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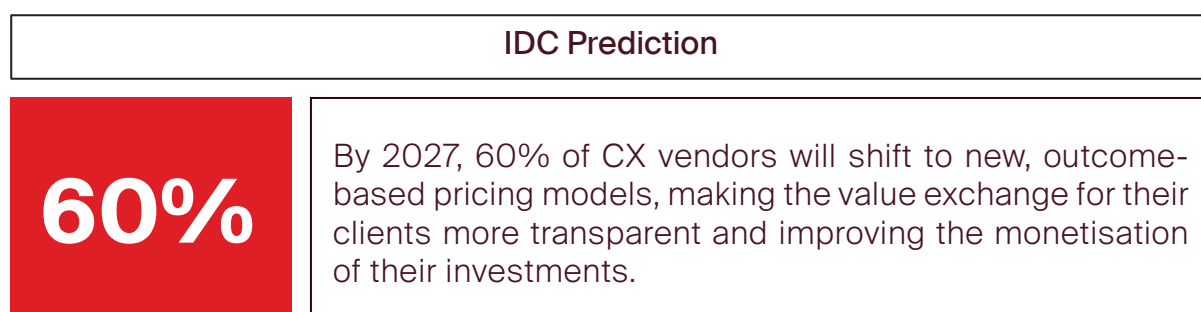
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Executive Summary

In a world of accelerated digital transformation, the businesses that think beyond transaction-level experiences will lead the customer experience (CX) innovation. The business outcomes tied to relationship-based experiences will be fulfilled by building a loyal customer base and making customer-centric decisions. CX is not just about staying ahead – it is about ensuring that every interaction adds value to the customer journey.

This IDC InfoBrief discusses the rising role of customers in building a superior brand with contextualised customer experiences. It also provides guidance on how to start or accelerate your journey toward becoming a customer-centric innovative business.



Key Takeaways

- **Improved CX on Business**

A positive customer experience builds loyalty and differentiates your business in a crowded market.

- **Aligning a CX Strategy with Business Goals**

To enhance brand loyalty, a CX strategy might focus on personalisation and frictionless service delivery, ensuring that every customer interaction reinforces the brand's value proposition.

- **Building a CX Culture**

A culture that prioritises the customer in every decision and action is driven by a shared belief in the value of putting the customer first, leading to more consistent and meaningful interactions across all touch points. Establishing this culture requires both **leadership buy-in** and a collective effort to **embed customer-centric values** into the fabric of the organisation.

- **Measuring and Optimising CX**

To ensure long-term CX success, it is essential to track important metrics within a well-defined measurement governance framework with structured and regular monitoring of key CX metrics.

Understanding Customer Experience

The Transformative Impact of CX on Business

An enterprise can influence CX with customer-facing processes, internal processes that support customer-facing processes, first-hand product or service experience and feedback, organisational culture and structure, and brand messaging.

A positive customer experience can contribute to both the top and bottom line. Leaders can forecast their business performance better if they have a large base of loyal customers. On the other hand, if loyalty is weak, the forecast can be shaky. Credible forecasting is a must for business expansion and growth in different geographies and territories. It is critical for attracting investors, attracting talent, and planning strategies such as product/service introduction, product/service extension, or diversification.

Impact of CX on Industries



Retail

Personalised shopping experiences and seamless services increase repeat purchases.

- Emotional intelligence
- Personalised shopping

Example

A well-known retailer in the region leverages transaction data across touch points to create personalised offers and responsive service, increasing brand loyalty, footfall, and sales growth.



BFSI

Intuitive digital banking fosters customer retention and trust. Positive customer experiences also enhance brand reputation, leading to organic growth through word of mouth and social media.

- Account management
- AI-enabled chatbots
- Virtual agents

Example

A leading bank in the region leverages a wealth of feedback from customers through multiple channels to understand their needs and concerns. This enables the bank to resolve concerns faster and offer tailored solutions, further elevating trust and customer retention.



Healthcare

Efficient care management boosts patient satisfaction. Omni-channel CX provides patients with flexible access to medical services across digital platforms and physical clinics.

- Telemedicine
- AI-enabled chatbots
- Appointment scheduling & reminders

Example

A major chain of clinics combines AI-enabled diagnostics and medical services with patient care, ensuring patients feel heard and valued and ultimately improving overall patient satisfaction.



Government

The government sector benefits from omni-channel CX by offering unified services across mobile apps, websites, and physical offices to citizens, residents, tourists, and other government entities.

- Interactive messaging
- Targeted campaigns

Example

A prominent government authority integrates emotional intelligence into its service delivery, making interactions more user friendly and addressing citizens' needs, thereby enhancing public trust and engagement.

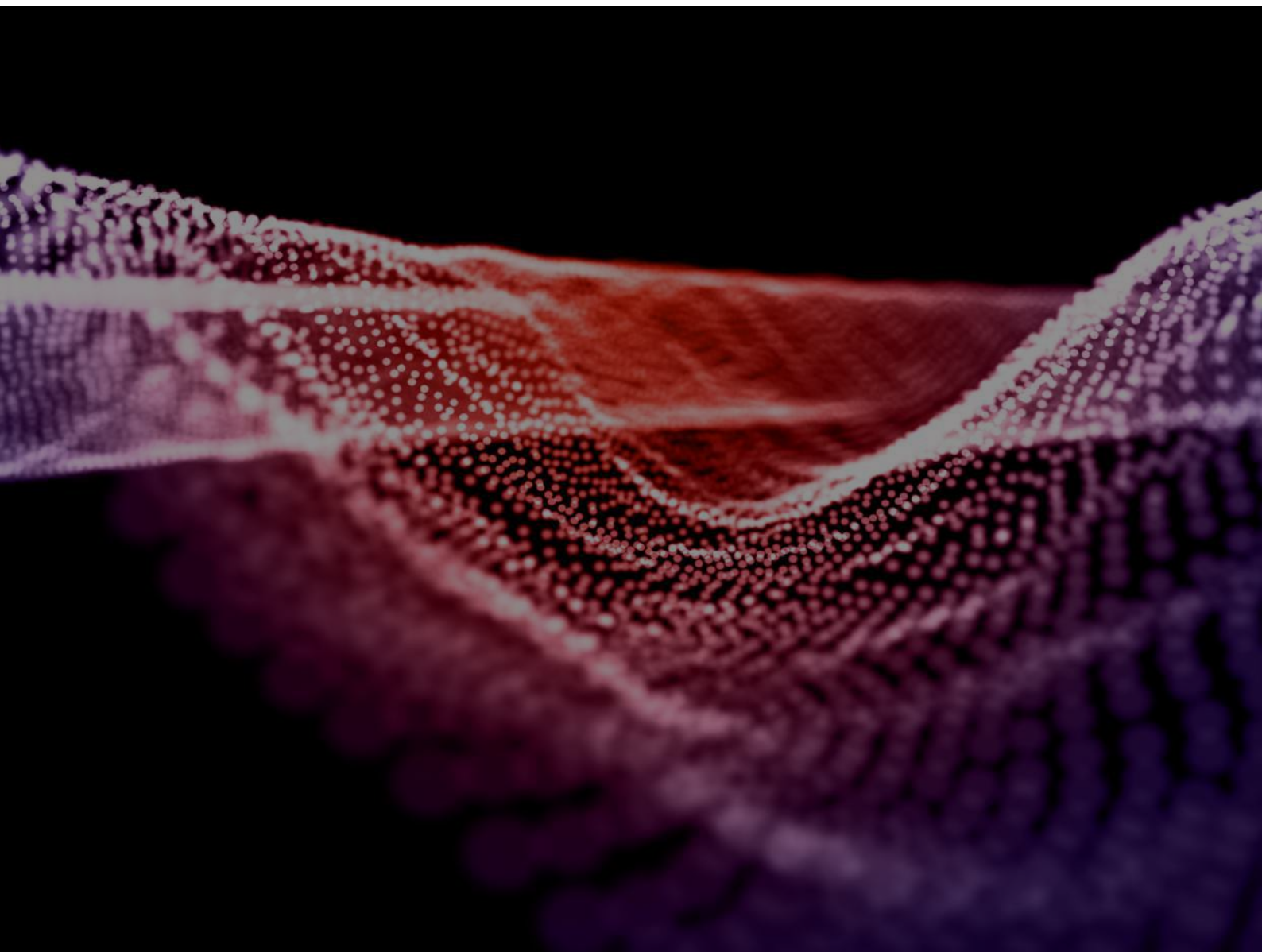
Why CX Matters

With customers having more choices and higher expectations than ever before, businesses that prioritise CX are better positioned to build lasting relationships and differentiate themselves in a crowded market.

A strong CX strategy addresses customer needs, creates value at every touch point, and converts satisfied customers into advocates.

According to *IDC's 2024 CX Path Survey*, enabling customers to curate **contextual experiences is the top business outcome** that end-user organisations want to achieve from implementing customer data platforms.

IDC's Worldwide Future of Customer Experience Survey, 2024 revealed that many organizations believe a positive correlation exists between the implementation of customer experience initiatives and improvements in operational efficiency (33%), revenue growth (30%), employee productivity (30%), and profitability (27%). Therefore, if your organisation does not deliver a superior experience to its customers, your competitors will.



Setting the Foundation for CX

Establishing a CX Vision and Goals

CX Vision

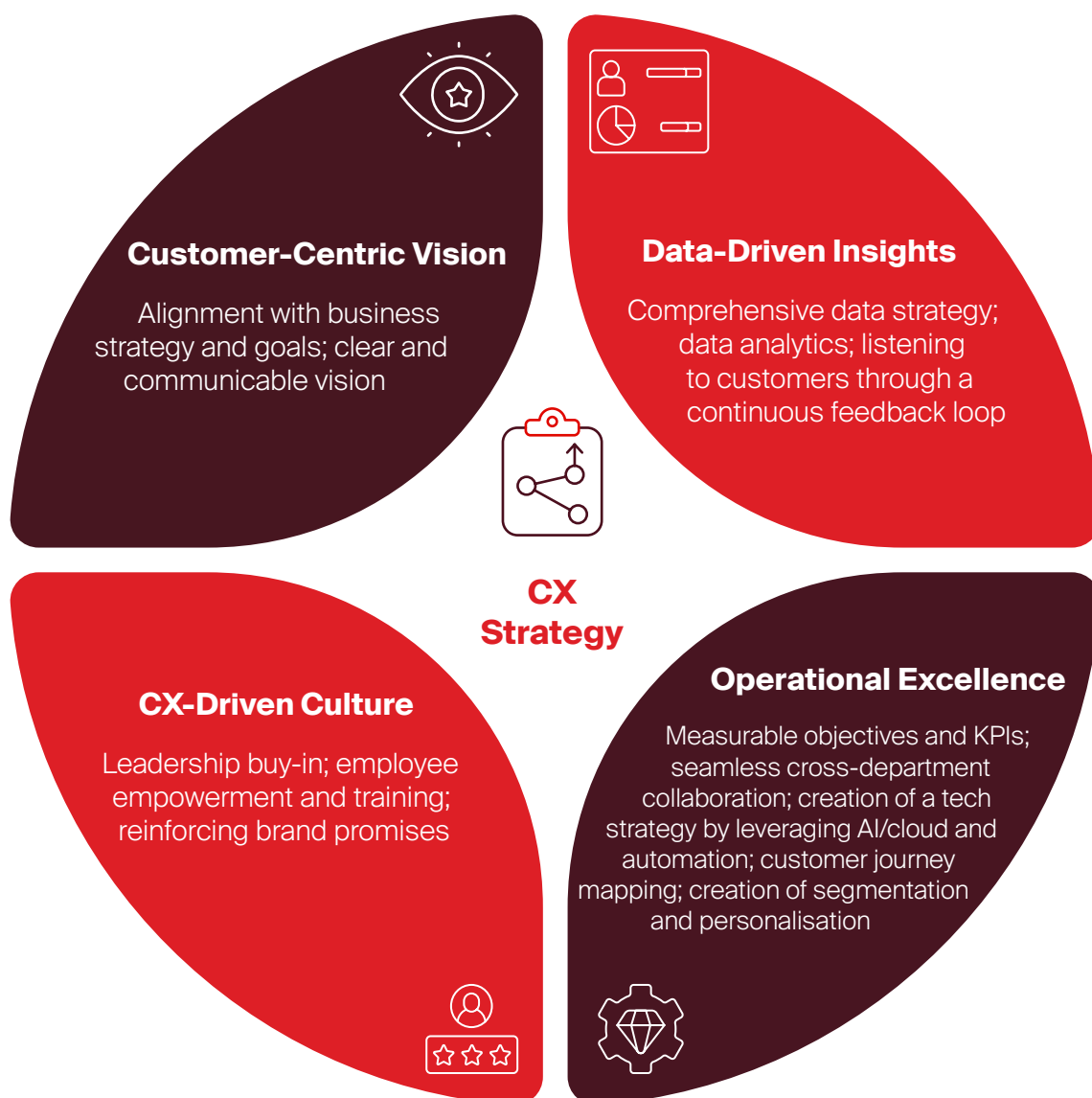
A well-defined CX vision serves as a guide that ensures the CX strategy is aspirational, actionable, and effective.

Aligning a CX Strategy with Business Goals




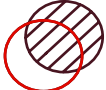

Understand the strategic priorities of the organisation and map them to customer-centric actions. For example, if a business goal is to enhance brand loyalty, the CX strategy might focus on personalisation and frictionless service delivery.

A CX strategy should be seen as a vehicle for achieving key business outcomes, supported by the right technologies and processes that can adapt to evolving customer needs.

Components of a Successful CX Strategy



The Evolution of CX in the GenAI Era

	Before GenAI	In the GenAI Era
 Personalisation	Limited to moderate personalisation; broad segmentation	Hyper-personalised experiences based on individual data; sharper segmentation
 Customer Service	Reactive support; sometimes slow	Proactive support and better service
 Speed and Efficiency	Relatively slow response times; human intervention needed; manual data handling	Automated data analysis; near-real-time responses; on-time issue resolution
 Transparency	Limited to moderate visibility into data use; trust issues	Enhanced transparency; better tracking and explanation of data usage
 Loyalty	Transactional loyalty; brand switching based on offers	Possibility to build emotional connections and reduce churn through superior service



Building a CX Culture

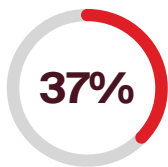
Establishing a Customer-Centric Culture Within the Organisation

Establishing a customer-centric approach within your organisation is essential for creating personalised customer journeys.

By 2026, B2B companies will use AI interactions and analytics technology to deliver deeply personalised journey engagement, eliminating 40% of marketing and sales human touch points.

By 2027, 60% of CMOs in G2000 organisations will be primarily measured for their ability to deliver customer value outcomes, forcing 30% to evolve into becoming orchestrators of customer value.

Motivate Employees to Consistently Prioritise Customers



37% of organisations say they are customer centric but struggle to reflect this in their actions.

Prioritising customers starts with ensuring that every stakeholder understands his/her role. It also involves continuous training and development to equip these stakeholders with the skills and knowledge they need to meet and exceed customer expectations. Recognising and rewarding customer-centric behaviours further reinforces this culture, motivating employees to consistently prioritise the customer in their daily tasks. By fostering a customer-centric culture, organisations can create an environment where consistent and superior customer experiences are the norm, driving customer loyalty and customer advocacy.



Providing employee skills development and training for newer AI-embedded CX solutions is a major challenge for 44% of organisations.



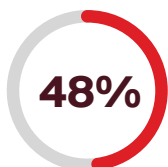
Aligning employee incentives with customer-centric outcomes is a major challenge for 37% of organisations.

How to Overcome These Challenges and Improve CX

Focus on training and upskilling the employees who will contribute directly to your organisation's CX culture. Employees should have a transparent view of organisation's CX initiatives, and leadership should focus on creating a dedicated budget for CX investments at a centralised CX center of excellence.



53% of organisations are building an enterprise-wide customer data service that can be accessed by all business units to improve CX.



48% of organisations are purchasing CX solutions that are "customer outcome focused" rather than "task centric."

Creating User Personas

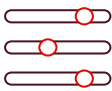




Understanding Your Customers

Customer Personas

Personas are detailed representations of different segments of your audience, based on demographics, behaviours, needs, and goals.

A customer persona typically includes **a name, background, goals, challenges, and behavioural traits**, all of which help in visualising and empathising with the customer. By developing these personas, businesses can tailor their products, services, and marketing strategies to better meet the specific needs of each segment, ensuring a more personalised and effective customer experience.

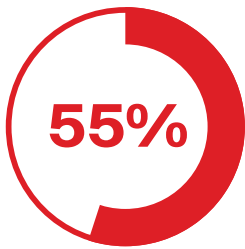
Creating customer personas begins with gathering and analysing data from diverse sources, including **billing records, customer consumption patterns, and behavioural data**. For instance, billing analysis can reveal spending habits, preferred payment methods, and frequency of purchases, providing insights into a customer's financial behaviour.

 Parameter	 Student	 Homemaker	 Working Executive	 Business Owner
Age in years	15 to 22	25 to 55	25 to 55	30 to 60
Type of user	Prepaid	Prepaid	Postpaid	Postpaid
Voice usage	Low	Heavy	Heavy	Heavy
Data usage	Heavy	Moderate	Moderate	Heavy

Collecting and Analysing Customer Data

By leveraging data from various sources, such as **purchase history, website interactions, and customer feedback**, businesses can gain deep insights into customer preferences and pain points. This data-driven approach allows organisations to refine their user personas, making them more precise and actionable.

Analysing data helps identify patterns and trends, enabling companies to segment customers, anticipate their needs, and create targeted and effective strategies, ultimately enhancing the overall customer experience.



55% of organisations in the Middle East, Türkiye, and Africa (META) consider customer behaviour data as critical for their data architecture.

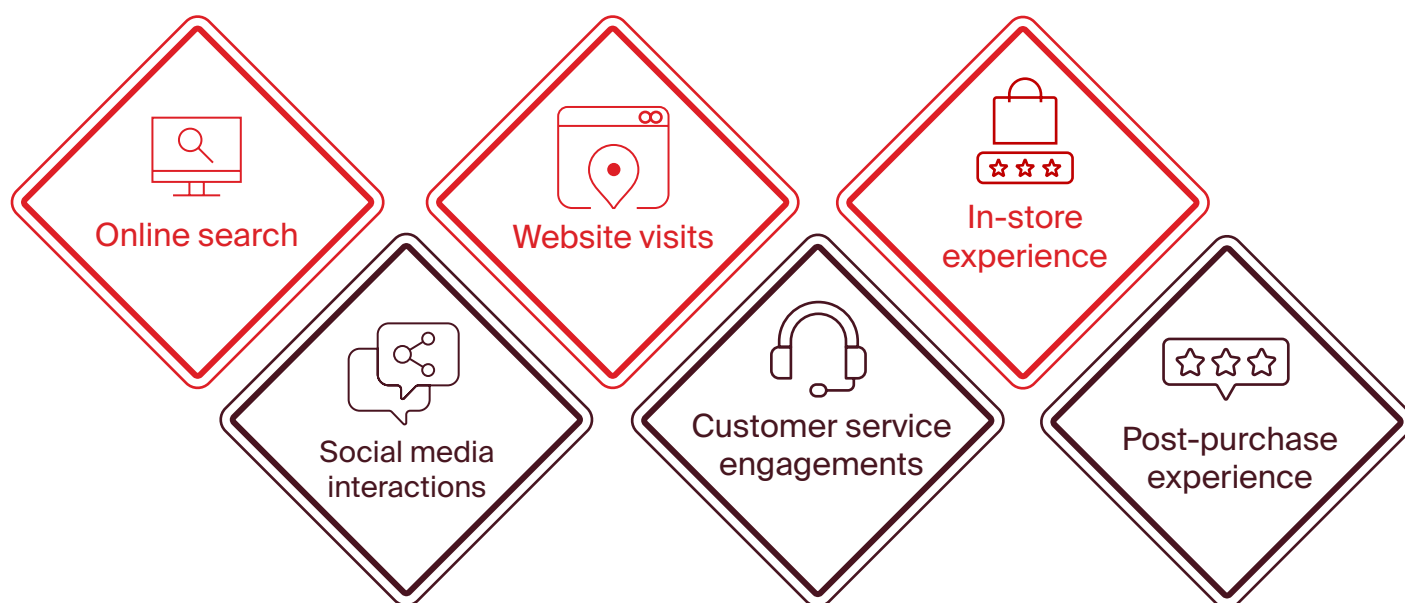
Source: IDC's Digital Executive Sentiment Survey, January 2024; META, n = 498, 100+ employees only

Mapping the Customer Journey

Identifying Key Touch Points

Key Touch Points

By mapping out these interactions, businesses can gain a clearer understanding of the customer's perspective and identify pain points or moments of friction that may hinder a seamless experience.



Retail Industry: Touch points might include browsing online product catalogues, reading customer reviews, and the checkout process (both online and in store). Cross-channel consistency is quite important in this industry. In the multi-channel retail environment, journey mapping ensures consistency across all customer touch points, whether in store, online, or mobile platforms, creating a seamless and integrated experience.

Healthcare Sector: Touch points could involve appointment scheduling, interactions with medical staff, and follow-up care services.



Customer Journey Map

Customer journey mapping involves tracking a customer's path through all stages, including awareness, consideration, purchase, and retention. By visualising each step, businesses can identify gaps or inconsistencies in the experience and make informed decisions to enhance customer satisfaction.



By resolving the challenges customers face with a retailer's systems, customers can receive consistent service whether they are shopping online, via mobile apps, or in physical stores. In healthcare, mapping the journey has the potential to improve patient care by streamlining processes such as appointment scheduling, treatment, and follow-ups, leading to higher patient satisfaction.

Designing a CX Strategy

Developing a CX Road Map and Leveraging Technology

1. Developing a CX Road Map

Prioritising CX initiatives involves evaluating each project based on its potential impact on both customer satisfaction and business objectives, as well as its feasibility in terms of resources, commercial potential, technical complexity, and organisational readiness. High-impact, high-feasibility initiatives should be prioritised for immediate action, as they offer significant benefits and are relatively easy to implement. Projects that are high-impact, but low-feasibility may require phased approaches or future planning, while low-impact initiatives, regardless of feasibility, should be deprioritised or re-evaluated.

Impact	Feasibility	
	High	Low
	Prioritize for immediate action	Take a phased approach
	Re-evaluate	De-prioritise

60%

To ensure customer retention and reduced effort, 65% of G2000 firms will design new product features primarily based on service interactions and customer usage, improving profitability by 2028.

Source: IDC FutureScape

2. Leveraging Technology and Tools

Cloud, AI, machine learning (ML), and automation are pivotal in transforming CX by enhancing personalisation, improving operational efficiency, and delivering scalability.

AI-driven tools, such as chatbots and virtual assistants, provide immediate and consistent customer support, enabling 24 x 7 engagement and reducing response times. ML algorithms analyse vast amounts of customer data to uncover insights, predict behaviours, and tailor interactions, allowing businesses to offer personalised recommendations and anticipate customer needs more accurately, whereas cloud has become a foundational platform for organisations to deploy various workloads.

70%

Customer experience metrics are considered very important by 70% of META organisations when evaluating AI-initiative success.

Source: IDC's EMEA Data and AI Survey, August 2024; META, n = 360, 100+ employees only

60%

By 2027, 60% of F500 firms will leverage ubiquitous experiences, edge analytics, and GenAI to enable customers to create their own experience journeys, improving customer-desired outcomes and value.

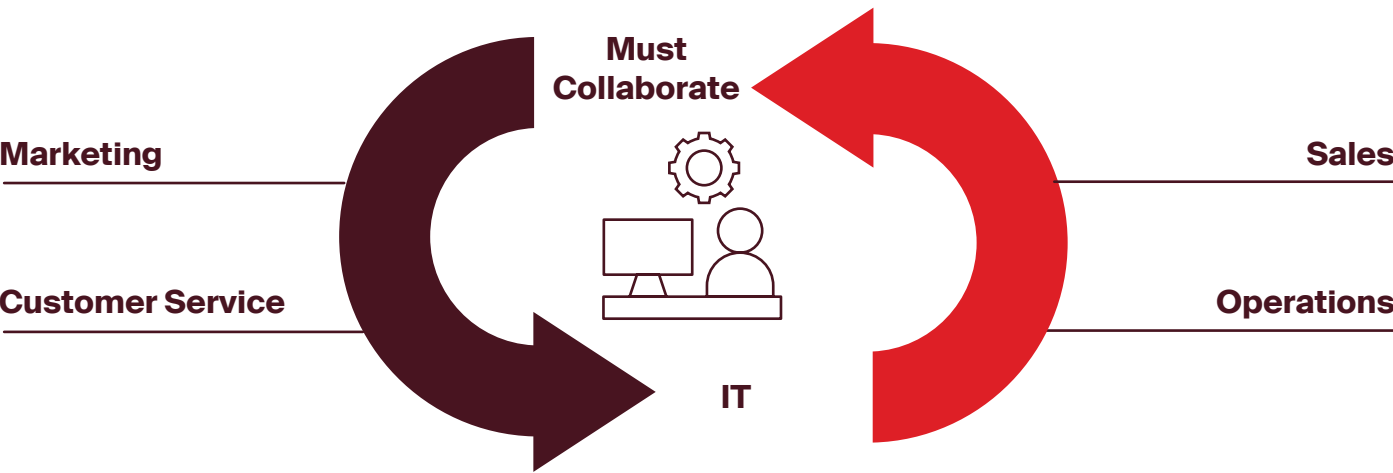
Source: IDC FutureScape

Implementing a CX Strategy

Building Cross-Functional Teams and Upskilling

Building Cross-Functional Teams

Implementing a successful CX strategy begins with building cross-functional teams that bring together diverse expertise from various departments, such as **marketing, sales, customer service, IT, and operations.**

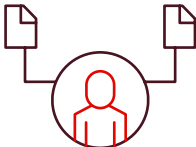
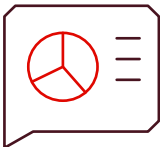




When people across departments work together, they share insights, align objectives, and ensure that all customer touch points are consistent and supportive of the overall experience. Even if they do not agree to work together, management becomes aware of the fault lines. The exercise exposes the weak links, and management can prepare itself for an outcome.

Roles and Responsibilities

Clear roles and responsibilities within the CX team are vital for the successful execution of the strategy. Each member should have a defined role, whether it is overseeing customer feedback, managing digital touch points, or analysing customer data.

A typical CX team might include the following:

 <p>CX director/manager responsible for overall strategy</p>	 <p>Data analysts who track customer metrics</p>	 <p>UX designers who focus on user interfaces</p>	 <p>Customer service leaders who ensure frontline staff deliver superior service on a consistent basis</p>
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Upskilling Employees

Providing Necessary Training and Resources

In industries such as retail, telecom, and financial services, **frontline staff** are often the first point of contact with customers, meaning their ability to deliver personalised and efficient service is crucial. Empowering these employees through comprehensive training programs ensures they have the hard and soft skills (knowledge and confidence) to address customer needs effectively.



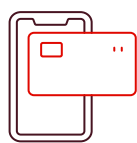
In the **healthcare sector**, for example, continuous training on new technologies and patient care protocols ensures that staff can provide the highest level of service.



Similarly, in the **government sector**, where digital services are increasingly prevalent, employees need training on how to assist citizens with online platforms and services. Providing the right resources, such as up-to-date technology, access to customer data, and ongoing professional development opportunities, ensures that employees are well prepared to meet the demands of their roles and deliver a consistent customer experience.

Encouraging Employee Engagement and Ownership

Employee empowerment improves service quality and boosts employee morale, leading to a more engaged and motivated workforce. Encouraging employee engagement and ownership is vital for creating a customer-centric culture within an organisation.



In the **retail and BFSI industries** across the Gulf region, fostering a sense of ownership of customer engagement among employees leads to better customer interactions and more proactive problem solving.

By involving employees in decision-making processes and giving them the autonomy to make customer-related decisions, organisations can enhance their customer experience.

“ When employees feel valued and responsible for the outcomes of their work, they are more likely to go the extra mile to ensure customer satisfaction, resulting in higher levels of service and stronger customer loyalty.

— Harish Dunakhe, IDC

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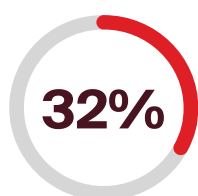
Measuring and Optimising CX

Key Metrics and KPIs

“ If you can’t measure it, you can’t improve it. ”

—Peter Drucker

Effective measurement allows organisations to quickly identify gaps, adapt to changing customer needs, and leverage insights to deliver more targeted and seamless experiences. In today’s rapidly evolving landscape, **CX is not just about staying ahead – it’s about ensuring that every interaction adds value to the customer journey**, which in turn drives business success.

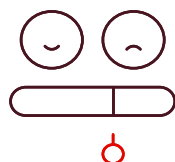


32% of META organisations are using customer acquisition KPIs to measure their ROI from digital initiatives, highlighting the direct link between digital transformation and customer-centric outcomes.

Source: IDC’s Digital Executive Sentiment Survey, January 2024; META, n = 498, 100+ employees only

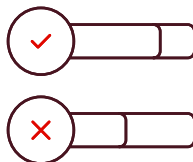
Key Metrics and KPIs

To effectively measure CX, organisations rely on key metrics such as:



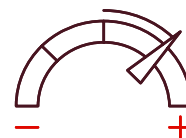
Customer Satisfaction (CSAT) Scores:

These provide insights into how satisfied customers are with specific interactions or overall service.



Net Promoter Score (NPS):

This gauges customer loyalty by asking customers how likely they are to recommend the company to others.



Customer Effort Score (CES):

This assesses how easy it is for customers to leverage the product and resolve any issues that arise.

These scores offer valuable feedback, but the real value lies in how organisations act on the results. For instance, in the UAE, the government’s Happiness Initiative emphasises the importance of a rigorous feedback process to continuously improve public services.

Organisations should follow suit by systematically analysing feedback, addressing pain points, and implementing changes that align with customer expectations.

While CX transformation is often hard, requires painstaking effort, and can be tedious, the rewards – such as increased loyalty, positive word of mouth, and sustained growth – are worth the effort.

CX metrics provide a comprehensive view of the customer experience and highlight areas that need improvement. Establishing a robust measurement framework involves setting clear benchmarks, regularly reviewing performance, and using data-driven insights to guide decisions.

Framework to Measure & Optimise CX	Purpose	How to Measure	Actionable Steps Based on Results
Net Promoter Score (NPS)	Gauges customer loyalty and likelihood to recommend.	Customer survey asking likelihood of recommendation on a scale of 0–10.	Identify detractors, engage with them directly, and implement changes based on their feedback.
Customer Satisfaction (CSAT)	Measures customer satisfaction with specific interactions.	Post-interaction surveys (e.g., after a service call or purchase).	Analyse low scores to find common issues, train staff, or adjust processes accordingly.
Customer Effort Score (CES)	Assesses how easy it is for customers to get issues resolved.	Survey asking how much effort was required to resolve an issue.	Simplify processes, reduce barriers, and automate repetitive tasks.
First Contact Resolution (FCR)	Measures the effectiveness of resolving customer issues on the first contact.	Track cases resolved without need for follow-up.	Improve training for customer service reps to boost FCR rates.
Customer Retention Rate	Tracks the percentage of customers who remain loyal over time.	Monitor repeat customers and subscription renewals.	Identify patterns in customer retention and address reasons for churn.
Average Response Time	Evaluates the speed of customer service response.	Track the time taken to respond to customer inquiries.	Optimise workflows, implement chatbots or AI assistants to reduce response times.
Average Resolution Time	Evaluates time taken to resolve a customer query based on the criticality of the query (P1, P2, P3, etc.).	Track the time taken to resolve a customer query based on the type of the query.	Leverage technology to optimise the time taken to resolve the query and ensure the system keeps learning. Optimise the system to accelerate the resolution time based on historical data.

Overcoming Common Challenges

Addressing Internal Resistance

Implementing a CX strategy often encounters resistance, as it typically involves significant changes in processes, mindsets, and priorities across the organisation.

Employees may be hesitant to adopt new ways of working, fearing increased workloads, disruption to established routines, or uncertainty about their roles and jobs. This resistance is especially common in industries like **BFSI, retail, and healthcare**, where longstanding procedures and regulatory constraints can make change more daunting. To address this resistance, it is essential to engage with employees early in the process, clearly communicating the benefits of the CX strategy for both the organisation and its customers.

Regular communication is critical, as it helps clarify the purpose of the changes and how they will benefit both customers and the organisation.

“ **People do not resist change... They often resist the speed of change. When the customer wins, the organisation wins. When the organisation wins, its employees also win.** ”

— Harish Dunakhe, IDC

Creating small, early wins by implementing parts of the strategy in phases can help build momentum and demonstrate the value of the new approach, making it easier for employees to embrace the larger transformation, step by step.

External Factors Influencing the Adoption of a CX Strategy

- **Economic conditions** play a crucial role, as businesses in more stable economies may have greater resources to invest in CX initiatives.
- **Regulatory environments** also impact CX adoption, particularly in highly regulated industries like banking and healthcare, where compliance requirements can shape the way customer interactions are managed. Developing a clear understanding of regulatory compliance requirements can help organisations to avoid potential penalties and a bad reputation.
- **Technological advancements** are another critical factor, as emerging technologies such as AI, data analytics, and cloud computing provide new opportunities for enhancing CX.
- **Competitive pressure** is a major driver; as more companies prioritise CX, others must adopt similar or better strategies to remain competitive.
- **Shifting consumer behaviour and expectations**, often influenced by broader societal trends or global events, can compel organisations to adopt more customer-centric approaches to meet evolving demands.

“ Customer experience metrics are viewed as a top success indicator for AI initiatives by 70% of META organizations. As GenAI moves from experimentation to execution, businesses are aligning AI outcomes with CX KPIs like NPS, customer effort score, and retention making behavioral data a critical input for measuring real impact. ”

Ahmed Abdi Omer

Vice President, Customer Experience, e& enterprise



About e& enterprise's CX Solution – engageX

Customer Experience Practice

e& enterprise is focused on delivering a superior and consistent customer experience to its customers. Its **customer experience** practice offers end-to-end CX capability, empowering customers on their digital journeys via its EngageX solution.

The solution unifies communication across channels, simplifies campaign management, and enables seamless, personalized engagement. It is designed to support scalable, secure, and intelligent experiences – driving value across a wide range of industries, as outlined below.



Retail

Provides a superior buying experience through personalisation, sharper segmentation, and seamless integration across online and offline channels.



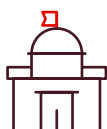
Banking & Insurance (BFSI)

Supports financial institutions in delivering timely, secure, and efficient customer interactions, enhancing overall service quality and trust.



Healthcare

Helps organisations deliver the best patient experiences by personalising care journeys and improving operational efficiency.



Public Sector

Drives citizen experience transformation, enabling government organisations to deliver personalised, accessible, and efficient services.



Logistics

Ensures seamless shipment visibility and supports efficient, consistent last-mile delivery, helping logistics firms elevate customer satisfaction.

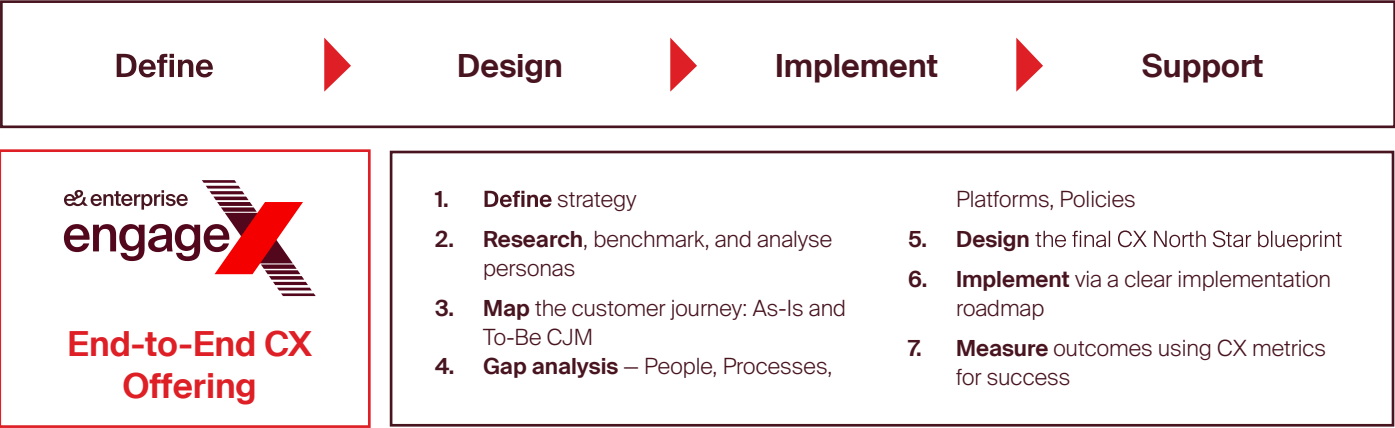


Aviation

Enhances tourist and passenger experiences by enabling timely communication, seamless engagement, and improved service touchpoints.

Our Approach

EngageX by e& enterprise offers end-to-end CX services, combining a unified omnichannel platform, scalable contact center capabilities, Manpower (BPO), expert consultancy, CRM, martech, and advanced AI-driven solutions. We empower organizations to deliver seamless, personalized customer experiences while accelerating digital transformation and operational efficiency.



About e& enterprise

e& enterprise is a digital transformation leader supporting governments and large-scale organisations in building and scaling their digital core.

Through optimising operations, enhancing customer engagement, and data-driven decision-making, we enable seamless, sustainable, and secure transitions into the evolving digital world.

Currently operating in the UAE, KSA, Egypt, Turkey and Oman, e& enterprise brings cutting-edge digital scalable solutions designed to deliver tangible business value and address the unique challenges faced by organisations and executives across industries.

With a proven track record as a trusted digital transformation partner, technical expertise, and the ability to deploy and manage complex solutions, e& enterprise provides collaborative tailored solutions that empower customers to navigate their end-to-end digital transformation journey.

To learn more about e& enterprise, visit our site or reach out:

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About IDC

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