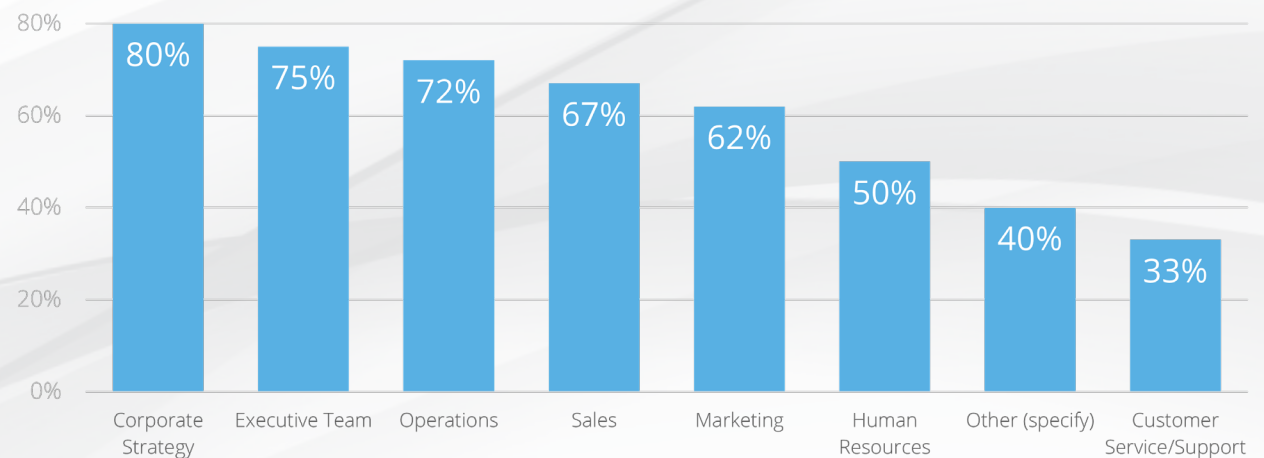


CX AS A VALUED DISCIPLINE BY REPORTING ORG

CX Teams that report into Corporate Strategy or the Executive Team have higher ratings of Value.

CX Teams reporting into Customer Service/Support have the lowest Value rating (small base, n=6).

CX Teams reporting into Sales and Marketing have average value ratings.



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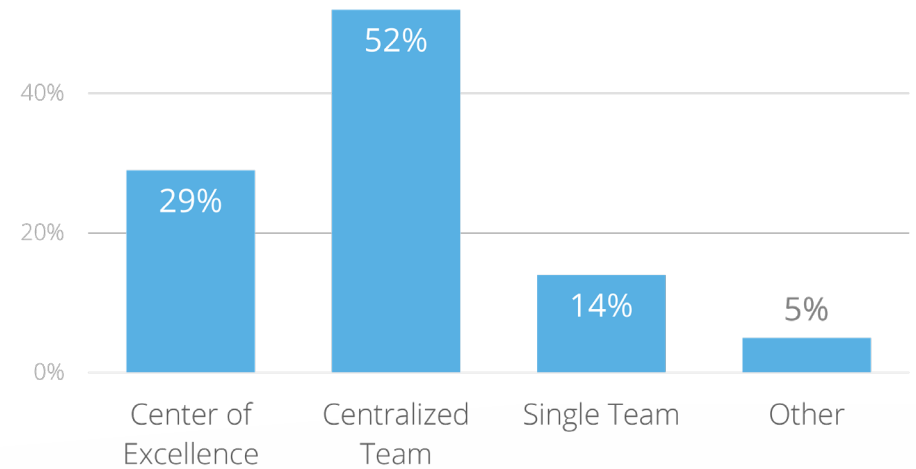
CX TEAM STRUCTURE AND GOVERNANCE DATA

CX TEAM STRUCTURE

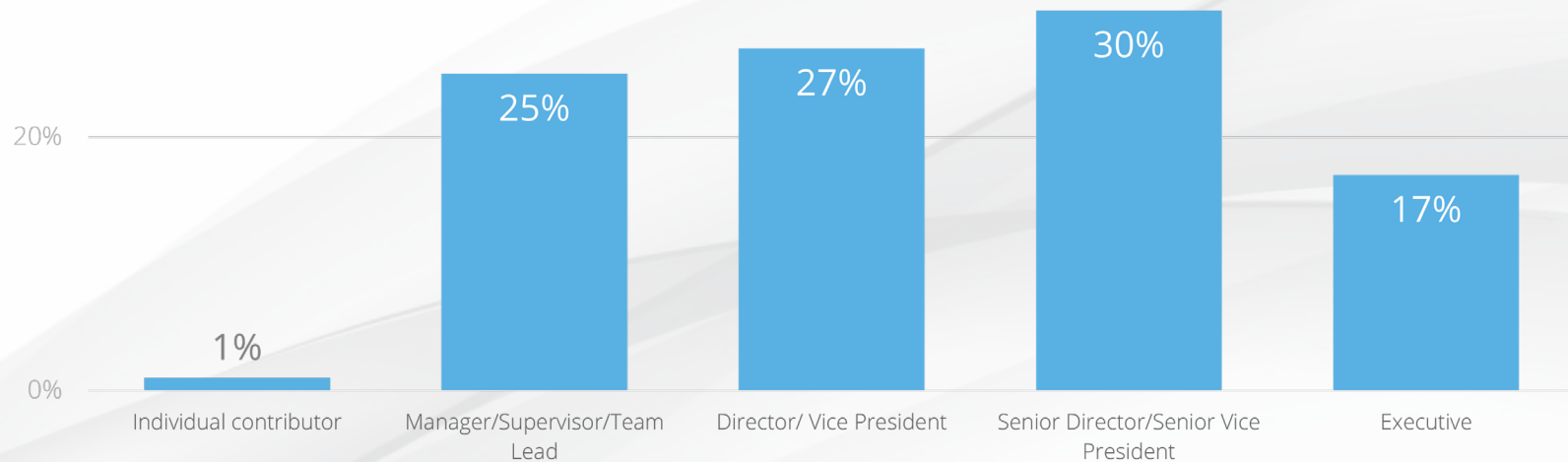
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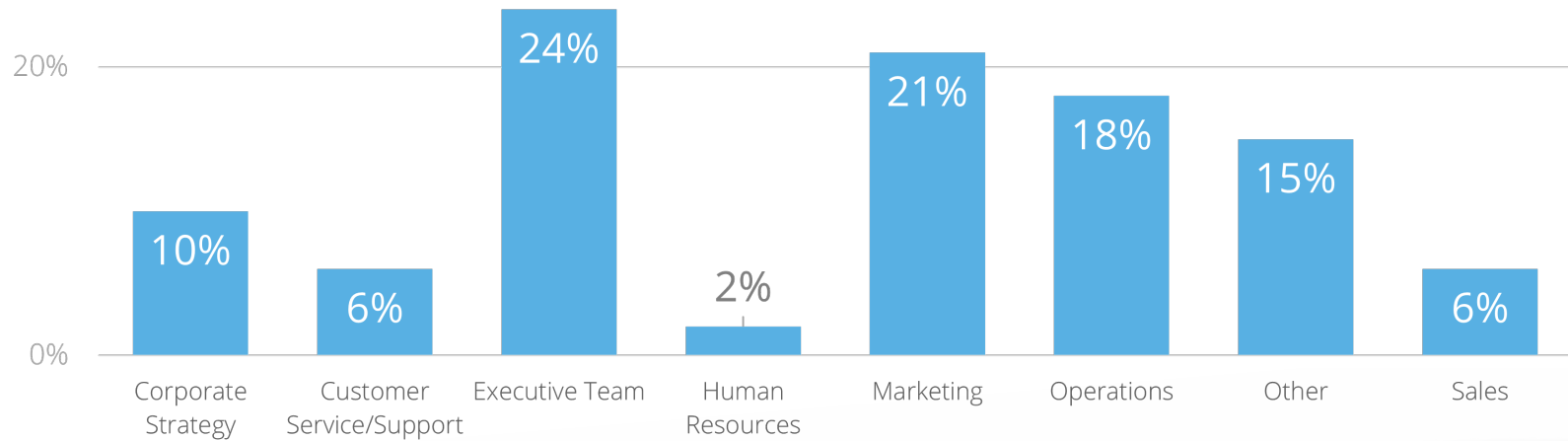
Single Team: Serves one functional area or business unit within your organization.



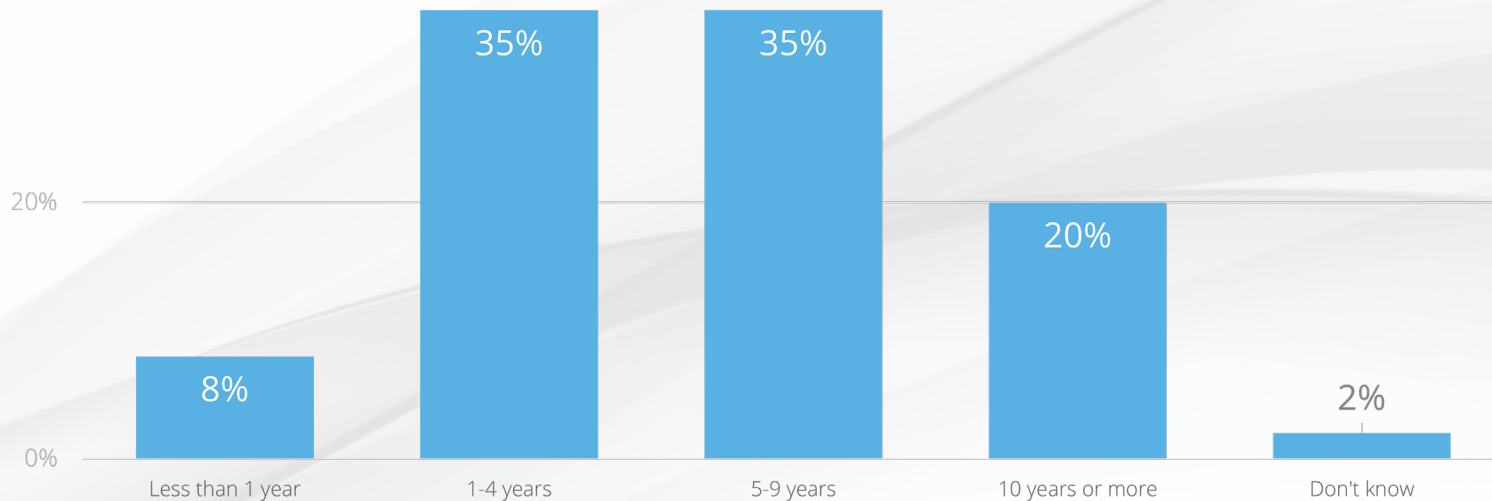
CX TEAM LEADER



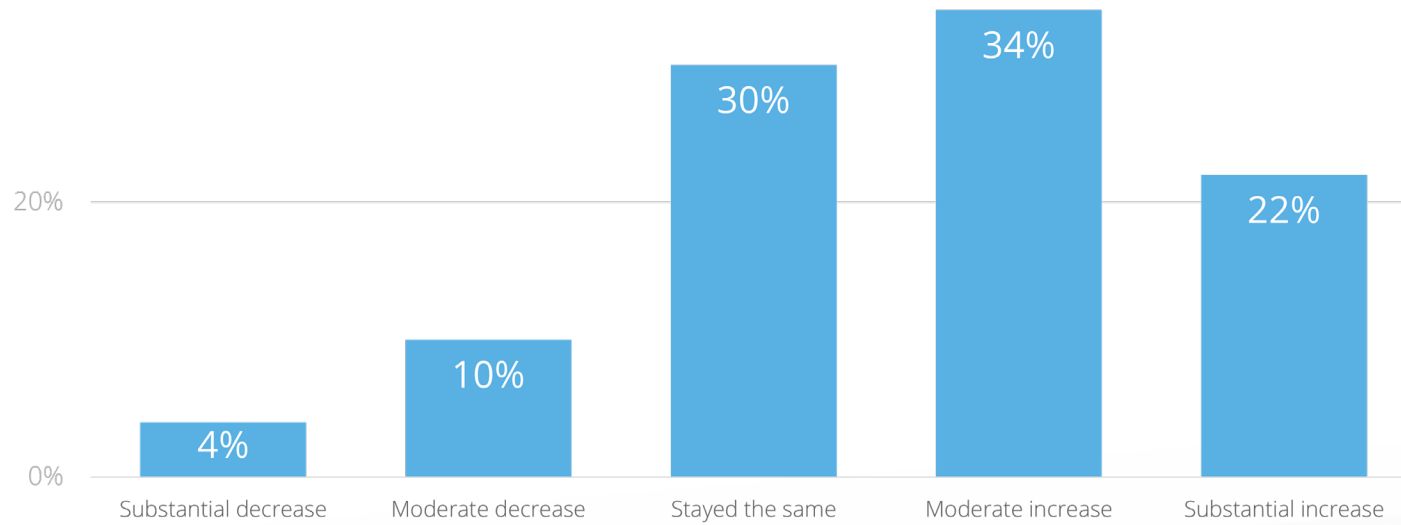
CX REPORTING ORG



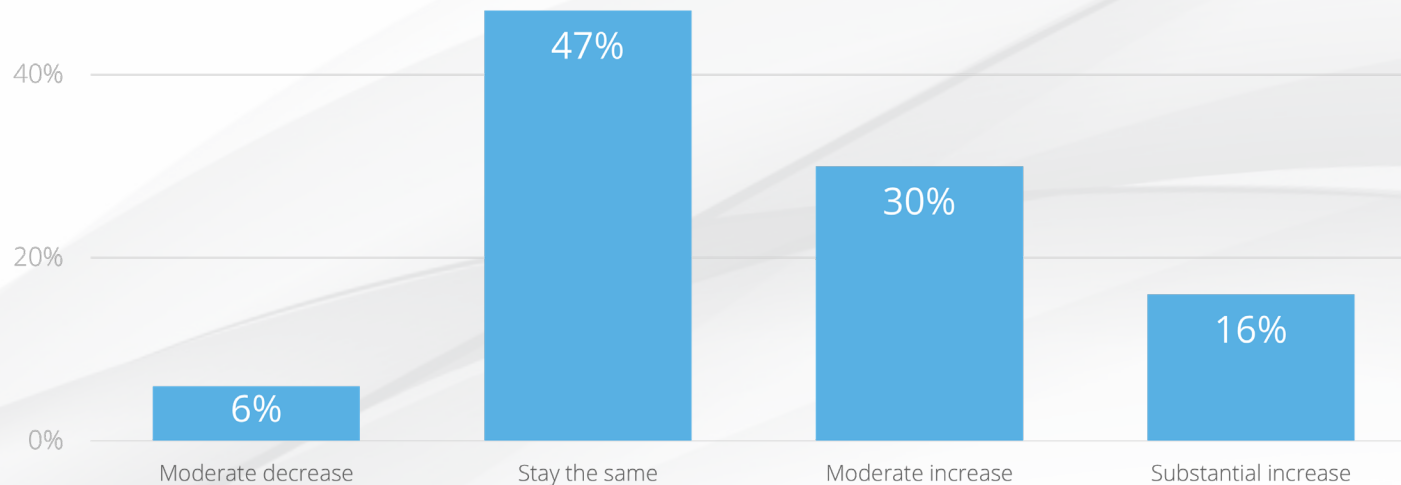
LENGTH OF TIME WITH CX FUNCTION



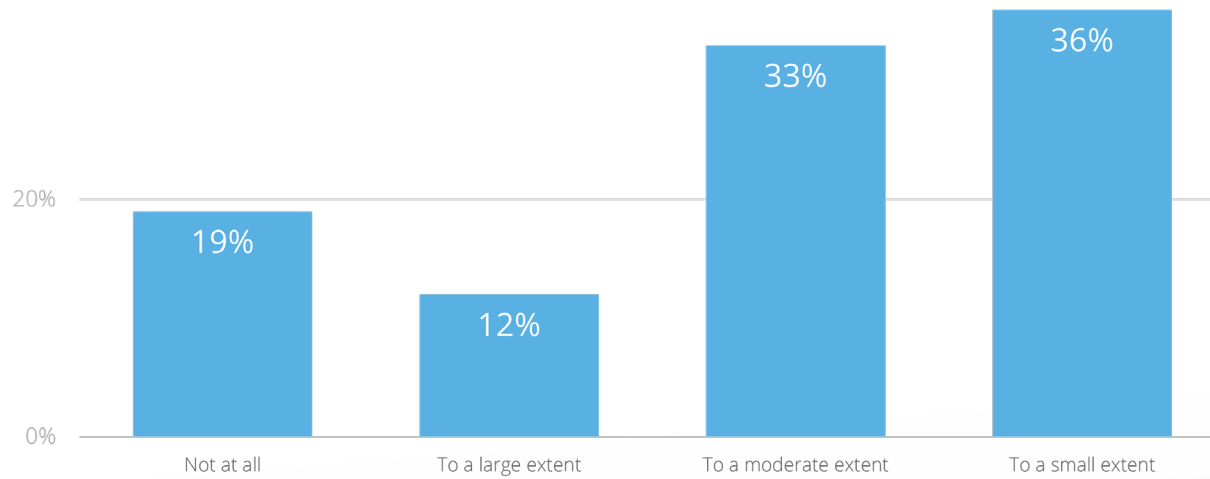
HISTORIC CX INVESTMENT



FUTURE CX INVESTMENT

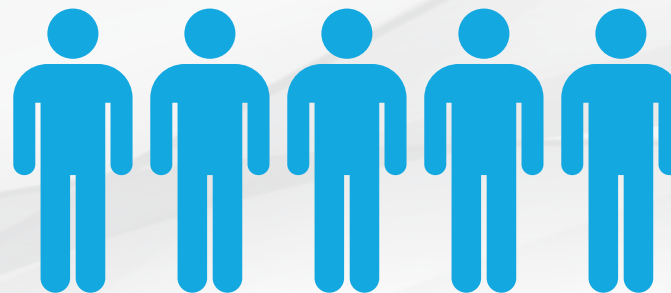


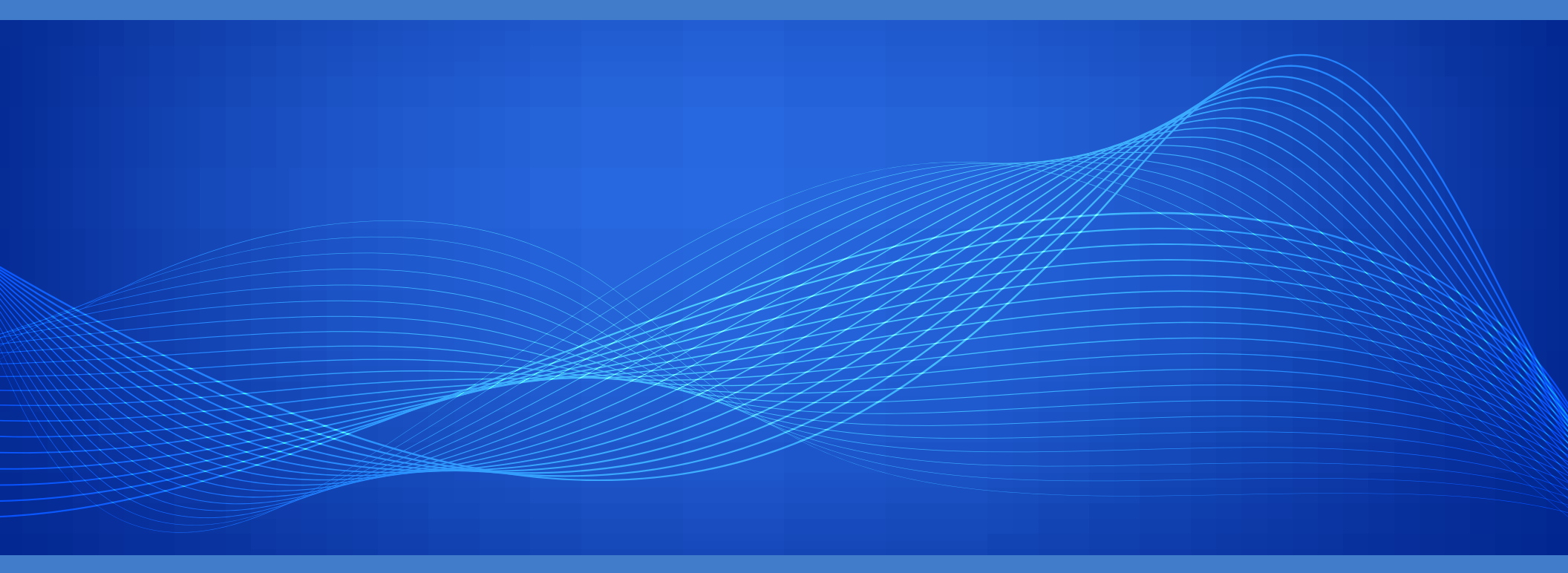
USE OF EXTERNAL RESOURCES



CX TEAM SIZE

5
Median





DEMOGRAPHICS

DEMOGRAPHICS

Tenure in CX

Less than 1 year	2%
1-4 years	16%
5-9 years	33%
10 years or more	49%

CX Role

CX Leader	62%
Vendor/Consultant	19%
Individual Contributor	17%
Uncategorized	1%

Company Revenue

< \$50M	20%
\$501M+	48%
\$51M - \$500M	20%
Uncategorized	11%

Respondent Region

North America	65%
EMEA	16%
Latin America	11%
APAC	8%

HQ Region

North America	67%
EMEA	18%
Latin America	8%
APAC	7%

Market Served

B2B	54%
B2B2C	25%
B2C	21%

Organization Industry

Technology	23%
Other industries	14%
Professional Services	12%
Healthcare	11%
Banking	10%
Manufacturing	7%
Financial Services	6%
Hospitality, Sports, & Entertainment	4%
Utilities	3%
Insurance	3%
Transportation & Logistics	2%
Government - State or Local	2%
Telecom	1%
Retail	1%
Communications	1%

ABOUT WALKER

Walker is an experience management (XM) services firm. Our experts provide wide range of flexible solutions to maximize technology investments and support customer and employee experience initiatives for a wide range of organizations.

Our solutions span four general areas:



Customer Experience

Proven practices, and extensive experience serving hundreds of global brands



Digital Customer Experience

The digital options to deliver effective and efficient customer experiences



Employee Experience

Expert measurement and strategic consulting for best-in-class employee experiences



Patient Experience

A modern approach focused on patients, family members, and healthcare providers

Learn more about Walker at walkerinfo.com 