

# EXECUTIVE CUSTOMER SERVICE MINDSET ANALYSIS 2025



PREPARED FOR:

SERVICE HERO CUSTOMER SATISFACTION INDEX 2024 AWARDS CEREMONY



### Study Objective

The purpose of this survey was to **gauge how senior leaders and key stakeholders** in various Kuwait-based companies prioritize and operationalize customer experience (CX). The focus was to understand:

- 1.The perceived importance of CX at the leadership and strategic levels.
- 2.The degree to which CX principles are integrated into recruitment, technology investments, training, and reward systems.
- 3.How organizations track and measure success, including any use of independent 3rd-party benchmarks.

### Sample & Distribution

- **Initial Invitation:** Emailed to ~250 employees (a mix of top executives, C-Suite, management, supervisors) in diverse sectors in the months of February and March 2025.
- **Final Completes:** **62** fully completed surveys; **61** answered demographic questions about industry, position, and tenure.

The questions involved:

Demographics
Industry, Position, Tenure
On a scale where 1 (Very Low) and 10 (Very High), please answer the following statements for your organization.
Q1: Leadership’s priority on CX
Q2: Criticality of CX to business goals & strategy
Q3: Employee engagement to deliver exceptional service
Q4: Emphasis on CX in recruitment & training
Q5: Sufficiency of technology investments for CX
Q6: Consistent flow of CX innovations & enhancements
Q7: Collaboration among departments for seamless CX
Q8: Value placed on customer satisfaction & loyalty measures
Q9: Culture of celebrating & rewarding teams for excellence
Q10: Emphasis on independent 3rd-party benchmarks to track customer satisfaction
Openen Ended Question
What is one strategy your company has successfully implemented to improve customer service?

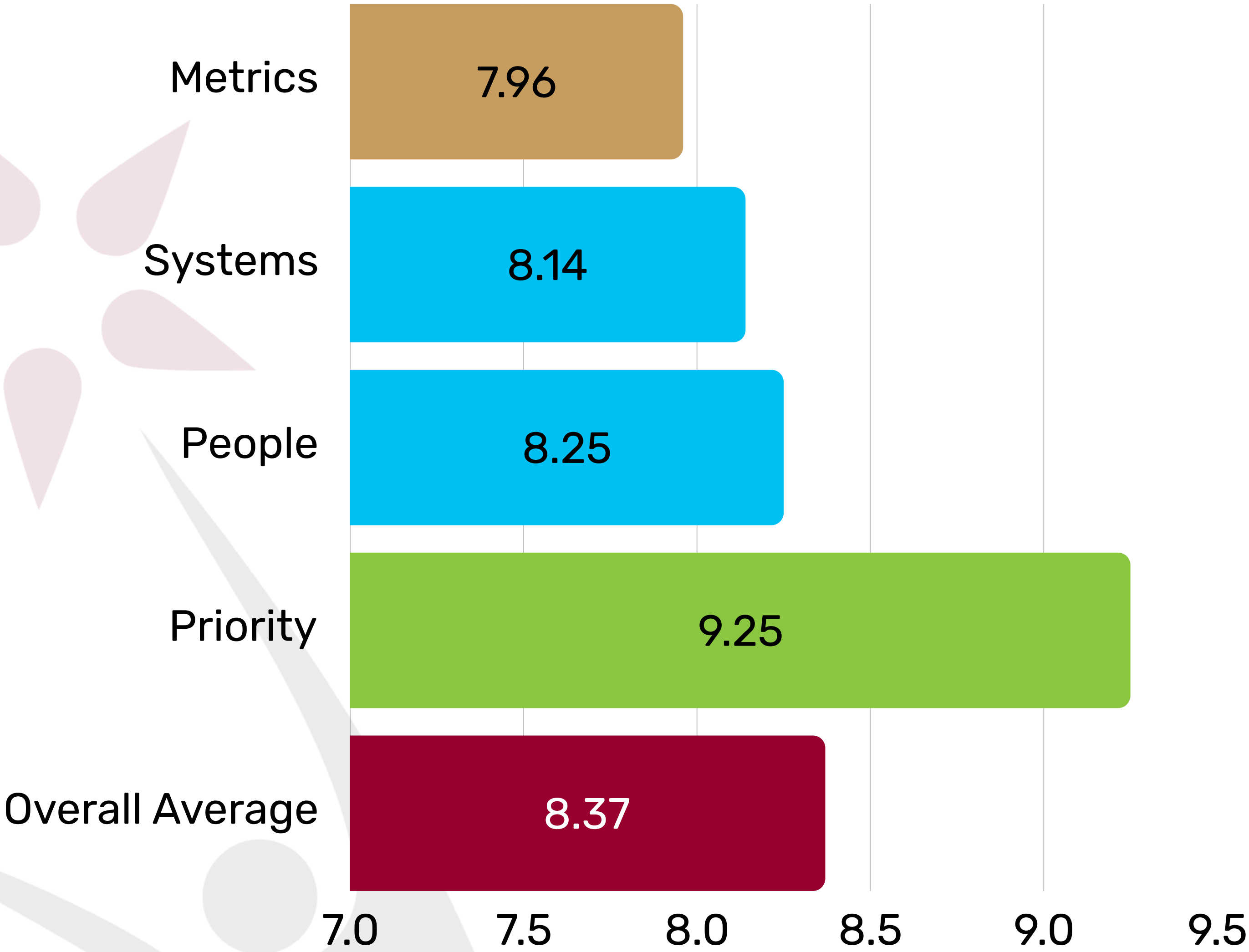
### Data Quality & Limitations

- Some industries have **small sample sizes** (e.g., 1–2 respondents), reducing the representativeness.
- The self-reported nature of the survey can lead to **positivity bias**, especially if respondents are proud of their CX efforts.
- Nevertheless, the results highlight **patterns** that can help organizations pinpoint specific areas for improvement.

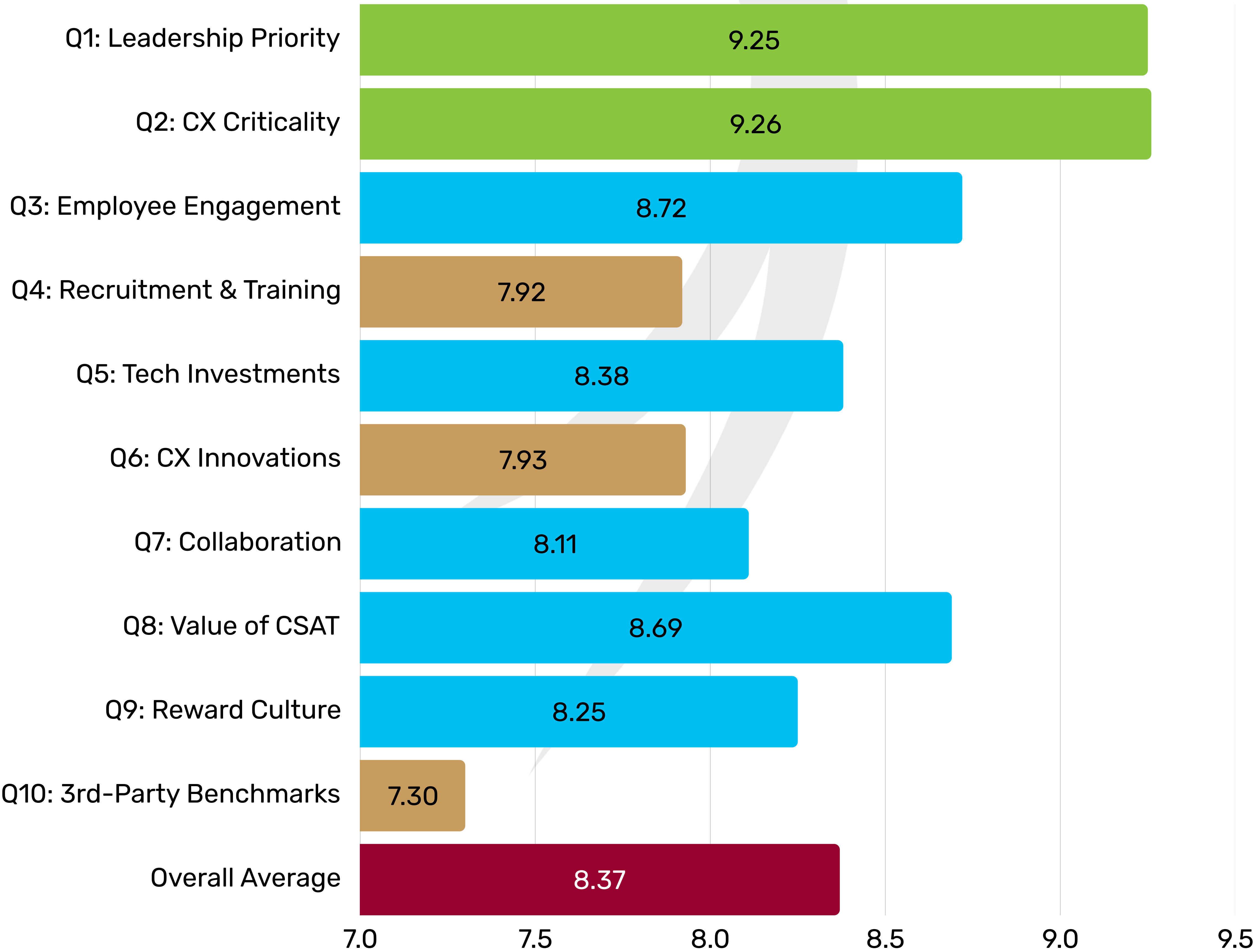
# OVERALL QUANTITATIVE RESULTS

## Customer Service Mindset is a Priority

- While the survey asked 10 questions, they have been regrouped into four themes.
- What is immediately clear is that the Overall Average is **8.37** which suggests a **healthy mindset towards customer service** exists among executives.
- The **highest** score is the **priority** executives give towards its criticality to business strategy.
- The **lowest** however is the nuts and bolts, the **metrics** and **KPIs** that help companies ensure they are fulfilling their customer needs.



Each respondent rated **ten** statements about their organization’s CX approach. Below is the summary as well as the **overall average across** these ten measures which is **8.37**, indicating a positive perception of CX efforts.





# OVERALL QUANTITATIVE RESULTS

Each respondent rated **ten** statements about their organization’s CX approach. Below is the summary with **mean** (average), **standard deviation**, **min**, and **max** for each.

Question	Mean	Std. Dev.	Min	Max
<b>Q1:</b> Leadership’s priority on CX	9.25	0.92	6	10
<b>Q2:</b> Criticality of CX to business goals & strategy	9.26	0.96	6	10
<b>Q3:</b> Employee engagement to deliver exceptional service	8.72	1.34	5	10
<b>Q4:</b> Emphasis on CX in recruitment & training	7.92	1.86	4	10
<b>Q5:</b> Sufficiency of technology investments for CX	8.38	1.67	3	10
<b>Q6:</b> Consistent flow of CX innovations & enhancements	7.93	1.76	1	10
<b>Q7:</b> Collaboration among departments for seamless CX	8.11	1.64	3	10
<b>Q8:</b> Value placed on customer satisfaction & loyalty measures	8.69	1.44	3	10
<b>Q9:</b> Culture of celebrating & rewarding teams for excellence	8.25	1.70	4	10
<b>Q10:</b> Emphasis on independent 3rd-party benchmarks to track customer satisfaction	7.30	2.54	1	10

## Deeper Commentary on Key Trends

- **Leadership & Strategy (Q1 & Q2)**
  - Both above **9.0**, indicating a near-unanimous belief that CX is taken seriously at the top. A small minority rated below 8, possibly reflecting pockets where CX is overshadowed by other priorities.
- **Employee Engagement (Q3)**
  - Average of **8.72** still shows robust positivity, but a **wider standard deviation** (1.34) signals a range of experiences—some employees may not feel fully empowered.
- **Recruitment & Training (Q4: 7.92)**
  - Though not “low,” it is meaningfully lower than the leadership items. The difference between Q1/Q2 and Q4 often indicates **execution gaps**—leaders talk about CX, but HR processes may lag behind.
- **Technology & Innovation (Q5 at 8.38, Q6 at 7.93)**
  - Investment in technology is generally strong, though **innovation** may suffer from organizational silos or constraints in resources as some respondents rated Q6 as low as 1 or 2.
- **Collaboration & Reward Culture (Q7 & Q9)**
  - Both in the **8.0–8.3** range, signifying moderate satisfaction. Lower scores might indicate that not every department or employee segment is recognized and rewarded consistently.
- **3rd-Party Benchmarking (Q10: 7.30)**
  - Lowest mean and highest variability in scores. This suggests that some organizations proactively measure CX via external audits, but others rely solely on internal metrics or do not track CX at all.



# ■ OPEN-ENDED RESPONSES: KEY THEMES

Out of **61** completed surveys, **33** respondents shared concrete strategies. The most common themes are:

- **Training & Coaching**

- Multiple respondents emphasize formal training programs, leadership coaching, or “Training Academies.”
  - **Quote:** *“Creating an in house Training Academy that emphasis customer service training to all employees”,* Supermarket executive.

- **Technology & Digital Transformation**

- Investing in digital platforms, improved POS systems, new CX management (CXM) tools, and data-driven insights.
- Quote: *“Tracking, analyzing and reporting customer complaints daily.”* Automotive executive.

- **Voice of the Customer & Continuous Feedback**

- Mystery shopper programs, 3rd-party audits, “Patient and family advisory councils,” focus groups, measuring what matters, and “Voice of Customer” initiatives.
  - **Quote:** *“Looking for new CXM tool, investing on mystery shopping program, investing on collecting customer's feedback”,* Financial executive.

- **Customer-Centric Culture**

- Emphasizing empathy, “no is not an option,” first-contact resolution (“It’s not my mistake, but it’s my problem”), and VIP treatments.
  - **Quote:** *“Centralization of all customer communications funneled into one channel”,* Supermarket executive.

- **Recognition & Reward Programs**

- Celebrating excellence, awarding high performers, and highlighting success stories to motivate staff and encourage higher service standards.
  - **Quote:** *“Improved person to person communication and enhanced ways & means for customers to reach out to the organization.”* Hospital executive.

- **Process & Operational Improvements**

- Complaint management, centralized communication, improved layouts, baggage home delivery, and other service enhancements.
  - **Quote:** *“Enhanced processes in complaint management.”* Telecom executive.

Overall, respondents’ success strategies revolve around **employee development, technological enablement, direct customer feedback loops**, and cultivating a **customer-first culture**.

Drawing on the data, the following suggestions help address the most pressing gaps:

- **Adopt Consistent 3rd-Party Benchmarks**

- Institutions should deploy **CX audits**, **CSI industry benchmarks** as well as mystery shopper programs as they provide objective baselines, competitive insights, and minimize internal blind spots.

- **Deepen CX Integration in Recruitment & Training**

- Ensure job descriptions highlight CX competencies, and new-hire training includes **customer empathy, communication skills**, and awareness of CX performance targets (in particular for **Healthcare, Retail, and Mobile/ISPs**, who lag behind).

- **Accelerate Innovation & Cross-Functional Collaboration**

- Even with decent tech investments, organizations can **structure agile pilot programs**, encourage cross-department “innovation labs,” or create “CX champion” roles that cut across silos.

- **Bolster Recognition & Reward Cultures**

- Scores around **6.50–7.00** for supervisors and “other” roles highlight a need to **incentivize and appreciate** front-line contributions.
- Tying rewards to CSAT improvements creates a tangible link between employee actions & outcomes.

- **Onboard & Integrate Newer Employees More Effectively**

- Individuals with <5 years’ tenure typically have lower satisfaction regarding training, recognition, innovation, and external benchmarking.
- Provide structured orientation to CX values, ongoing mentorship from longer-tenured employees, and transparent progress metrics.

- **Leverage Leading Industries & Roles**

- **Banking** and **Automotive** can share best practices in engagement, technology, and reward structures.
- Encourage more open forums or cross-sector learning sessions to help industries like **Retail** or **Other** close identified gaps.



# CONCLUSION

Overall, the **2025 Executive Customer Service Mindset Survey** confirms the strategic role that customer experience has among executives in Kuwait. While leadership and strategic alignment are unequivocally strongest, employee engagement is also a bright spot, but the most **notable execution gaps** are:

- **3rd-party benchmarking** (lowest average score, high variability)
- **Recruitment & training** (relatively lower than leadership emphasis)
- **Consistent innovation** (tech investment is strong, but follow-through can lag)
- **Reward culture** for non-executive levels, especially in roles categorized as Supervisor or Other.

By **formalizing external benchmarks, expanding CX-centric training, prioritizing innovation pipelines, and improving recognition for front-line teams**, organizations can transform the top-level enthusiasm for CX into **tangible, consistent excellence** across every customer touchpoint.

These findings can guide immediate actions—such as implementing a robust external CX audit program or reevaluating training curricula—and long-term cultural shifts, like embedding CX metrics such as those provided by Service Hero’s Customer Satisfaction Index more deeply into recruitment policies and reward mechanisms.

Ultimately, sustained effort in these areas will bridge the divide between **leadership intent** and **on-the-ground impact**, yielding a more **unified, customer-centric experience** and a stronger competitive position in the market.

### Industry (n=61)

1. **Banking**: 15
2. **Food & Hospitality**: 13
3. **Automotive**: 11
4. **Retail**: 8
5. **Healthcare**: 5
6. **Mobile Operators / ISPs**: 4
7. **Other**: 3
8. **Airlines**: 1
9. **Apps** (Delivery, shopping, etc.): 1

### Observations

- **Banking** represents the largest slice (15 respondents).
- **Food & Hospitality** (13) and **Automotive** (11) also have relatively robust responses, indicating high interest in CX from these sectors.
- Very few from **Airlines** and **Apps**, suggesting caution when generalizing those data.

### Position (n=61)

1. **Executive / Management**: 21
2. **Top Executive Team**: 16
3. **C-Suite Team**: 15
4. **Supervisor / Team Lead**: 4
5. **Other**: 4
6. **No response**: 1

### Observations

- Over half (21 + 16) are at the executive or top executive level, aligning with the survey’s aim (to capture higher-level strategic insights).
- A modest but meaningful group (4 each) of **supervisors** and **other** roles give a glimpse of how CX is perceived beyond senior leadership.

### Tenure at Company (n=61)

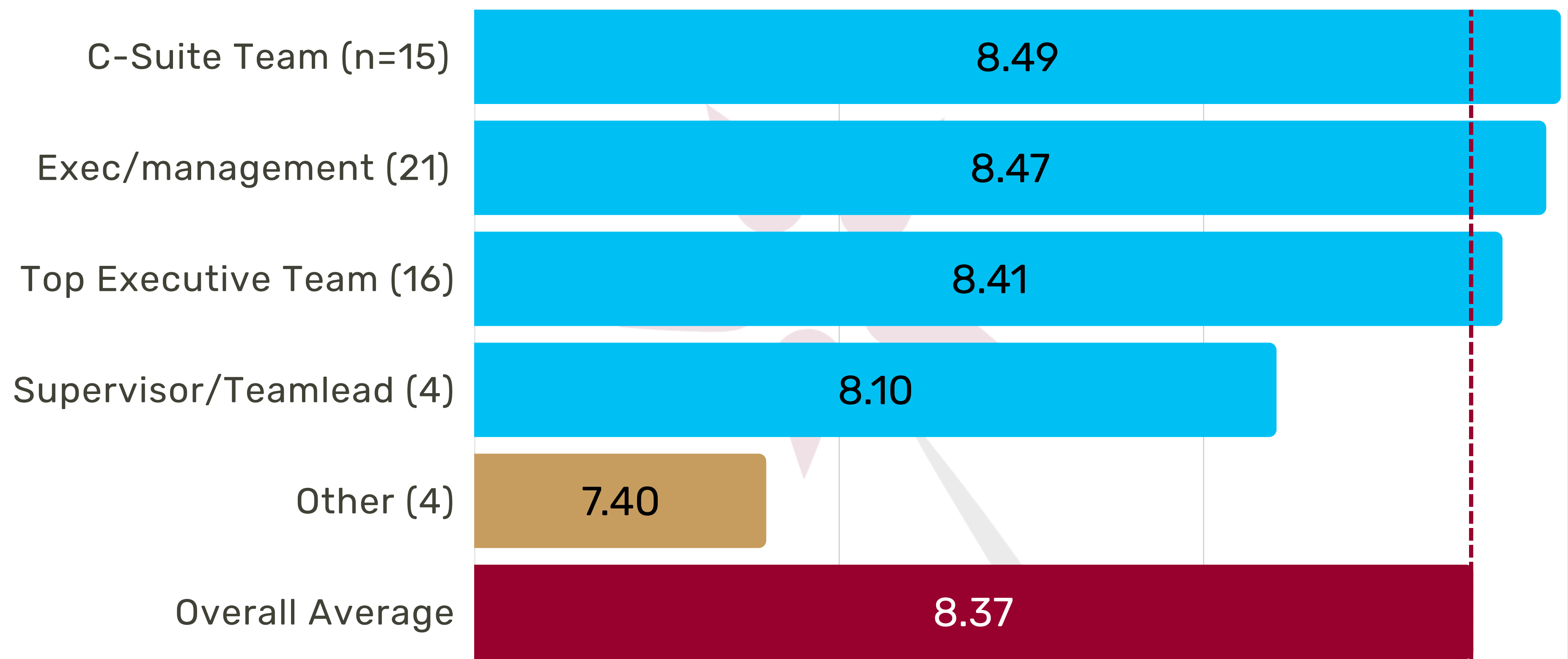
- **Over 10 years**: 37
- **Less than 5 years**: 13
- **Between 5–10 years**: 11

### Observations

- A majority (37) have a **decade or more** at their organization, suggesting deep institutional knowledge.
- 13 respondents have **less than 5 years**, bringing a fresher perspective that can highlight recent changes or gaps in onboarding and training.



# DETAILED BREAKDOWN BY POSITION

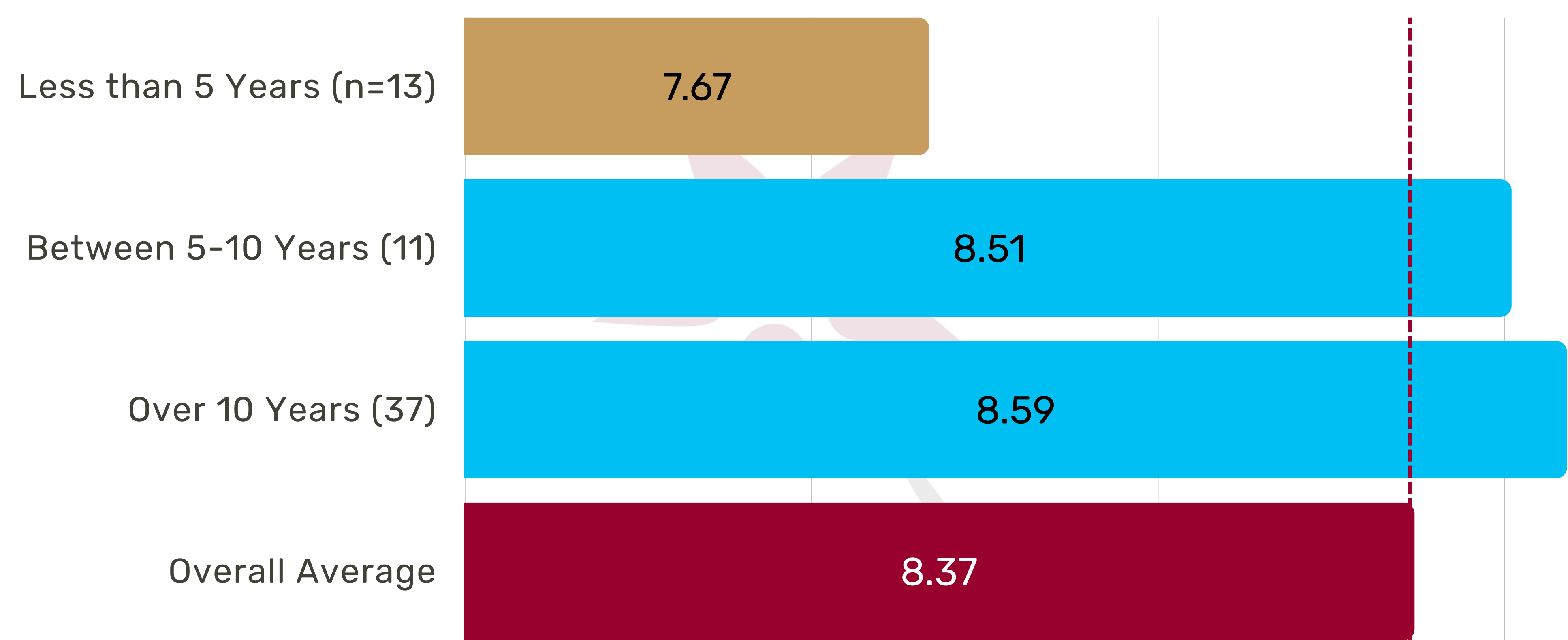


Position	Highest Ratings	Notable Lower Ratings
C-Suit Team	<ul style="list-style-type: none"><li>Q2 (Criticality of CX to business goals &amp; strategy) : 9.47</li><li>Q1 (Leadership priority on CX) : 9.35</li></ul>	<ul style="list-style-type: none"><li>Q7 (Collaboration among departments) : 7.76</li><li>Q5 (Tech investments) : 8.18 (though still strong, lower relative to other high scores)</li></ul>
Executive/Management	<ul style="list-style-type: none"><li>Q1 (Leadership priority) : 9.14</li><li>Q2 (Criticality to strategy) : 9.14</li><li>Q5 (Tech investments) : 8.71</li></ul>	<ul style="list-style-type: none"><li>Q10 (3rd-party benchmarks) : 6.90</li></ul>
Top Executive Team	<ul style="list-style-type: none"><li>Q3 (Employee engagement) : 9.06</li><li>Q8 (Value of CSAT &amp; loyalty) : 8.94</li></ul>	<ul style="list-style-type: none"><li>Q6 (Innovation) : 7.31 (compared with ~8 or higher for other questions)</li></ul>
Supervisor/Team Lead	<ul style="list-style-type: none"><li>Q8 (Value of customer satisfaction &amp; loyalty) : 9.50</li></ul>	<ul style="list-style-type: none"><li>Q9 (Culture of rewarding excellence) : 6.50</li><li>Q10 (3rd-party benchmarks) : 6.25</li></ul>
Other	<ul style="list-style-type: none"><li>Q1 (Leadership priority) : 10.00</li></ul>	<ul style="list-style-type: none"><li>Q10 (3rd-party benchmarks) : 5.25</li><li>Q9 (Reward culture) : 5.75</li><li>Q7 (Collaboration) : 6.75</li></ul>

## Observations:

- C-Suite:** High strategic priority and leadership focus, with departmental collaboration (7.76) slightly trailing.
- Executives/Managers:** Strong leadership attention and tech investment but lower third-party benchmarking (6.90), hinting at skepticism or limited external metrics usage.
- Top Executive Team:** Very high employee engagement and focus on customer satisfaction; innovation slightly lags, suggesting room for CX enhancements.
- Supervisors:** Highly value CSAT and loyalty but feel under-supported by recognition-and-reward programs (6.50). Lower external benchmarking indicates possible process or awareness gaps.
- "Other" Roles:** Perfect 10 for leadership priority but significantly lower ratings for collaboration, reward culture, and external benchmarks—suggesting a disconnect between leadership commitment and day-to-day support.

# DETAILED BREAKDOWN BY TENURE

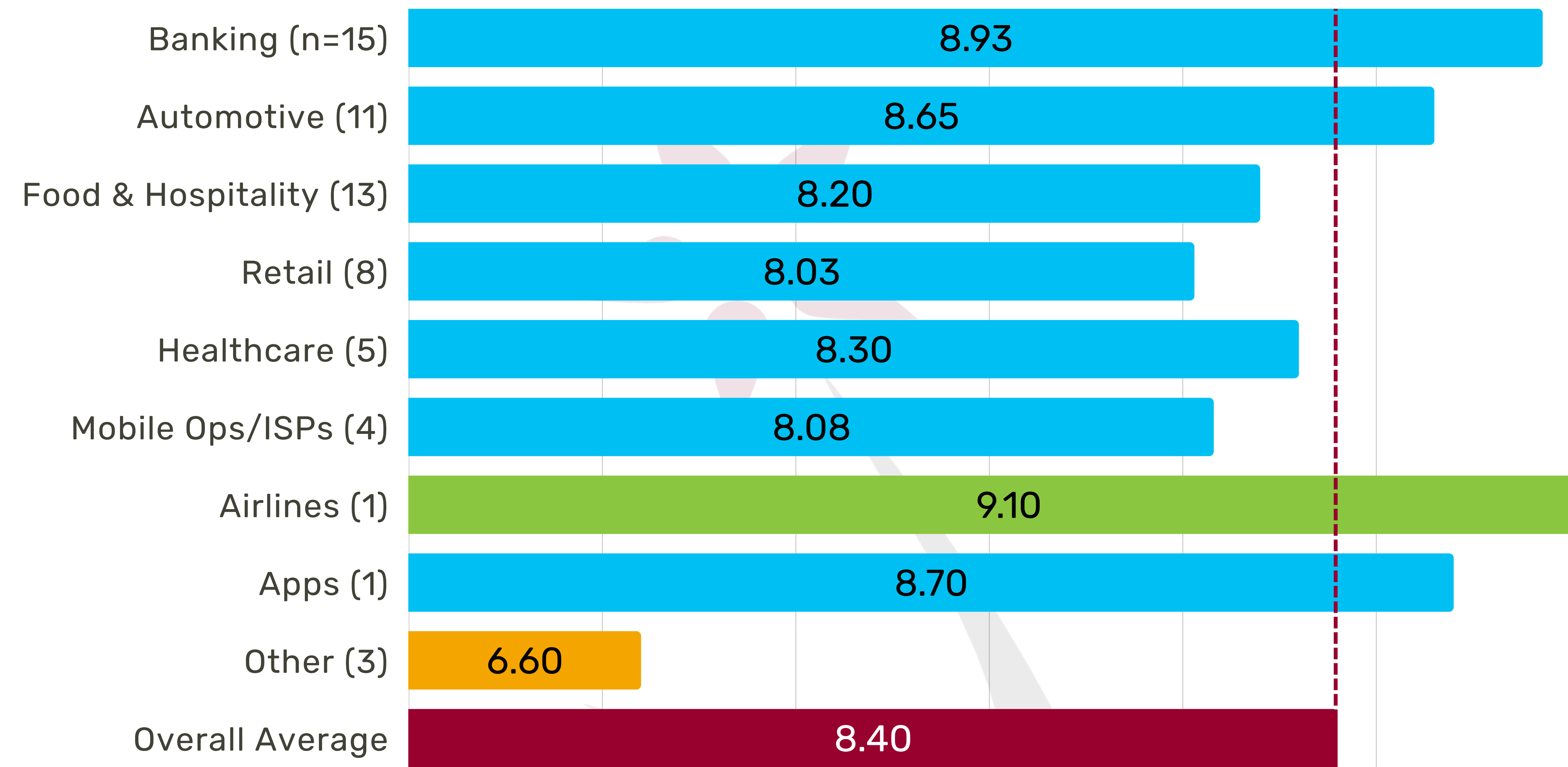


Position	Highest Ratings	Notable Lower Ratings
Less than 5 Years	<ul style="list-style-type: none"><li>Q2 (Criticality of CX to business goals &amp; strategy) : 9.00</li></ul>	<ul style="list-style-type: none"><li>Q10 (3rd-party benchmarks) : 6.43</li><li>Q6 (Innovation) : 7.00</li><li>Q9 (Recognition culture) : 7.21</li></ul>
Between 5-10 Years	<ul style="list-style-type: none"><li>Q1 (Leadership priority) : 9.73</li><li>Q8 (Value of CSAT &amp; loyalty) : 9.09</li></ul>	<ul style="list-style-type: none"><li>Q10 (3rd-party benchmarks) : 6.91</li></ul>
Over 10 Years	<ul style="list-style-type: none"><li>Q2 (Criticality to strategy) : 9.32</li><li>Q3 (Employee engagement) : 9.00</li></ul>	<ul style="list-style-type: none"><li>Q10 (3rd-party benchmarks) : 7.68 (still higher than other tenure groups' Q10)</li></ul>

## Observations:

- Less than 5 Years:** Prioritize CX as strategically important yet rate innovation, recognition, and external benchmarking lower, possibly due to limited exposure to advanced processes and rewards.
- 5-10 Years:** Strongly perceive leadership’s CX focus and value loyalty metrics; external benchmarking (Q10) lags slightly at 6.91.
- Over 10 Years:** Generally higher ratings, reflecting consistent CX emphasis, strong engagement, and solid tech investments. However, external benchmarking (Q10) remains their lowest score - consistent with the overall trend that external benchmarking often lags other CX initiatives.





Position	Highest Ratings	Notable Lower Ratings
Banking	<div><div>• Q3 (Employee Engagement) : 9.53</div><div>• Q9 (Reward Culture) : 9.13</div></div>	<div><div>• Sustain momentum in tech investments &amp; innovation</div></div>
Automotive	<div><div>• Q5 (Tech Investment) : 9.09</div><div>• Q2 (CX Criticality) : 9.36</div></div>	<div><div>• Q10 (3rd-Party Benchmark) : 7.09</div></div>
Food & Hospitality	<div><div>• Q1 (Leadership Priority) : 9.23</div><div>• Q2 (CX Criticality) : 9.00</div></div>	<div><div>• Q9 (Reward Culture) : 7.76</div><div>• Q10 (3rd Party Benchmark) : 6.54</div></div>
Retail	<div><div>• Q2 (CX Criticality) : 9.38</div><div>• Q1 (Leadership Priority) : 8.88</div><div>• Q3 (Employee Engagement) : 8.88</div></div>	<div><div>• Q5 (Tech Investment) : 6.75</div><div>• Q6 (CX Innovation) : 6.25</div></div>
Healthcare	<div><div>• Q1 (Leadership Priority) : 9.60</div><div>• Q2 (CX Criticality) : 9.20</div></div>	<div><div>• Q7 (Collaboration) : 7.60</div><div>• Q4 (Recruitment &amp; Training) : 7.40</div></div>
Mobile Ops/ISPs	<div><div>• Q2 (CX Criticality) : 9.75</div><div>• Q1 (Leadership Priority) : 9.50</div></div>	<div><div>• Q5 (Tech Investment) : 7.25</div><div>• Q6 (CX Innovation) : 7.25</div><div>• Q4 (Recruitment &amp; Training) : 6.50</div></div>
Airlines	<div><div>• Q2 (CX Criticality) : 10.00</div><div>• Q5 (Tech Investment) : 10.00</div><div>• Q8 (Value of CSAT &amp; loyalty) : 10.00</div><div>• Q10 (3rd-Party Benchmark) : 10.00</div></div>	<div><div>• Q3 (Employee Engagement) : 8.00</div><div>• Q4 (Recruitment &amp; Training) : 8.00</div></div>
Apps	<div><div>• Q1 (Leadership Priority) : 10.00</div><div>• Q5 (Tech Investments) : 10.00</div><div>• Q6 (CX Innovation) : 10.00</div></div>	<div><div>• Q10 (3rd Party Benchmark) : 4.00</div></div>
Others	<div><div>• Q1 (Leadership Priority) : 9.33</div><div>• Q2 (CX Criticality) : 9.33</div></div>	<div><div>• Q7 (Collaboration) : 5.33</div><div>• Q4 (Recruitment &amp; Training) : 4.33</div><div>• Q10 (3rd Party Benchmark) : 2.67</div></div>

## Industry Trends & Insights

- **Banking** leads overall with a strong emphasis on employee engagement and reward culture.
- **Automotive** also rates highly, especially in technology and staff engagement, though it underperforms in external benchmarking (**7.09**).
- **Retail** and **Food & Hospitality** both do well in leadership or engagement but see a need to **modernize technology** and better leverage external CX measurements.
- **Healthcare** stands out for high leadership scores and relatively high usage of 3rd-party benchmarks, possibly reflecting accreditation and compliance norms.
- **Mobile/ISPs** ironically do not rate themselves as highly as one might assume in technology or innovation, averaging around **7.25**—revealing an **internal mismatch** between brand identity (“tech-savvy”) and day-to-day operations.
- **“Other”** has the lowest overall average (**6.60**), indicating a gap between leadership statements (high) and actual departmental collaboration, recognition, and benchmarking.