DashResearch
cx market intelligence

Customer Insights & Feedback

Market Drivers and Barriers, Key Industry Players, Market Sizing and Forecasts, and Case Studies

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Section 1
Executive Summary

1.1 Introduction

The technologies that enable CX, such as customer relationship management (CRM), customer data and analytics, personalization & optimization, contact center solutions, and employee experience (EX) solutions, are all integral to companies aspiring to build strong CX programs. However, it is the use of customer insights & feedback technologies that provides the ignition for all these solutions. These tools provide the direct link between not only customer and company, but also employee. The flow of customer information, both directly asked for and gathered through indirect sources, is critical to the success of CX.

Customer insights & feedback has long evolved past simple surveys and outreach. There has been an explosion in customer data type and channel options, and providers in this segment have responded by offering a wide range of comprehensive solutions to support not just engaging and easy to set up data collection, but also sophisticated data analytics, insight generation, relevant dashboards, and tools to enable those insights to turn into action. At times, this is at odds with the widely varying levels of CX maturity in the industry, with some companies lacking the operational processes or company-wide culture to take their CX program to the next level. Consumer sentiment toward feedback is likewise evolving with high expectations placed upon companies to provide timely and empathic responses. Customers want the opportunity to be heard and acknowledged, but on their own terms and via their own channel choice. They also want action taken quickly and in a focused, personalized manner.

This Dash Research report focuses on the customer insights & feedback software platforms, applications, and services that are offered to help companies achieve excellent CX. These solutions are an integral part of a customer's experience and, if done correctly, will be a positive engagement, resulting in less churn, deeper loyalty, and the potential for customers to turn into promoters. From a company viewpoint, successful deployments can boost CX metrics, which are often then linked to an improved return on investment (ROI). Further, these technologies help companies prioritize and focus on the actions that will cause the greatest positive effect and identify other internal points of friction that affect EX.

1.2 Market drivers

The key market drivers spurring the purchase of customer insights & feedback software and services include the following:

- The move to digital has created an enormous number of channels and sources for feedback.
- Artificial intelligence (AI) technologies allow for the streamlining of analysis, more successful leveraging of unstructured data, and the development of more novel collection methods.
- Consumer expectations for quick response are spurring strong interest in technologies that enable insights to action/closing the feedback loop.
- Insight and feedback technologies provide the needed link between EX and CX.
- A high need exists to better prioritize initiatives and identify churn risk.

1.3 Market barriers

There are many barriers for organizations when attempting to deploy customer insights & feedback solutions, many of which are internal and operational. The key barriers tempering the growth of customer

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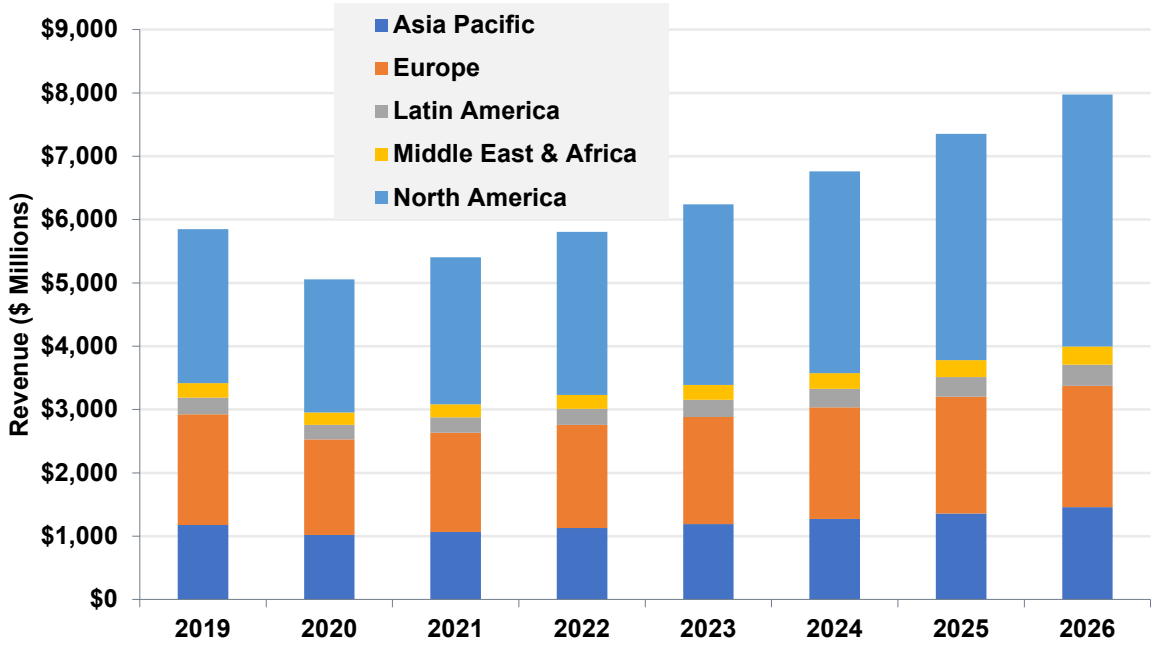
insights & feedback include the following:

- Lack of CX maturity in organizations.
- Too much outreach can alienate end users.
- Inability to move beyond collection and metrics.
- Internal technologies and priorities lead to data silos hindering information flow.

1.4 Market forecast highlights

Dash Research projects that the market for customer insights & feedback enabling software and services will reach $7.97 billion by 2026, increasing from $5.85 billion in 2019, reflecting a compound annual growth rate (CAGR) of 4.5%. North America represents the largest revenue in the market, with revenue expected to reach $3.98 billion in 2026, up from $2.43 billion in 2019, a CAGR of 7.3%.

Chart 1.1 Customer Insights & Feedback Software and Services by Region, World Markets: 2019-2026



Source: Dash Research

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1.5 Dash Research insights

- The use of customer insights & feedback technology needs to be viewed as a mutually beneficial touchpoint between company and customer. It can be part of a positive engagement, even if the actual feedback provided is not positive.

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- Customer insights & feedback is an extremely crowded market with not a great deal of differentiation, especially in data collection. Helping customers get to the “why” behind a score and the “what” action needs to take place is critical. The technology market has solidly moved beyond the collection piece, on to analysis and action, but is sometimes ahead of where their customer’s maturity level is in being operationally able to perform next steps.
- Companies are wanting more frequent, bite-sized feedback, but this needs to be balanced with consumers’ willingness to give it. There is movement behind technologies providing quicker, shorter hit surveys that can still provide the data points needed for CX programs. These can be gamified, fun and non-intrusive. Something that a customer does once and is done, not facing myriad follow-up emails or texts to rate their experience.
- Technologies that can humanize and personalize the interaction will grow in importance. There is promising consumer acceptance of audio and video, and this will be a strong option for the Gen Z demographic, which is an extremely large population group.
- Offerings do not necessarily have to be everything to everyone. CX maturity levels vary widely and there is room in the market for starter packages and do-it-yourself (DIY) offerings.

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Section 2
Market Overview

2.1 Defining customer insights & feedback

The customers insights & feedback segment of the CX market ecosystem is often known by many terms, including feedback management, voice of the customer (VoC), enterprise feedback, and sometimes even the all-encompassing "CX management." Dash Research takes a broad view and defines it as solutions that help identify and measure data points, such as customer satisfaction (CSAT), happiness, and loyalty. This could include tools for surveying, reviews, polls, social media, website feedback widgets, support or chatbot feedback, customer interviews, email, or customer contact forms, as well as the analytics to produce benchmark metrics, such as the Net Promoter Score (NPS) or Customer Effort Score (CES). Additionally, these solutions include insight generation, reporting, and tools to move insights to action. These solutions are used for both business-to-business (B2B) and business-to-consumer (B2C).

Figure 2.1 Customer Insights & Feedback Chain



Source: Dash Research

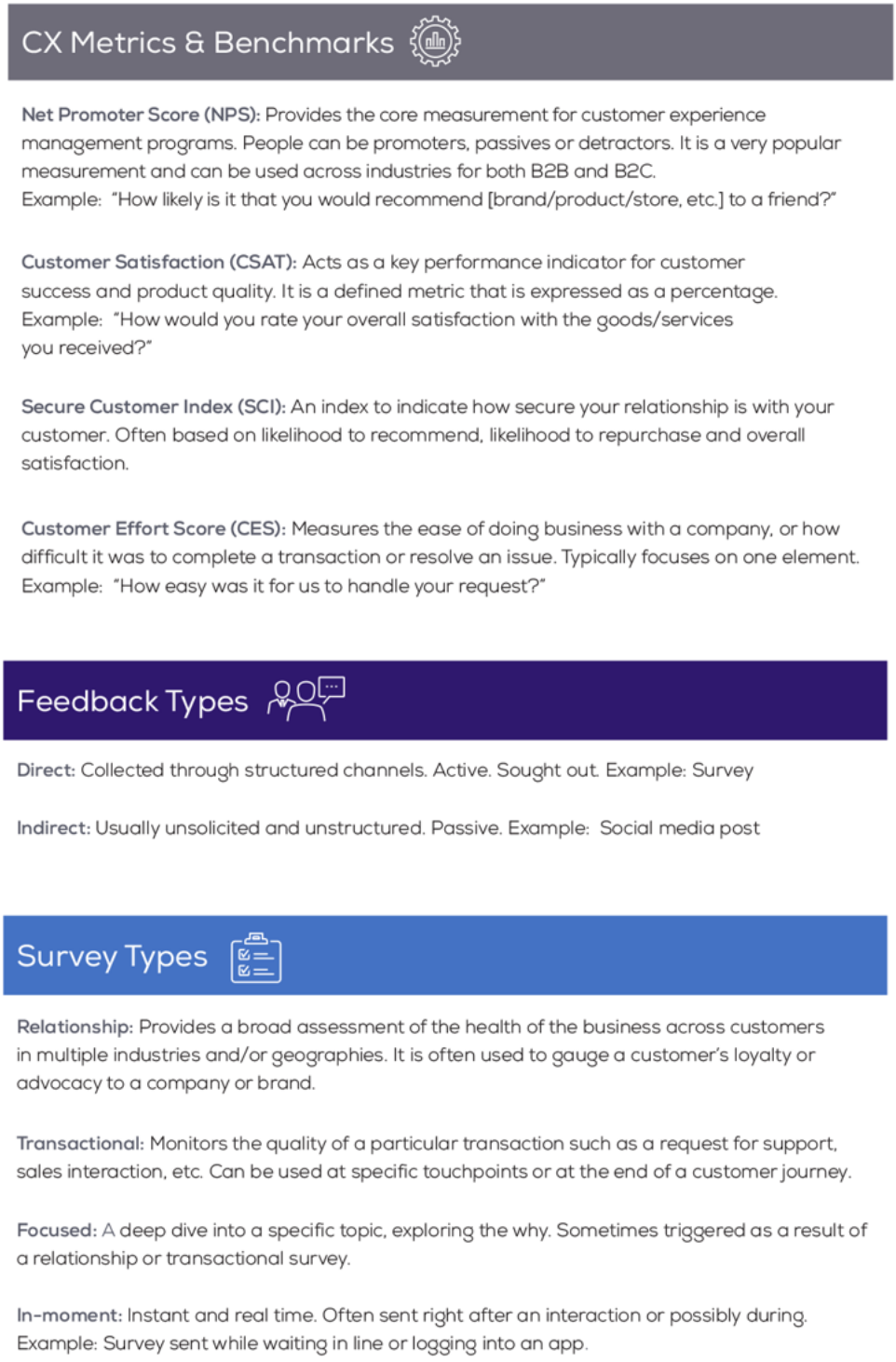
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There is no doubt that the capture and collect part of the chain is still of utmost importance, but these technologies are somewhat commoditized, and technology vendors have driven great advances in other parts of this solution chain, particularly in analytics and action/closing the loop. Data collection and analysis is now largely automated and can deliver fast benchmark metrics, which form one foundational part of a CX program and provide CX practitioners with proof points for further investment.

From a CX perspective, companies approach insights & feedback from a variety of angles and need to have very well-defined goals for the program, taking into account the feedback types that will be coming in, as well as the type of surveying they want to conduct. A successful CX insights & feedback program is not just actively collecting information they asked for, but also taking an aggressive listening approach to the indirect channels of data.

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Figure 2.2 CX Benchmark Metrics + Feedback/Survey Types



Sources: Dash Research, Qualtrics, HorizonCX © 2022 Dash Network

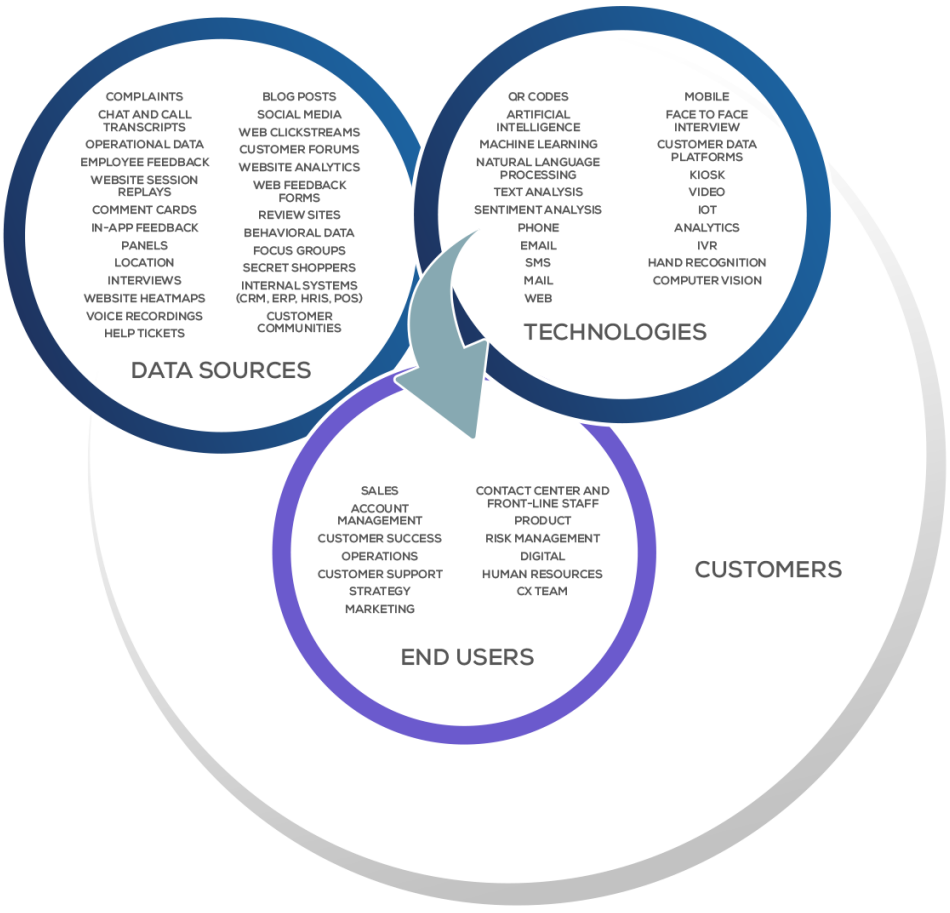
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Additionally, timing, frequency, and personalization are crucial. With each customer touchpoint now being a possible source of feedback, companies need to focus and prioritize the most important pieces of data they truly need, as well as only asking for feedback regarding issues they are capable of taking action on.

To gain the most benefit, solutions need to go beyond just scores and numbers, and attempt to get to know customers on a deeper level. To do this, companies are using not just traditional feedback technologies, but other options, such as audio and video to humanize the experience, slick user interfaces (UIs) to make the experience fun and personalized, and artificial intelligence (AI) to tease out sentiment and previously hidden meaning or intent. This deeper data can engender more empathic responses and provide context behind the numbers.

When executed properly, the benefits of implementing customer insights & feedback technologies are wide ranging, fueled by the quantity and quality of incoming data, as well as how successful companies are in getting the data where it needs to go so that appropriate action can be taken. With the digital transformation that many industries have gone through, or are in the process of going through, the sources of incoming data and the technology type this data flows in on have exploded. This data can be fine-tuned into a gold mine of actionable insights, but only when it is integrated into a company's own internal systems and processes will the full benefits be realized by internal end users.

Figure 2.3 Customer Data Sources, Technologies, and End Users



Source: Dash Research

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The customer is the most important stakeholder in this process. CX encompasses the entire relationship with a brand and when a customer is providing feedback, in whatever form that takes, they are putting trust in the company that it will be heard and acted on.

2.2 Market drivers

The use of customer insights & feedback to improve CX is spurred by factors that are both customer and company driven. Feedback data provides the fuel to deploy efficient, targeted, and timely CX initiatives that can save companies time and money. Additionally, if done correctly, the "opportunity" for consumers to provide feedback, have it received and acknowledged, and the appropriate action taken, can serve as a positive touchpoint in the customer journey. The following drivers have been developing over many years, but some, such as the explosion in data feeds and channels, have been partially accelerated by the COVID-19 pandemic.

2.2.1 Move to digital has created an enormous number of channels and sources for feedback

The digital "transformation" was occurring even before COVID-19, but the pandemic layered more urgency onto this transition as more consumers used digital channels with higher frequency than ever before. Shopping behaviors were altered as face-to-face interactions became less common. People increasingly researched, shopped, and communicated on the web, mobile devices, or other digital channels. Consumers turned more and more to online reviews to gather and share information. In December 2021, Feefo announced research results demonstrating that 97% of British consumers were reading online reviews before a purchase.

Additionally, the support channel types customers access has grown. The CallMiner Churn Index 2020 reported that consumers will use up to eight channels to contact a supplier to try and get the result they want. Aside from shopping behavior and support channels, the number of technologies used to offer unsolicited feedback or respond to requested feedback have also exploded. According to 2021 Qualtrics research, consumers used web, mobile, email, social media, messaging, surveys, and phone calls to send feedback about very good or very poor experiences.

Figure 2.4 Feedback Channel Popularity

For Positive Feedback	For Negative Feedback
• Responded to a survey: 48% • Submitted website feedback: 47% • Submitted feedback on mobile app: 38% • Posted on social media: 35% • Sent an email: 32% • Made a phone call: 14% • Sent mobile message: 9%	• Responded to a survey: 36% • Submitted website feedback: 43% • Submitted feedback on mobile app: 31% • Posted on social media: 28% • Sent an email: 41% • Made a phone call:20% • Sent mobile message 9%

Sources: Qualtrics XM Institute, Dash Research

This increase in the usage of all these channels and technologies is a positive, as it allows customers to provide feedback "where they are," but it also is complex for the company receiving the data. There is an experience behind every touchpoint, an opportunity to meet or exceed expectations or fall flat. Those

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companies that formerly were using basic systems to gather customer feedback could no longer keep up with the technologies needed to support multi-channel. Many pieced together projects or disparate, tools fell by the wayside as companies increasingly turned toward to the comprehensive solutions customer insights & feedback technology vendors are offering that could be integrated and up and running quickly. This multichannel approach will not be disappearing, and investments in technologies that can make this easy and seamless will continue.

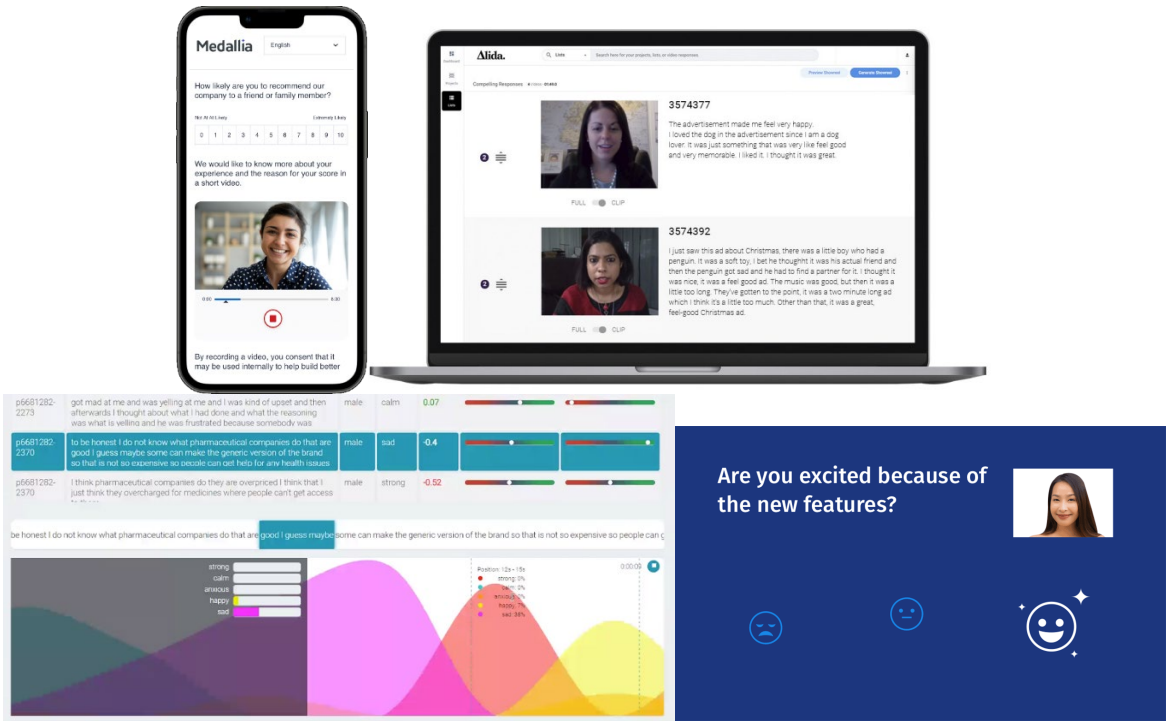
2.2.2 AI technologies enable streamlining of analysis, more successful leveraging of unstructured data, and the development of more novel collection methods

Historically, parsing through unstructured data left by open-ended responses has been a pain point for staff charged with making sense of it all. However, the widespread availability of AI technologies helps solve this problem, as well as eliminate some of the human bias that may have been part of the interpretation before the emergence of these solutions. AI and machine learning (ML) can help process vast quantities of data, both structured and unstructured. However, the previously hidden sentiments often found in unstructured sources, such as call and messaging transcripts, social media posts, and reviews, can now come to light, as well as other data that is housed within an organization, such as contact information, transaction records, and location. Text analytics and sentiment analysis are ubiquitous in customer insights & feedback software solutions, helping companies quickly see trends, trigger alerts, and take action.

Additionally, the use of feedback that includes video and audio is increasing as sentiment analysis, speech recognition, and computer vision technologies make analysis and insight provisioning automatic. There is strong user acceptance for audio technologies, with Phebi reporting over 50% of respondents, if given the option, choosing to answer by voice, rather than text. The use of video and audio solutions results in richer information (there is typically 6x more information given via video feedback than by the equivalent open-ended text response) and a more humanizing experience both for the person giving the feedback and the team reviewing the information. By allowing customers to communicate their feedback in a more natural and easy manner, brands help people be heard and seen in a way they have not been traditionally able to via clicking radio buttons or providing text responses. It also allows the consumers of the data to dig into the emotions of responses, and piece together a more compelling story of the customer's experience that can be shared with internal stakeholders.

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Figure 2.5 Video and Audio Feedback Examples



Sources: Dash Research, Phebi, Medallia, QuestionPro, Alida

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The sheer amount of customer feedback data no longer has to be viewed as a negative aspect of feedback, but as an opportunity. The considerable benefits of AI technologies within customer insights & feedback software, such as automating data analysis and unveiling richer insights much faster than humanly possible, are a main driver in the adoption of these solutions.

2.2.3 Consumer expectations for quick responses spur strong interest in technologies enabling insights to take action/close the feedback loop

Uncovering the “whys” behind positive and negative customer feedback (or receiving no feedback at all) and translating that to quick and targeted action is becoming the gold standard in CX programs. Some technology providers have long known that this is where maturing CX programs will eventually land and have always offered solutions with the action piece as a critical feature. Others have added that tool on to their offerings or are in the process of providing more sophistication to their current tools in that area. This is an area where the technology is sometimes outpacing those companies with low to medium CX maturity, although not due to a lack of desire to implement and take action, but more due to internal operational barriers and inefficiencies. However, this last piece of the feedback chain is a critical driver to current and ongoing investment in customer insights & feedback solutions. Investment in these technologies will continue to grow in importance, as companies seek to flip customers from being detractors to promoters and deepen customer relationships.

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For customers to give up their time and respond to even a fraction of the outreach companies are doing, they need to trust their opinion is landing and their feelings were validated and addressed. If the feedback loop is left open, it can be a very unsatisfying touchpoint in a customer's journey with a brand. Consumer expectations are high in the area of feedback and the solution sets in the market can help companies meet and exceed these expectations. It is not just the "being heard" part that is part of the challenge for CX programs, it is being heard *fast* and in a way that provides closure and a positive feeling at the end of the process. The insights to action cycle need to be fast and compressed. The explosion of feedback channels can also complicate this loop as the customer data flows in from sources that a company might not have a lot of control over, such as review sites and social media. Those who leave comments on social media have particularly high expectations of response time with Sprout Social reporting that 39% of social media users expect a response within an hour. Fifty three percent of customers leaving negative comments on a review site expect businesses to respond within a week and research conducted in Britain by Feefo showed that on average, consumers expect a response with two days of giving feedback. Speed of response, as well as resolution and empathy, are all tied into making a customer an advocate or a detractor.

Figure 2.6 Response to Feedback Can Create Advocates and Detractors

Actions Creating Advocates	Actions Creating Detractors
• 47% said speed of response was critical • 41% said a monetary solution/compensation • 41% said a clear explanation of how the issue arose • 29% said the brand publicly replied with an apology • 24% said it was the brand's commitment to making a long-term change to address issue	• 31% said a brand did not provide a resolution • 24% said they received no response at all • 20% unimpressed with the brand's explanation • 17% said a brand did not provide an apology • 15% said it took too long for a brand to reply to them • 12% said the response was not personal

Source: Feefo's *CX Trends Report 2022*, December 2021 © 2022 Dash Network

There is a deep bench of technology solutions that can help smooth out the insights to action cycle and provide workflow and case management. Alerts can be triggered based on specific responses and keywords across all feedback channels, often in real time. Leveraging these tools can demonstrate concrete financial and operational benefits. Alchemer has reported cases of 15% lift in NPS and 3% increase in retention when helping companies implement VoC solutions. The ability to take fast action is no longer a nice to have, but a need to have, which will spur further adoption of insights & feedback technologies.

2.2.4 Insights & feedback technologies provide the needed link between EX and CX

There is no debate that EX experience is closely linked to CX. Many technology companies in the CX sector have long realized this, developing a broader view than just EX/CX and breaking down silos between the two areas. Customer insights & feedback software and solutions can be the bridge between these two areas, providing the fuel to allow EX/CX integration to be successful. Statistics show that the link between EX and CX can result in improvements that can affect a company's bottom line, as well as its operational efficiencies:

- Employees who feel their voice is heard are 4.6x more likely to feel empowered to perform their

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best work (Source: Forbes)

- 17% of engaged teams are more productive than those that are not (Source: Gallup)
- There is a 21% boost in profits when teams are highly engaged (Source: Forbes)
- 70% of company leaders say that improvements in EX can lead to gains in CX, driving revenue gains (Source: Salesforce)

Customer insights & feedback data can be ingested not just by CX practitioners looking to move benchmark statistics, but by EX practitioners aiming to improve EX. Good programs use this data not to be punitive, but to improve EX in a variety of ways:

- **Infusion of CX culture across the organization:** A culture of CX needs to be supported from the top down and throughout all layers of the organization. Encouraging high employee usage of feedback technologies helps to keep employees engaged and tied into what needs to be done to improve CX. CX becomes habitual, not a check box.
- **Employees recognized as key stakeholder group:** When companies have technologies or processes in place that allow employees to offer their perspectives, opinions, and suggestions, employee engagement will increase and workers view themselves as partners in driving improved CX. Tapping into employees' "inside-out" view can uncover insights that are hard to see without a formalized approach in place. Additionally, making sure all levels within an organization have access to customer feedback is imperative and increased engagement with the feedback data can reap positive results. As an example, call center agents who tap into VoC data tend to get better scores and have more focus. Employees can become closer aligned with company goals and more clearly see the relationship between their effort and corporate results.
- **Allow for automation and time savings:** Customer insights & feedback technologies provide for the analysis of data with minimal employee work needed. This data can be churned quickly into role-based and customized dashboards that can help employees save time by not needing to weed through extraneous data. Daily highlights can be provided to C-level executives for a quick view into trends.
- **Improve employee training:** This is an area where customer insights & feedback data is demonstrating great benefit. Taking customer feedback and combining it with other company systems, such as CRM and employee data, helps create a more holistic view and illuminate areas of focus for training. Training and coaching can be more personalized, relevant, and timely.
- **Faster and easier employee recognition:** Many solutions offer a way to provide an immediate note of congratulations when positive feedback is received. This can come from both peers and managers, and include a personal note.

Customer insights & feedback solutions are important tools in any company's arsenal that is looking to link or meld their CX and EX efforts. The evolution of this CX/EX relationship is a strong driver in the adoption of these technology types.

2.2.5 Need to better prioritize initiatives and identify churn risk

The use of customer insights & feedback solutions offers many compelling benefits aside from allowing customers to be heard and have their concerns addressed. Over the past COVID-19 pandemic years, there have been many industry segments that have needed to rein in costs, including labor and technology investments. Some segments, such as travel and hospitality, were particularly hard hit on the labor front and others, such as retail, have needed to re-double their efforts on costly digital initiatives. Prioritization is more important than ever before, as there is not the ability to be everything to everyone. The deployment

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of customer insights & feedback software can help companies really focus on the areas that will give them the most value in relation to operational and financial investment.

The insights uncovered by these solutions can hone internal processes in a variety of areas, from the ability to give C-level executives daily highlights to identifying bugs in a website or app quickly. Many of these solutions can also be considered early warning systems, taking risk out of situations and gauging potential churn by using simulations. Churn is costly, with CallMiner estimating customer churn costing US providers $168 billion a year. Data released from SugarCRM in February 2022 reported that customer churn was costing mid-market companies an average of $5.5 million per year and 58% of companies surveyed reported their rate of customer churn has increased over the last 12 months. Alarmingly, over half (55%) state they do not have a good way to identify customers at risk of churning. Predictive modeling offered in many customer insights & feedback solutions can be used to determine how an increased or decreased effort in one area might lead to satisfaction changes in other areas. It is the "If you fix *this*, it might do *that*" analysis, with "*that*" often meaning movement in a measurement, such as the NPS or CSAT score. These analyses can all be done effortlessly by some of the more sophisticated solutions that help prioritize tactical, operational, and strategic actions.

Successful CX requires companies to be proactive, not reactive, and investment in customer insights & feedback software solutions helps accomplish this goal. The internal use cases for these solutions are plentiful, resulting in better prioritization and efficiencies.

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Figure 2.7 Use Cases & Benefits for Customer Insights & Feedback



Source: Dash Research

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2.3 Market barriers

The ability to keep in touch with customers about what they have loved, hated, or felt indifferent about has never been more important. As the pandemic wanes, companies across industry segments are looking for ways to not only engage or reengage with their end users, but to also focus their potentially budget-strained operations on what matters to customers most. However, there are many barriers for organizations when attempting to deploy these solutions, many of which are internal and operational. These barriers can result in languishing CX programs and lackluster investment. However, some of these barriers may transition to market drivers once CX maturity levels go up and companies can more successfully leverage the technologies.

The key barriers tempering the growth of customer insights & feedback are described below.

2.3.1 Lack of CX maturity in organizations

The customer insights & feedback technologies currently available are impressive and wide ranging. Unfortunately, these solutions often outpace where end users are in their current CX maturity level, as well as where employee skill levels are in implementation ability. Many are still at the beginning of their CX journey, focused more on the collection and analysis piece, rather than the action. Qualtrics XM Institute surveyed more than 150 CX practitioners at large companies about their CX efforts (*The State of CX Management, 2021*) and discovered that most organization are either in stage one (investigate, 52%) or stage two (initiate, 29%). It can be assumed that smaller organizations would be no further along. Those companies that are more mature in their approach have taken their program beyond the simple listening and measuring phases to actually responding to customers, taking action, and delivering real insights across the organization. CX is ingrained in their culture.

This lack of maturity leads to implementation struggles that result in lackluster CX programs and stagnant investment in both technology and people skills. A lack of centralization and cultural buy-in are other factors that can hinder a successful rollout of these technologies. Data collection, analysis, and, most importantly, responding to findings need to be activities that are embedded in an organization, and clearly defined program goals communicated and being collectively worked toward. This culture shift can take time. Programs that show the most success have CX intent woven into the fabric of the organization with C-level support and ongoing championing.

Many companies are not at the maturity level to fully embrace some of these product offerings, both in terms of budget and the ability to operationalize. Technology vendors have been working to meet customers where they are, presenting a range of solutions, including modular ones that can progress along with an organization's budget and maturity. Companies cannot ramp up all at once and many vendors are taking a consultative approach to help scaffold efforts.

2.3.2 Too much outreach can alienate end users and result in low response rates and survey fatigue

With the explosion of touchpoints that customers pass through and the multitude of communication channels for gathering after-the-fact feedback, it can be tempting for companies to over survey. From a consumer standpoint, it can often seem that after every interaction, store visit, and online purchase there is a bombardment of requests to rate and comment. This can result in customers ignoring requests, not providing thoughtful feedback, or worse, anger about the overreach. Companies need to be wary of over surveying and focus on being intentional and gathering feedback on moments that matter most. Industry best practices on B2B and B2C outreach frequency should be followed and declines in response rates should be studied.

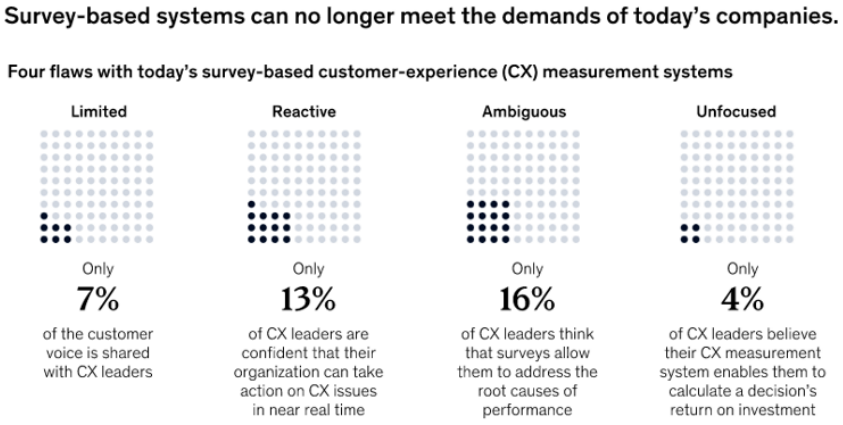
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Companies need to keep the fact that providing feedback is an experience itself. Companies are moving toward more compelling and interesting feedback collection, using it as an opportunity for a positive engagement, regardless of the actual feedback. More appealing UI technologies that are heavily branded and multimedia are garnering high response rates. Personalization and making the experience fun and gamified are other tools being implemented. Companies need to work to link the feedback to value. Customers want to know why they should spend their time providing their opinion and what will be the end benefit. Having end users become a part of a feedback community with member benefits and incentives is another tactic being used to make providing feedback more appealing.

2.3.3 Inability to move beyond collection and metrics to empathy and action

The technologies behind surveying and data collection are becoming commoditized. The variety of survey platforms, both enterprise and DIY is astounding, and most are easy to use and deploy. However, sometimes post-survey is piecewhere progress gets held up or lags behind, resulting in an inability to move a program forward or, worse yet, ignoring the feedback that a customer provided. Technology providers in the industry report time and time again that the solution implementations often go off the cliff sometime between collection, analysis, and action. Measurement for the sake of measurement without an action plan will result in damage to the customer relationship. Research from McKinsey & Company shows that many survey systems are falling short.

Figure 2.8 Companies Need More Than Survey-Based Systems



Source: McKinsey & Company, *2020 McKinsey Customer Experience Survey*

CX practitioners are under pressure to demonstrate ROI for these technology investments. CX programs are often oversold internally and hyped. Sometimes, those in CX get too focused on moving metrics, such as NPS, and lose sight of the more holistic, overarching relationship that they are trying to build with a customer. There is no denying the importance of these measurements both to improve internal processes and demonstrate the value of these technologies; however, the human behind the data has to remain the main part of the equation. According to Qualtrics XM Institute, while companies are increasing investments in customer, brand, and product experience solutions, only a little over half are actively listing to customers. In other Qualtrics research, it was found that over half of consumers want organizations to do a better job of listening to them and care more about them. Further, a 2020 Genesys research study found that 48% of consumers do not believe companies show enough empathy. Data collection, as well as the analysis, only gets companies part of the way there in truly understanding the highs, lows, and emotions of a customer journey.

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Companies need to get over the “what do we do with this information” barrier. The best way for companies to demonstrate empathy for customers, as well as contribute to their own internal operational efficiencies and put the foundation in place for longer-term customer relationships, is to truly listen, acknowledge, and act quickly on the feedback so that customers know they have been heard. Loyal customer continue their relationship with the brand and potentially sign up for more services or deepen usage, which can then, in turn, result in the ROI needed for increased investment in customer insights & feedback technologies.

2.3.4 Internal technologies and priorities lead to data silos, hindering information flow

Technology vendors increasingly tout the number of integrations with which their solution can seamlessly integrate. This is important as end users still struggle with their internal customer data repositories not being able to talk to each other and be fully leveraged across the organization. The same is true for feedback data. For the potential of these solutions to be fully realized, the data needs to flow across systems automatically and quickly. Feedback can be collected along multiple touchpoints and technology needs to be adept at getting it where it needs to go expeditiously.

Customer support, operations, marketing, training, and digital teams often have competing priorities, different measurement requirements and multiple, disparate systems that are not mapped well to other information sets. Additionally, the organization has to have internal processes in place to route, review, and act. If someone’s customer journey begins on a website and they encounter an issue, they may then interact with the contact center. When feedback is given about that contact center friction point, the data may need to get to operations, the digital team, or perhaps even training. Implementations that are the most successful get the data quickly to everyone who needs it, regardless of their role.

Sometimes, internal infrastructures simply are not conducive to smooth integration and flow, hindering the ability to obtain holistic views and demonstrate the full potential of these solutions.

2.4 Market landscape and participants

The customer insights & feedback software market is densely populated with hundreds of providers running the gamut from enterprise, full-service technology companies to those that focus on just certain areas of the customer insights & feedback value chain. Many vendors look to service those companies at the higher end of the CX maturity level and can provide a “be everything to everyone” experience, while others aim for the medium to lower CX maturity level companies that are just beginning their CX journey. A variety of survey types, sophisticated analytics, insights, data visualizations, and dashboards, as well as alerting and action routing are offered.

This has been a particularly volatile CX segment in terms of merger and acquisition (M&A) activities with companies looking to ensure they have a role to play in all parts of the customer insights & feedback segments (i.e., collection, analysis, insights, and action).

Figure 2.9 Selected Customer Insights & Feedback Merger and Acquisition Activity

2019	Momentive/GetFeedback Momentive/Usabilla
2020	Glassbox/SessionCam InMoment/MaritzCX Medallia/Voci Technologies QuestionPro/Enprecis Astute Solutions/Socialbakers Astute Solutions/iperceptions Medallia/LivingLens

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2021	Confirmit/FocusVision Experience.com/Zyudly Labs InMoment/Wootric Reputation/Nuvi Qualtrics/UserMind Qualtrics/Clarabridge ContentSquare/HotJar Intouch Insight/SeeLevel ConnectWise/SmileBack
2022	Forsta/Press Ganey Medallia/Thunderhead

Source: Dash Research

Some vendors in the segment include the following:

- **Alchemer**, formerly known as SurveyGizmo, has surveying as a core solution, but has expanded into offering a more comprehensive feedback management platform. Alchemer has self-service survey software and an enterprise feedback platform, as well as VoC, NPS, and CX automation technoblogies that focus on workflow and action. Alchemer has clients in retail, healthcare, and telecommunications.
- **Alida** has a TXM platform that brings together employee, brand, customer, and product experiences. Alida takes a human-centered approach with customer insight communities being leveraged to gain a deeper understanding into the “whys” behind feedback. Alida has customers across financial services, healthcare, media, technology, and retail/consumer packaged goods (CPG).
- **AlternaCX** is an end-to-end provider of VoC and voice of the employee (VoE) solutions focused particularly on the insights segment, helping to identify areas to prioritize and spur action. The company is up and coming, with customers in banking and finance, automotive, and retail.
- **AskNicely** connects real-time customer feedback with internal systems and processes for NPS tracking. The company leverages its real-time feedback for personalized frontline worker coaching.
- **Auryc** has a CX intelligence platform that focuses on analytics and predictive insights, as well as feedback and VoC. The company has customers in travel, retail, and automotive.
- **Birdeye** has a platform to create customer surveys on products, services, and overall experience. The company has clients in finance & insurance, healthcare, retail, travel & hospitality, real estate, home services, legal, automotive, restaurants, and personal services.
- **Concentrix** has a VoC solution that provides omnichannel feedback mechanisms from the customer journey, combined with experience management and insights. Its platform (ConcentrixCX) has analytics tools and AI to watch for patterns, predict behavior, and help make decisions. The company has customers across several segments, including finance & insurance, healthcare, media & entertainment, retail, and travel & hospitality.
- **CXOmni** focuses on customer journey management with the layered capability of getting insights, such as VoC feedback data, to the touchpoints of the customer journey, finding the pain points and the most important customer moments. Qualified feedback can be visualized alongside transaction data. The company has clients in the finance, insurance, banking, energy and retail segments.

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- **Emplifi** is a CX platform provider that is the combination of Astute Solutions and Social Baker. Its CX Cloud has solutions for social marketing, social commerce, and service. VoC tools are offered in its social marketing cloud, and customer insights and business intelligence (BI) under the service cloud. Customers are found in multiple segments, such as travel & hospitality, retail, automotive, CPG, higher education, restaurants, finance & insurance, healthcare, and telecommunications.
- **Feedier** offers a variety of survey types, including interactive, short message service (SMS), and digital, as well as customer journey mapping. Analytics, as well as workflow and case management, are also offered. Solutions have been sold to multiple sectors, including real estate, home services, legal, automotive, restaurant, and personal services.
- **Feefo** provides customer review and surveying systems to retail, property, finance, recruitment, services, gaming, travel, and automotive end-user segments.
- **Forsta** was formed in 2021 via the merger of Confirmit, FocusVision, and Dapresy. The company offers a comprehensive portfolio of research and insights solutions for CX, including enterprise feedback management, VoC, VoE, qualitative and quantitative data collection, and data visualization and reporting. Forsta has clients in finance & insurance, CPG, and travel & hospitality.
- **Gainsight CX** allows users to house customer feedback in a unified place, allowing for a single view of both structured and unstructured data. The platform can integrate with CRM, support, BI, and analytics. Customers are found in finance & insurance, healthcare, telecommunications, software and software as a service (SaaS), security, and education technology.
- **InMoment** has created a cloud-based Experience Intelligence (XI) platform that can be leveraged for CX, EX, and market research. User segments include finance & insurance, healthcare, retail, telecommunications, travel & hospitality, automotive, B2B, contact center, food service, government, technology, and utilities.
- **Intouch Insight** has a portfolio of customer experience management (CXM) products and services that includes feedback collection, advanced analytics tools, and solutions to trigger real-time action. Intouch provides its products to the restaurant, convenience/gas station, grocery, retail, and hospitality sectors.
- **KeySurvey**, part of WorldAPP, is a provider of survey software for employee engagement, market research, and CSAT. The company also offers enterprise management feedback and VoC programs. Key Survey's CSAT options include site intercepts, post-purchase evaluations, and lifecycle satisfaction tracking.
- **Medallia** is a leading player in the CX, EX, B2B, product, contact center, and patient experience (PX) spaces. Medallia's Experience Cloud can capture experience signals from a variety of customer journey touchpoints and technologies. The company processes more than 1 billion signals per quarter and has customers across a large range of industry segments, including finance & insurance, healthcare, retail, telecommunications, travel & hospitality, automotive & transportation, communications & media, restaurants, and technology.
- **Momentive** is a new brand for the company formerly known as SurveyMonkey. Described as an agile experience management company, the entity is a leading survey platform provider, allowing users to collect, analyze, and act on feedback from customers, employees, website, and app users, as well as market research audiences. End users include companies in finance & insurance, healthcare, retail, telecommunications, travel & hospitality, airlines, publishing, non-profit, automotive, education, software, and information technology (IT).
- **Mopinion** offers user feedback software for websites, apps, and email. End-user industries include travel & hospitality, government, media, telecommunications, automotive, technology &

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software, finance & insurance, and ecommerce and retail.

- **NICE** has a few solutions in the customer insights & feedback segment, including NICE Journey (VoC) and NICE Satmetrix (a cloud-based customer feedback and loyalty solution), as well as some AI-infused options for complaint management and real-time agent self-correction (NICE Enlighten AI). Finance & insurance, healthcare, telecommunications, travel & hospitality, legal, government, utilities, manufacturing, and higher education are all end-user segments.
- **OPINATOR** offers multimedia, visually engaging surveys with dashboards, analytics, and case management features. The company focuses on the interaction as an opportunity for a humanized, personal engagement. The company has clients in banking, oil, and restaurant (coffee) chains, among others.
- **Pisano** is an all-in-one Experience Management platform that feeds VoC and VoE programs back into businesses. Detailed reporting and analytic capabilities are offered, helping companies better listen to and understand their customers and employees. To increase experience adoption, Pisano provides technology to collect omnichannel feedback and orchestrate close-the-loop mechanisms. Pisano has clients in more than 20 countries in EMEA from Banking, Financial Services, Insurance, Telecom, Retail (including automotive, apparel, grocery, ecommerce, and electronics), Travel & Hospitality, Government, Aviation, and Transportation.
- **Pendo's** solutions are more centered in the product journey space, helping software adoption go smoothly for users. However, the company also provides tools for insights, sentiment, guidance, and feedback. End-user segments represented include finance & insurance, healthcare, software, real estate, education, fleet management, and restaurants.
- **Podium** offers a platform that makes it easy for customers to leave reviews and assists businesses in managing and analyzing the reviews. The company also has feedback technology that enables surveys to be done via text and responses gathered in real time. Podium has customers in the finance & insurance, healthcare, and retail segments.
- **PowerReviews** has solutions for ratings and reviews, product sampling, store experience feedback, and user generated content (UGC) analytics. The company is focused on the food & beverage and retail spaces, including apparel and footwear, health & beauty, and home & garden.
- The **Qualtrics** XM Platform spans the customer, employee, product, and brand experience, offering solutions for feedback, analysis, and employee engagement. Most recently, the company integrated technologies acquired via its purchase of Clarabridge, to launch XM Discover, a line of products that focus on helping companies plug into conversations that are already happening by using AI to analyze structured and unstructured data sources. Qualtrics has customers across all industry segments, including finance & insurance, healthcare, media & entertainment, retail, telco, travel & hospitality, automotive, consumer goods, food & beverage, real estate, technology, and public sector.
- **QuestionPro** offers tools for creating, distributing, and analyzing surveys for both CX and EX. The company's CX software provides reporting, including NPS tracking and churn analysis, as well as dashboards. The company has clients in finance & insurance, travel & hospitality, higher education, software, computers, business & industrial products, and government.
- **Reputation** provides the Reputation Experience Management platform. The platform can bring in feedback from sources such as reviews, surveys, and social media. Conversational surveys, feedback buttons, and stream to site (allowing users to stream positive feedback to a website) are all offered. End-user segments include healthcare, retail, travel & hospitality, automotive, and property management.
- **SANDSIV** is a provider of VoC enterprise solutions. Its sandsiv+ technology encompasses listening to customers and connecting data, analysis and prediction, as well as tools to support

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action and improvements. SANDSIV has customers in financial services, telecommunications, pharmaceuticals, travel, utilities, and retail & ecommerce.

- **Sentimeter** is focused on technologies to assist with customer and employee feedback, as well as tools for customer journey management and loyalty programs. End-user segments include retail, healthcare, hospitality, travel, finance, and restaurants.
- **Service Management Group (SMG)'s** CX technology collects, analyzes, and shares feedback and behavioral data across the entire customer journey. The company refers to its offering as software with a service (SwaS) and provides strong service and consultative support. The company has clients in healthcare, retail, travel, restaurants, grocery, convenience, and services.
- **SprinkIr** provides a platform for all customer-facing functions. The company offers four product suites (Care, Research, Marketing & Advertising, and Sales & Engagement) and one unified CXM platform. SprinkIr has clients in a multitude of end-user segments, including finance & insurance, healthcare, retail, media & entertainment, telecommunications, travel & hospitality, government, technology, food & beverage, higher education, and non-profit.
- **TruRating** offers a one-button-push at payment feedback system that can be used in-store or online, offering companies real-time data. Additionally, the verified ratings can be fed to a consumer review site. The company focuses on the retail segment.
- **TrustPilot** is an online collaboration platform that hosts reviews. The system helps gather, manage, showcase, and analyze reviews. End-user segments include finance & insurance, retail, telecommunications, travel & hospitality, health & beauty, home & garden, education & training, and fashion.
- **TTEC** offers a VoC solution that consolidates feedback data across channels, allowing contact centers to leverage the insights and provide real-time interaction.

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Section 3
Case Studies

Customer insights & feedback technologies are being adopted across a wide range of company types, industries and scenarios. The following case studies illustrate a variety of use cases, technologies and end-user segments that have leveraged these solutions, each demonstrating a unique approach to using customer insights & feedback to boost CX.

3.1 Product Madness links NPS with internal systems to gain a deeper customer understanding

Online gaming is an industry segment that is seeing an increased amount of CX technology adoption. Product Madness is a leading digital social casino game provider that has three of the top games in its category. The company was looking to find a solution that could integrate well with its own internal systems, improve response rates, and enable quicker actions to achieve lower scores.

Product Madness decided to work with Alchemer, leveraging its Activated VoC Solution to move beyond a quarterly NPS surveying process and link to its CRM and Player Profile database. The new solution now includes an ongoing NPS survey, linked to Product Madness's own systems so that when a player profile is opened, users can see the current NPS, their last two scores, their level of experience in the game, and their open text responses. Additionally, the survey is now configured to capture a unique player ID (without the player needing to enter the laborious name/email), which allows for the Product Madness team to personally reach out to players based on their response. Slack integration enables a fast response to low scores. Players receive surveys based on their level of experience and text analysis allows Product Madness support teams to see keywords, categorize them, and look for patterns to further examine.

Implementation highlights include the following:

- Ability to get online and actively collect feedback within 1 quarter
- Using feedback to trigger alerts about potential problem/addictive gambling behaviors
- Easier report creation

3.2 T-Mobile deploys new feedback approach to prioritize customer satisfaction and deploy cross-functional Team of Experts model

T-Mobile made the decision to revamp its approach to working with customers that interfaced with contact customer care. The company had been using interactive voice response (IVR) with a lengthy audio menu, and customers were assigned randomly among thousands of care agents. The feedback the company had been receiving indicated that while agents were concerned and wanted to help, they often did not have the required information or empowerment to do so, which resulted in multiple transfers. T-Mobile developed a Team of Experts model, which is a cross-functional customer service team that served specific groups of customers and had background knowledge relevant to that region.

The company turned to Medallia, deploying its Experience Cloud solution, which delivers customer feedback and metrics instantly, allowing agents to solve problems quickly and put into motion changes that could prevent future problems. Formerly, a lot of the feedback T-Mobile was receiving was not being distributed quickly, resulting in lag time between the experience and when action could be taken. Now, each

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Team of Experts can monitor interactions using shared dashboards with access to verbatim customer comments. Additionally, depending on customer contact preference, T-Mobile used Medallia's SMS and email platforms for outreach, leveraging the ability to create surveys dynamically and deploy them within minutes of the experience. Another improvement was through the use of Medallia's text analytics, which helped bring issues to light before they became something big enough to result in churn.

Implementation highlights include the following:

- NPS for customer care increased by 25 points in 4 years
- Response rates for two-way SMS increased to 13%, with some ad hoc surveys approaching a 50% response rate
- More than 41,000 users with role-specific dashboards see trends quickly, rather than waiting for reporting at the end of the feedback cycle
- Overall churn became the lowest it has ever been in company history, less than 1% year-over-year (YoY)
- Total revenue linked to the customer care organization showed 4% YoY growth

3.3 Co-op using video feedback to humanize feedback collection and gather richer insights

Co-op is a British consumer co-operative that has a diverse family of businesses, including food, insurance, legal services, and funeral care. The company wanted to work video feedback into its CX program with the goal of proving a more engaging feedback channel, as well as to deliver deeper and more humanized feedback to the colleagues using the data.

Co-op worked with SMG (which partnered with Voxpopme) on a 2-week video feedback pilot designed to provide a more engaging way to communicate with the brand. There were 250 participants in the trial. Co-op used this video feedback with field teams, delivering unfiltered feedback, directly from customers. Additionally, story clips were used at regional meetings to demonstrate some of the positives, so that colleagues could be recognized and to see where customer expectations fell short. This more human, personal approach was well-received and Co-op will be expanding its video feedback offering.

Trial highlights include the following:

- 4% video response rate among Co-op's key demographics
- Video responses that were 2x longer than text feedback

3.4 Fifth Third Bank modernizes its VoC program

Fifth Third Bank, one of the largest consumer banks in the United States, had formerly been partnering with a market research firm for its customer feedback needs for almost a decade, but the program was no longer keeping up with what the bank needed to move its CX program forward. The company chose Concentrix as its partner to modernize its VoC program, tapping into Concentrix's technology, experience, and deep analytics expertise.

Fifth Third made several changes to its program, including cutting its survey length in half and looking at its processes to prevent over surveying, resulting in improved participation rates. Additionally, speed to action was increased as the company had access to real-time data using the ConcentrixCX platform. This enabled closing the loop with unhappy customers and providing better employee coaching. Fifth Third also decided

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to focus not only on high revenue customers, but expanded its surveying to lower revenue customers—a segment that could have a high propensity to grow, but yet had lower levels of satisfaction that it had not uncovered previously.

Implementation highlights include the following:

- Reduced problem incidence for low revenue customers (with a high propensity to grow) by 25%
- Went from quarterly business reviews to having access to real-time data

3.5 L'Oreal Paris uses feedback to shape a website overhaul

Prior to building and developing a new website, L'Oreal Paris, a leading global beauty brand, worked with Verint to measure and analyze the experience of web visitors. L'Oreal was looking for areas of improvement and to assign priority of enhancements based on how important it was to total visitor experience. The former website had been used for consumer education and beauty idea generation. The use of Verint Predictive Experience helped uncover that its current site was not driving customer engagement (CE) and that some of the tools on the website were difficult to find. L'Oreal was able to determine that changing site navigation, browsing, and search functionality would result in the largest impact on site visitor satisfaction.

L'Oreal also worked with Verint to measure the post-website visit experience, which helped it determine that a large percentage of visitors were subsequently going to a store and making an in-store purchase within 7 days of their website visit.

Implementation highlights include the following:

- 20% increase in satisfaction, 10% improvement in navigation, and 8% improvement in searchability
- Time on the site increased as much as 20%
- Repeat visits per month doubled
- Onsite consultations, an interactive personalization and engagement tool increased tenfold
- Site opt-in registration increased nearly 7%

3.6 Blacks Outdoor Retail Group greatly increases response rates and response to feedback time

Blacks Outdoor Retail is a UK-based provider of outdoor gear and clothing. The company was looking for ways to improve volume and enhance the quality of customer feedback data. Blacks worked with TruRating, a provider of one-button-push feedback at time of payment, to launch some CX-related improvements.

Blacks deployed TruRating's technology across each of its stores. This spurred a stronger data flow, with the company receiving feedback from a large part of its customer base on a daily basis. Blacks was also able to get a clearer view into what was causing scores, as there was enough data to map an hourly overview of store performance against key metrics that were trackable against conversion rates. Service could be measured at the store level and managers could react quickly to the feedback to address any scores that were of concern.

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Implementation highlights include the following:

- Response rates increased from sub-1% to regular daily responses of up to 80% of customers across its stores
- ROI was paid for with the year
- Ability to establish key performance indicators (KPIs)

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Section 4
Market Forecasts

4.1 Forecast methodology

Dash Research's model for calculating the size of CX software and services spending is based on a multi-tiered approach, designed to accurately capture the current spending on the key components of technology investment: the actual software platforms and applications used to monitor, measure, and engage with customers; the various services revenue offered in the form of consulting services, software installation, integration, customization, and maintenance services; and any ancillary business services, such as customer focus groups or market research.

The forecast model development is described in greater depth in the Sources and Methodology section, but essentially, this forecast is based on a bottom-up assessment of current revenue, with specific growth rates applied based on industry growth, software growth rates, and functional areas' growth rates. The base year of the forecast is 2019, with a forecast period of 2020 to 2026.

Note that the lines between the various functional areas is often intentionally blurry, largely because vendors sometimes seek to position their products as being capable of anything and everything. Customer insights & feedback software can be added on to or integrated into other CX areas, such as contact center and CRM, and can also be layered with personalization. While EX is very tightly related to CX, particularly in the insights and feedback area, the forecasting for this report focuses on customer insights & feedback, not including EX feedback programs, if possible.

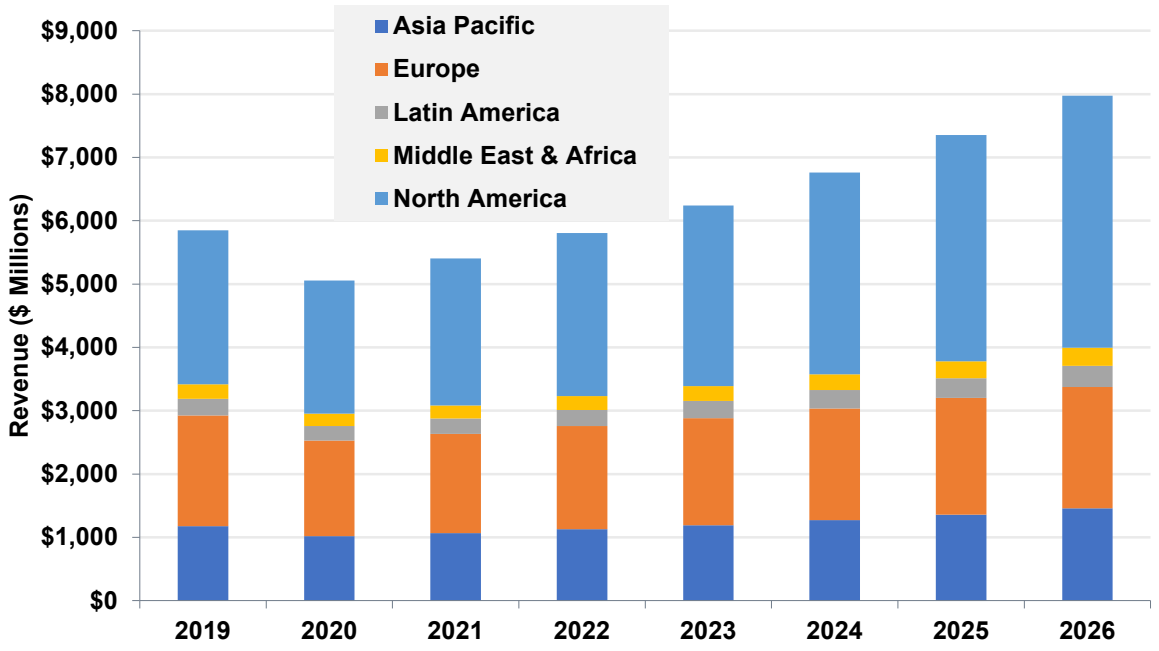
4.2 Customer insights & feedback CX software, global market forecasts

Dash Research forecasts that the total market for customer insights & feedback software will reach $7.97 billion by 2026, increasing from $5.8 billion in 2019, reflecting a CAGR of 4.5%. As previously noted, customer insights & feedback features might also be incorporated into a wide range of software that might not necessarily be labeled as customer insights & feedback applications, such as CRM or contact center technologies.

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4.2.1 Geographic segmentation

Chart 4.1 Customer Insights & Feedback Software and Services by Region, World Markets: 2019-2026



Source: Dash Research

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North America represents the largest share of the market, with revenue expected to reach $3.98 billion in 2026, up from $2.43 billion in 2019, a CAGR of 7.3%. Those in the industry note that the North American market, driven in large part by the US, has seen a faster pace of change and a more competitive market with a lot of startup activity and a multitude of companies in the space. Europe represents the second-largest region for customer insights & feedback revenue, forecast to generate $1.9 billion in 2026 annual revenue, with a CAGR of 1.3% between the $1.7 billion in 2019 revenue and the end of the forecast period in 2026. European companies have been taking a more deliberate approach in comparison to the US with longer sales and implementation cycles. The Asia Pacific region will account for $1.5 billion in 2026 revenue, up from $1.2 billion in 2019. Latin America has been showing promise, with many vendors reporting an increase in adoption, driven by a desire to provide closed-loop feedback.

Many customer insights & feedback solutions have the ability to take into account language, as well as cultural differences in scoring.

4.2.2 Market segmentation

The market is fairly evenly split between the CX and CE segmentation. While this report focuses on the CX market as a whole, software and services can be broken down into two primary areas of focus, in terms of core functionality.

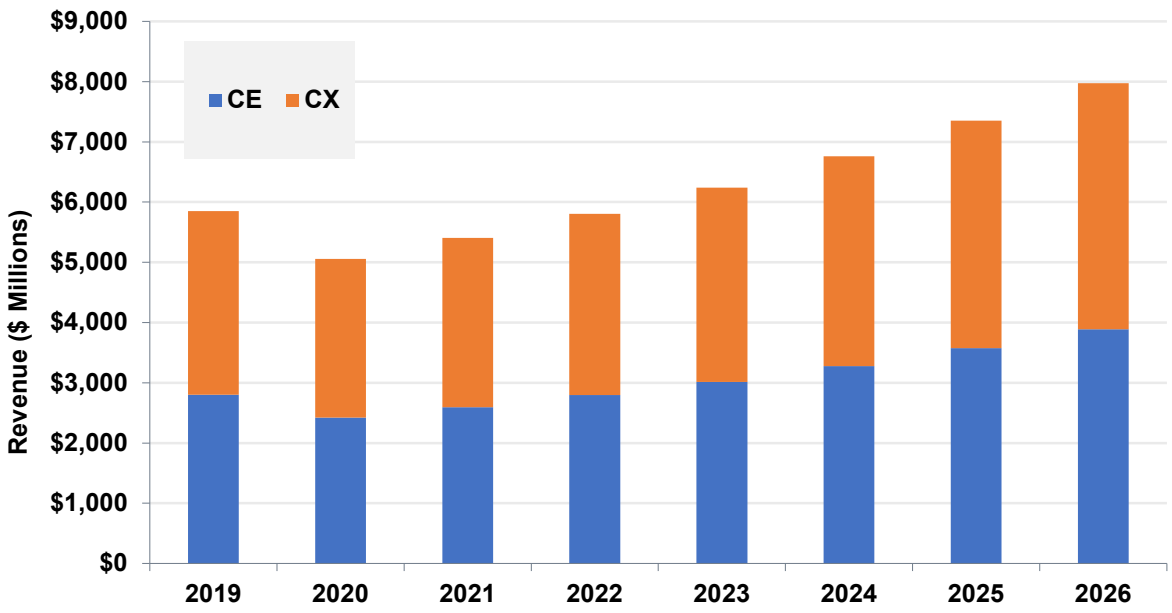
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CX software and services are generally used to broadly understand the customer, anticipate behavior, or identify the optimal delivery channel. It can be used to better understand the context and experiential aspects of a customer's interaction, and often uses inward-bound analytics, customer surveys, sales and marketing data analysis, behavioral tracking, and market research.

Meanwhile, CE software and services are used by companies to drive interactions, feedback, and responses from their customers, which can include online and offline channels, and may include technologies to make communications and interactions more efficient, personalized, and relevant, thus strengthening the customer relationship. Tools used for CE are designed to drive better communication, and make interactions more efficient, personalized, and relevant. The end goal is to strengthen the customer relationship, regardless of whether a transaction is taking place or not.

Dash Research projects that the CE and CX segments related to customers insights & feedback will roughly remain equivalent in value throughout the forecast period, with CX software and services reaching $4.1 billion in 2026, closely followed by CE revenue at $3.9 billion. Customer insights & feedback is customer facing and can be considered a touchpoint and engagement along the customer journey. It is an opportunity companies have to stay close to what their customers are feeling and help to predict behavior to improve future interactions. Customers can be heard and feel that their input is important (if acted upon correctly). Additionally, the data generated is used in the "back office" by CX teams, as well as many other functional units. Customer insights & feedback solutions need a dual focus on both CE and CX to be successful.

Chart 4.2 Customer Insights & Feedback Software and Services Revenue by Segment, World Markets: 2019-2026



Source: Dash Research

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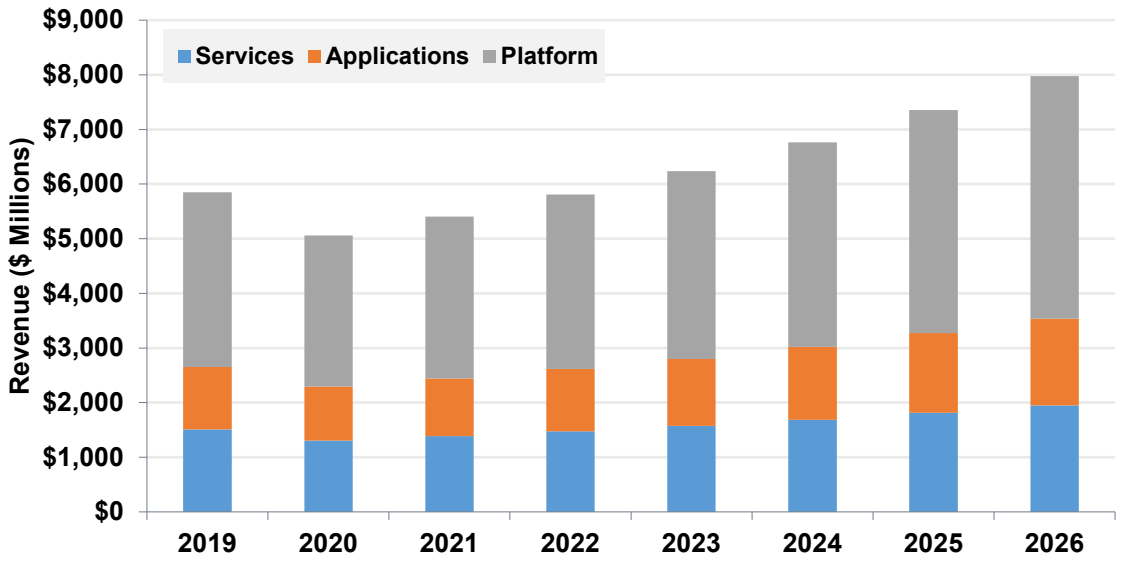
4.2.3 Product offering segmentation

Dash Research defines an offering as the primary product or service that is offered to customers, usually based on a service or subscription model, though some vendors use a perpetual license model. While some companies may offer a combination of all three offerings, others may only offer one or two offerings, which are defined and delineated below.

- **Platforms:** A platform is a set of software and resources that acts as a foundation or base upon which other applications, processes, or technologies are developed. The major benefit of software platforms is that integration between various functions and data repositories is generally seamless, and access to customer information is generally less complex than relying on external application programming interfaces (APIs) or other integration tools.
- **Applications:** For the context of this market report and forecast, CX/CE applications are standalone applications that are designed to carry out a specific task or set of functions, but are not marketed or sold as a full solution. They are often designed to be linked to other applications that are already in use by the customer, such as call center software or CRM packages.
- **Services:** While software deployment has become far more seamless and streamlined over the past several years, each individual organization's IT profile is different, in terms of current infrastructure, installed applications, and level of technical expertise and experience of its staff. Vendors often provide services designed to make the installation of software a core or ancillary part of their business. The services solutions commonly offered by providers in this market include software installation, training, integration, customization, and support and maintenance.

Dash Research projects that customer insights & feedback functionality will largely be concentrated within CX platform software, with annual revenue reaching $4.4 billion by 2026, up from $3.2 billion in 2019. Services will account for $1.95 billion by 2026, up from $1.5 billion in 2019. Many of the services concentrate on helping end users fully use the software, educate on CX if clients are new to the space, and/or assist in the design of a more customized solution.

Chart 4.3 Customer Insights & Feedback Software and Services Revenue by Product Offering, World Markets: 2019-2026



Source: Dash Research

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4.2.4 Industry segmentation

All companies have customers, whether they are B2C or B2B. And while there are certain aspects of CX that are applicable across the board, there are certain differences in the way CX can be delivered, the technologies that can be used, and the expectations of customers, based on the industry in which CX tools are being deployed. Dash Research has segmented the market into the following industry segments, which are designed to have as little overlap as possible between the categories.

Table 4.1 CX/CE Industry Groups and Definitions: World Markets

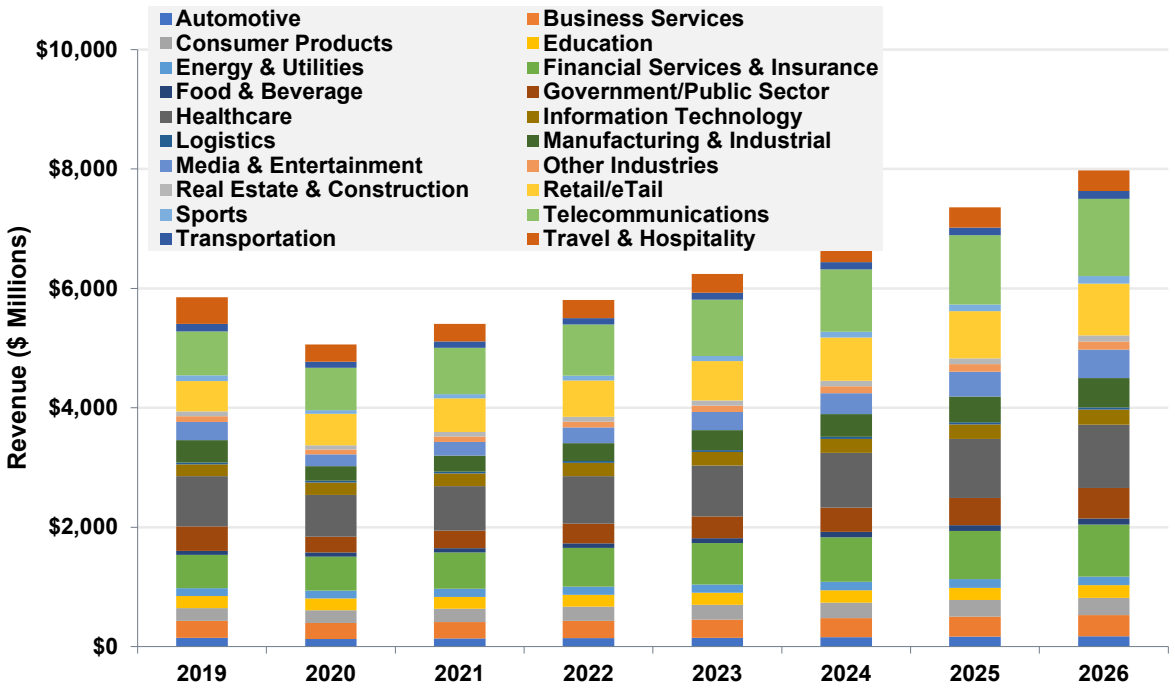
Industry Group	Definition
Automotive	CX/CE for new and used retail/wholesale auto, truck, recreational vehicle (RV) sales and leasing activities. Includes all dealership and manufacturer CX/CE activities.
Business services	CX/CE for B2C and B2B interactions, including advertising and marketing services, legal services, research services, and consulting services.
Consumer products	CX/CE for manufacturer-to-customer interactions for consumer products, including toys, tools, electronics, home goods, appliances, electronics, etc.
Energy and utilities	CX/CE for retail and wholesale generation and distribution for water/sewer, electricity, gas, solar, hydro, wind, and sanitation services.
Financial services & insurance	CX/CE for banks (commercial, investment, savings), credit unions, brokerages, fintech companies, insurance (property and casualty (P&C), life, reinsurance).
Food & beverage	CX/CE for restaurants, bars, food trucks, vending machines, delivery/takeout, food & beverage distributors.
Government/public sector	CX/CE for municipal services (garbage, sewer, water, etc.) and government services (unemployment services, addiction services, vaccine/disease response, etc.).
Healthcare	CX/CE for hospitals/physicians' offices/groups, medical/dental/emergency clinics, surgery centers, testing labs, clinical research and drug development, and disease management programs.
Information technology	CX/CE for consumer/business/industrials help desk services.
Logistics	CX/CE for transportation (trucking, rail, ship, plane) of all types of finished goods, raw materials/parts, and packages/parcel shipment.
Manufacturing & industrial	CX/CE for direct-to-consumer interactions, and manufacturer-to-distributor or retailer interactions.
Media & entertainment	CX/CE for theatrical movies, cable TV content, over-the-top streaming services/content, and recorded and live music providers and ticket sellers.
Real estate & construction	CX/CE for home and apartment rental and sales, timeshare sales/services, new construction, and commercial construction.
Retail/online retail	CX/CE for online and brick-and-mortar retail establishments, including apparel, electronics, home goods, supermarkets/food, pharmacies, books, sporting goods, jewelry, big box, etc.
Sports	CX/CE for pro, semi-pro, and collegiate spectator sports; youth participation sports.
Telecom	CX/CE for landline/mobile/internet-based telephone services, internet services, and OTT delivery (not content).
Transportation	CX/CE for intra-city rail/bus/metro, commuter rail, and inter-city rail and bus.
Travel & hospitality	CX/CE for online and offline travel booking, air/train/hotels, car rental services, and RV/campsite booking and communication.
Other industries	CX/CE for all other industries not listed.

Source: Dash Research

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The customer insights & feedback segment of the CX market ecosystem is seeing relatively solid adoption across segments, but there are some standouts. By 2026, the leading industries using customer insights & feedback software include telecommunications ($1.3 billion), healthcare ($1.1 billion), financial services & insurance ($869.3 million), and retail ($864.0 million). The telecommunications segment has been leveraging these technologies for decades and has been steadily moving toward more modernized approaches. The changing mindset toward patients being customers is resulting in vendors creating dedicated “patient experience” offerings, which will be reflected in increased investment in customer insights & feedback solutions. The finance & insurance segment, while not traditionally known as CX innovators, has also been seeing steady adoption. The finance segment, particularly banking, had already been solidly working on its digital transformation with mobile apps and self-service, and has had the budget to invest further in customer insights & feedback technologies.

Chart 4.4 Customer Insights & Feedback Software and Services Revenue by Industry, World Markets: 2019-2026



Source: Dash Research

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4.3 Recommendations

There are widely varying degrees of CX maturity among end users of customer insights & feedback solutions that will drive the specifics around implementing these solutions. Based on what Dash Research is seeing in the market, the following recommendations are offered:

- **Create a holistic view.** One of the prime benefits of customer insight & feedback solutions is that they can parse through the wide range of incoming data, as well as integrate with internal data sources. The amount of data can be overwhelming, but without the ability to listen across multiple journey touchpoints, companies risk missing key trends or shifts in customer sentiment.

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- **Find the right balance between feedback check-ins along the customer journey without overstepping communications boundaries.** Gathering feedback can now be supported across almost all customer touchpoints. However, this does not mean it should be done. While tempting, companies need to prioritize the data they need, as well as look at technologies that can make the act of providing feedback quick and painless.
- **Technology vendors should leave room for DIY and a consultative approach.** Many companies are still in the lower to mid-levels of CX maturity. Technology vendors are setting themselves apart by offering solutions that are easy and fast to implement and keep running. Helping potential clients scaffold their approach and investing in strong onboarding and continuing education will pay dividends.
- **Spread the feedback love (or hate) around widely and without censorship.** Allowing access to customer feedback data across an organization will strengthen CX programs and deepen the company-employee partnership.
- **Personalize the experience and make it a positive engagement.** Like other parts of the CX ecosystem, customer insights & feedback software and solutions should leverage personalization. This does not mean addressing an email with someone's name. It needs to be deeper than that, engaging with the customer via the device, time of day, or day of week most preferred, and only asking questions about experience touchpoints that have high relevance to them personally. Make the experience pleasant (and fast).
- **Action, Action, Action.** If it has not been mentioned enough in this report, this is where some of the "biggest bang for the buck" moments provided by customer insights & feedback solutions will be seen. The channels that consumers are interacting with will only keep increasing, as will customers' expectations for companies to keep up with what they have said and respond.

4.4 Conclusions

The customers insights & feedback segment of the CX market ecosystem is no longer a ho-hum survey-driven market. Buoyed by slick UIs, AI technologies, and analytics that can quickly churn out insights and benchmark metrics, these solutions offer a critical piece of the CX technology puzzle. Like many of the technology components needed for CX, it is ultimately driven by the collection and processing of data. However, it is what is done with the data that will set company end users apart and be a critical factor in a positive ongoing customer relationship.

While the level of CX maturity within companies is a limiting factor, the correct implementation of these solutions can help drive the needed ROI that CX practitioners need to sell increased investment in CX programs and help move the needle further ahead on CX maturity. The increased industry focus on the "insights to action" piece will be the engine to keep moving this solution sector forward as companies more clearly see the benefits of quick responses for both internal stakeholders and customers.

Additionally, there is a growing movement to look even beyond CX to "overall X" or a wider range of experiences that includes EX, an area that is expected to be high growth in the coming years. Just as customer data silos are being broken down, the future state of "customer" insights and feedback may well evolve to a broader customer insights & feedback view. Those companies with investments in these technologies will be well placed to make that move.

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Section 5
Acronym and Abbreviation List

Application Programming Interface	API
Artificial Intelligence	AI
Business-to-Business	B2B
Business-to-Consumer	B2C
Business Intelligence	BI
Compound Annual Growth Rate	CAGR
Consumer Packaged Goods	CPG
Customer Data Platform	CDP
Customer Effort Score	CES
Customer Engagement	CE
Customer Experience	CX
Customer Experience Management	CXM
Customer Satisfaction	CSAT
Customer Relationship Management	CRM
Do-It-Yourself	DIY
Employee Experience	EX
Information Technology	IT
Interactive Voice Response	IVR
Key Performance Indicators	KPIs
Machine Learning	ML
Mergers and Acquisitions	M&A
Natural Language Processing	NLP
Net Promoter Score	NPS
Over-the-Top	OTT
Property and Casualty	P&C

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Patient Experience ..... PX

Recreational Vehicle ..... RV

Return on Investment ..... ROI

Short Message Service ..... SMS

Software as a Service ..... SaaS

Software with a Service ..... SwaS

User Generated Content ..... UGC

User Interface ..... UI

Voice of the Customer ..... VoC

Voice of the Employee ..... VoE

Year-over-Year ..... YoY

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Section 8
Appendix

8.1 Scope of study

This Dash Research report examines the market issues, drivers, and barriers for CX and CE software platforms, software applications, and services that incorporate or facilitate customer insights & feedback. Several case studies illustrating the various ways customer insights & feedback solutions and technologies are being deployed by end users are included in the report. The scope of the market forecasts includes software that is deployed by Dash Research's ecosystem of companies that spans 20 industries, 5 world regions, and 3 offerings (software platforms, software applications, and professional services). The forecast takes 2019 as a base year, forecasts market value from 2021 through 2026, and segments the market by offering, geography, and function (CX versus CE).

8.2 Sources and methodology

Dash Research is an independent market research firm that provides industry participants and stakeholders with an objective, unbiased view of market dynamics and business opportunities within its coverage areas. The firm's industry analysts are dedicated to presenting clear and actionable analysis to support business planning initiatives and go-to-market strategies, utilizing rigorous market research methodologies and without regard for technology hype or special interests including Dash Research's own client relationships. Within its market analysis, Dash Research strives to offer conclusions and recommendations that reflect the most likely path of industry development, even when those views may be contrarian.

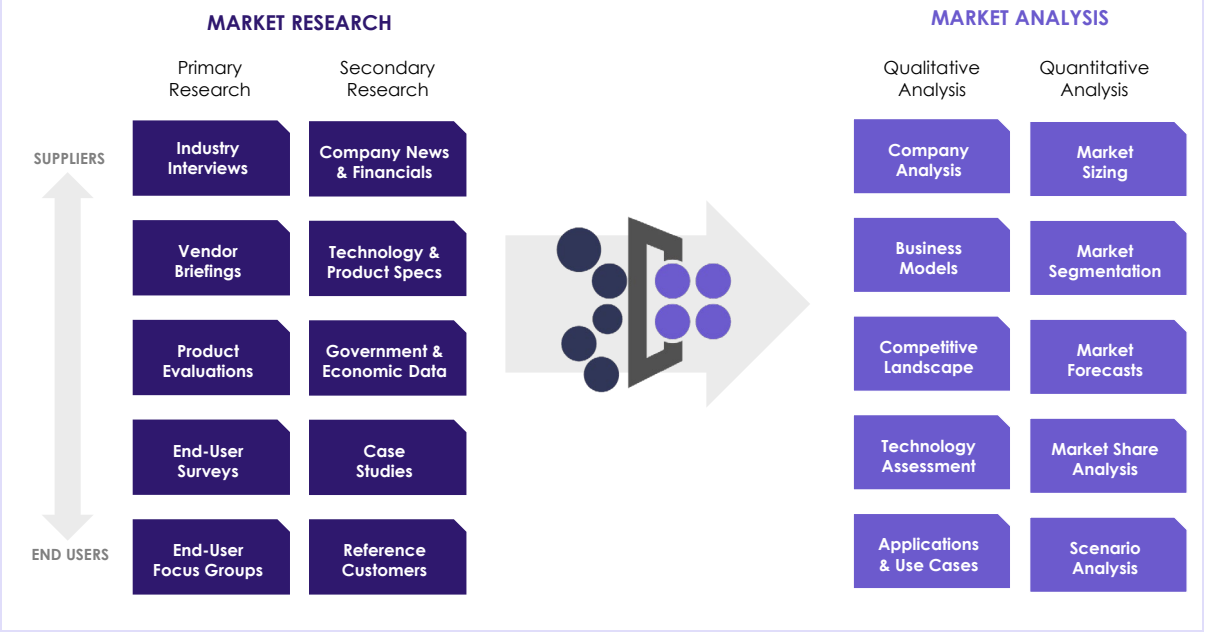
The basis of Dash Research's analysis is primary research collected from a variety of sources including industry interviews, vendor briefings, product demonstrations, and quantitative and qualitative market research focused on consumer and business end users. Industry analysts conduct interviews with representative groups of executives, technology practitioners, sales and marketing professionals, industry association personnel, government representatives, investors, consultants, and other industry stakeholders. Analysts are diligent in pursuing interviews with representatives from every part of the value chain in an effort to gain a comprehensive view of current market activity and future plans. Within the firm's surveys and focus groups, respondent samples are carefully selected to ensure that they provide the most accurate possible view of demand dynamics within consumer and business markets, utilizing balanced and representative samples where appropriate and careful screening and qualification criteria in cases where the research topic requires a more targeted group of respondents.

Dash Research's primary research is supplemented by the review and analysis of all secondary information available on the topic being studied, including company news and financial information, technology specifications, product attributes, government and economic data, industry reports and databases from third-party sources, case studies, and reference customers. As applicable, all secondary research sources are appropriately cited within the firm's publications.

All of Dash Research's reports and other publications are carefully reviewed and scrutinized by the firm's senior management team in an effort to ensure that research methodology is sound, all information provided is accurate, analyst assumptions are carefully documented, and conclusions are well-supported by facts. Dash Research is highly responsive to feedback from industry participants and, in the event errors in the firm's research are identified and verified, such errors are corrected promptly.

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Dash Research Methodology



8.3 Forecast methodology

Dash Research has taken a multifaceted approach to developing its forecast model. A scan of the market was undertaken to identify a market ecosystem consisting of companies serving the CX market, including small, medium, and large players, across seven key CX functional areas: contact center; personalization & optimization; customer insights & feedback; customer data & analytics; customer relationship management (CRM); customer data platform (CDP); and employee experience (EX).

Using a combination of company-supplied data (annual reports, press releases, and analyst conference calls) and public and subscription-based company databases, an assessment of each company's revenue was captured for the base year of 2019. Further assessments on the amount of revenue that was directly attributed to CX platforms, applications, or services were made, along with an assessment of the revenue level attributable to customer insights & feedback solutions, which were cross-checked against customer lists, press releases, and industry news reports

To forecast the potential market value, industry growth rates from several sources were collected and analyzed and applied as a baseline growth rate for the industry. Then, segment growth rates were calculated by implementing technology adoption growth curves for each region and functional area, taking into account the internal market dynamics and external economic factors that impact the retail market.

The forecast is not without limitations; many of the functional areas overlap, and Dash Research's categorization relies not only on vendors' classification, but on an assessment of what the company's products and services actually allow a company to accomplish. Further, while Dash Research has attempted to capture a wide-ranging and comprehensive ecosystem of companies, the definition of what constitutes CX software and services is highly variable. Dash Research has focused on companies that offer solutions that are clearly focused on CX, as opposed to marketing automation, sales automation, or other related applications.

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