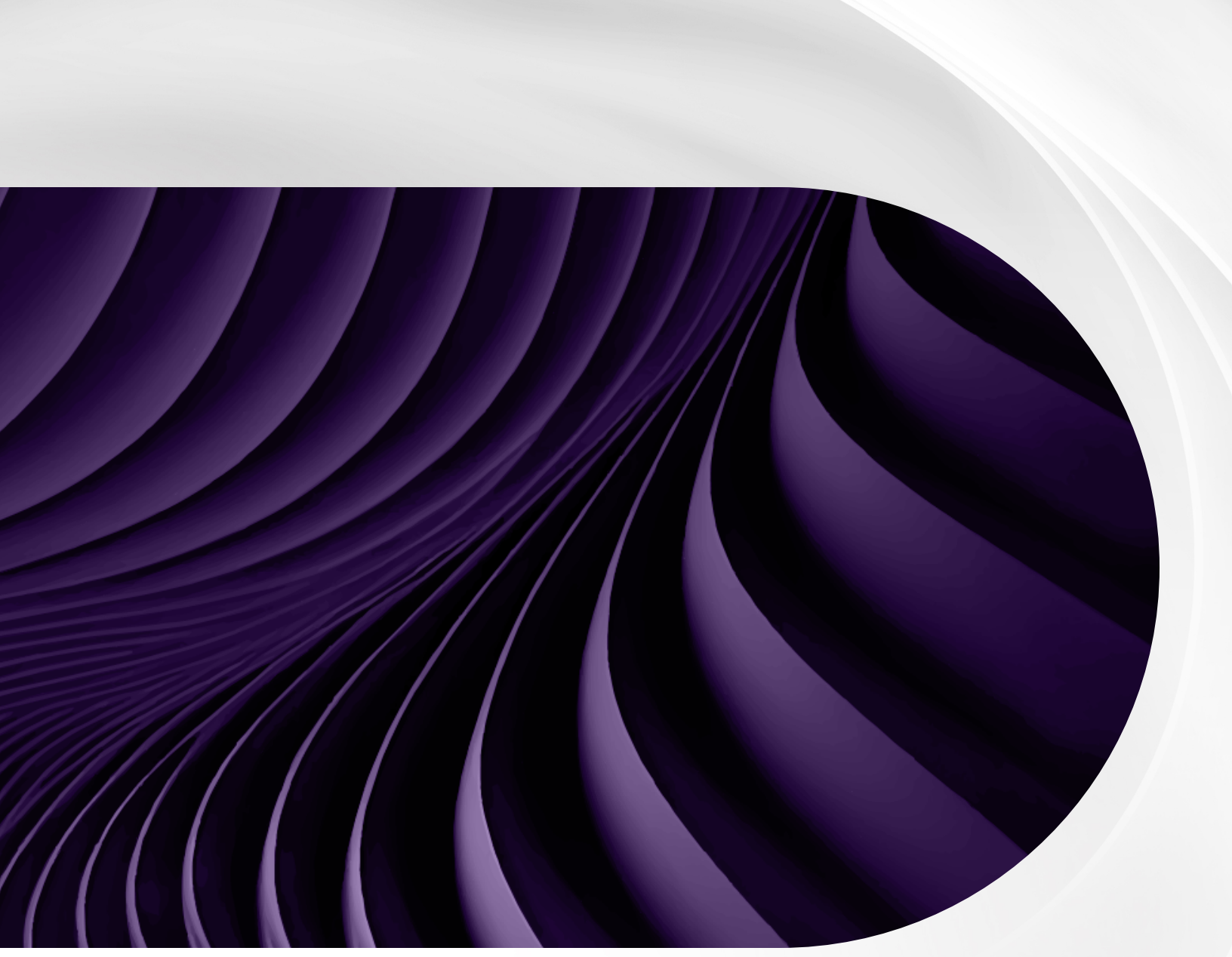




Next-generation KPIs:

Redefining customer experience measurement





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Introduction

Driven by rapid technological advancements, changing consumer expectations and greater access to more meaningful, data-driven insights, the customer experience (CX) landscape is evolving at an unprecedented pace. This evolution demands a fundamental rethinking of how we measure, analyze and optimize consumer experiences.

Net Promoter Score (NPS), customer satisfaction (CSAT) and average handle time (AHT) have long been the cornerstones of CX measurement. [Research from TELUS Digital, in collaboration with Statista](#), found that CSAT is tracked by more than half (54%) of CX leaders, while over a quarter (26%) monitor AHT and 22% monitor NPS.

While these KPIs offer valuable insights, they don't always capture the full complexity of modern customer interactions. NPS gauges loyalty but doesn't reveal specific pain points, while AHT can incentivize speed over quality, potentially leading to unresolved issues and lower customer satisfaction. Not to mention the growing need to account for automation and self-service in the journey, and the recognition that the employee experience can significantly impact the customer experience.

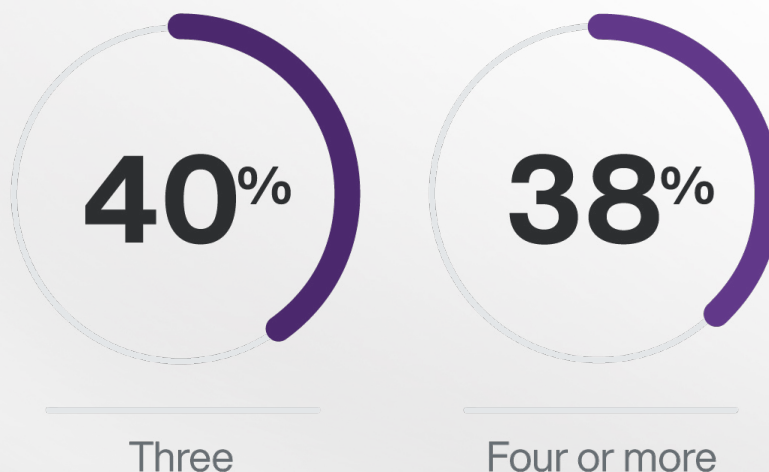
What's promising is that the majority of leaders recognize a single metric does not define success, with 40% reporting using three different KPIs and 38% tracking four or more.

As customer expectations evolve and digital transformation accelerates, enterprises need a way to capture the full impact of customer interactions. According to Sharang Sharma, vice president of Everest Group, next-generation KPIs such as customer effort score (CES) and revenue per interaction are emerging to fill this gap. These provide a clearer link between CX improvements and business outcomes.

While adoption is still in its early stages, interest is growing. "We're going to see a huge change in the next two to three years," Sharma predicted in a [TELUS Digital webinar](#).

In this guide, we will dive into some key next-generation metrics leaders can focus on to drive more meaningful improvements in both customer and agent experiences as well as assess digital transformation and process optimization efforts.

How many metrics are you using?



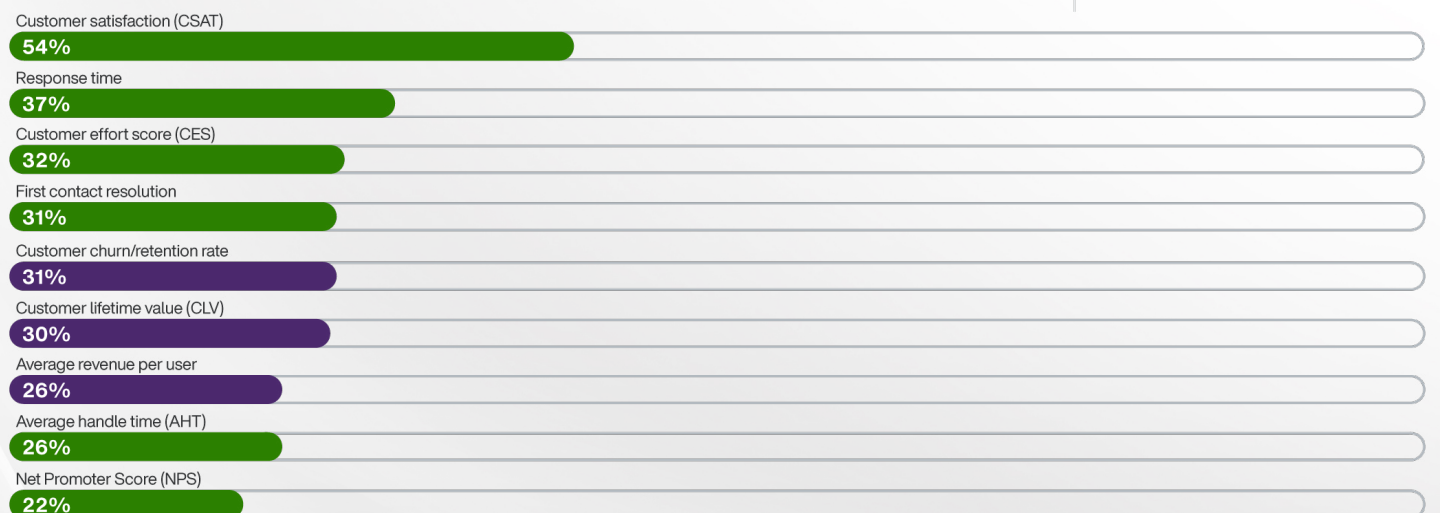
*Results based on research conducted by TELUS Digital in collaboration with Statista.

Next-gen KPIs for customer experience

Today's omnichannel environment means that customer journeys span multiple touchpoints, from chatbots and social media to self-service portals and live support. Traditional KPIs weren't designed to measure how seamlessly these interactions flow or how much effort customers must exert to resolve their issues. Organizations that rely solely on traditional metrics risk missing critical insights into how customer experience directly impacts business performance.

Instead, organizations should assess whether layering in next-gen KPIs like Customer effort score, customer journey satisfaction, customer retention rate and revenue per interaction would be a better indicator of intended business outcomes.

How are you measuring your customer experience?



*Multiple answers possible.
** Results based on research conducted by TELUS Digital, in collaboration with Statista.

Customer effort score (CES)

Research published in the Harvard Business Review as far back as 2010 found that reducing customer effort — rather than exceeding expectations — is the key to building loyalty. Customer effort score has since become a widely used metric, and was identified as the third most popular metric used by CX leaders to measure success in the survey conducted by TELUS Digital, in collaboration with Statista.

What is customer effort score?

Customer effort score measures how easy or difficult it is for a customer to resolve an issue, complete a transaction or obtain support. Typically collected through post-interaction surveys, CES asks customers to rate their experience on a scale, such as: “The company made it easy for me to solve my issue” (1 = Strongly disagree to 7 = Strongly agree). A lower effort score indicates a smoother, more efficient experience, while higher effort suggests frustration and friction in the customer journey.

Why does measuring customer effort score matter?

A customer trying to update their billing information expects a quick and seamless process. If they can complete it in just a few clicks, they leave satisfied. But if unclear instructions, long wait times or multiple agent transfers create frustration, their experience suffers. Without tracking CES, a company might not realize how these friction points impact loyalty and support costs.

Gartner research shows that low-effort interactions result in higher NPS (65 points higher than high-effort experiences), a 94% repurchase rate (compared to just 4% of those experiencing high effort) and 37% lower service costs by reducing repeat calls, escalations and channel switching. By actively measuring CES, organizations can pinpoint where customers encounter difficulties and make targeted improvements to streamline the experience.

Customer journey satisfaction (CJS)

A single interaction can shape a customer’s perception, but true CX success is determined by their entire journey with a brand. That’s why measuring customer journey satisfaction is essential for understanding overall CX performance.

What is customer journey satisfaction?

Customer journey satisfaction evaluates how satisfied customers are with their overall experience, from their first interaction with a company to their most recent. Unlike isolated touchpoint metrics, CJS provides a holistic view of how well an organization meets customer expectations across the entire journey. A high CJS score indicates interactions are intuitive, efficient and aligned with customer expectations, while a low score highlights areas that require attention.

Why does measuring customer journey satisfaction matter?

Imagine a situation where a customer enjoys a smooth online checkout process but struggles to get support when an issue arises. While a CSAT score might show high satisfaction for the purchase experience, it wouldn’t capture the frustration caused by poor post-sale support. CJS bridges this gap by evaluating the entire journey, helping businesses identify patterns, uncover friction points and make data-driven improvements. Without it, organizations risk overlooking critical gaps that could lead to dissatisfaction or churn.

Customer retention rate (CRR)

While acquiring new customers is important, retaining existing ones is far more cost-effective and essential for sustainable growth. In fact, according to HubSpot, “acquiring new customers is five times more expensive than retaining existing [ones].” This makes customer retention rate a crucial metric for understanding long-term business success.

What is customer retention rate?

Customer retention rate measures the percentage of customers an organization retains over a specific period, offering a clear indicator of customer satisfaction and brand loyalty. High CRR reflects strong customer engagement, trust and perceived value, while a declining retention rate may indicate gaps in service, product quality or customer support.

Why does measuring customer retention rate matter?

Consider a subscription-based business that sees a steady stream of new sign-ups but struggles with cancellations after three months. Without tracking CRR, they might focus solely on acquisition efforts, missing an underlying issue — which could be unclear onboarding, lack of engagement or unmet expectations. By measuring CRR, businesses can identify these trends, detect early warning signs of churn and take proactive steps to improve retention.

Revenue per interaction (RPI)

Not all customer interactions hold the same value — some drive revenue, while others merely resolve issues. Understanding the financial impact of each engagement is key to optimizing CX strategies.

What is revenue per interaction?

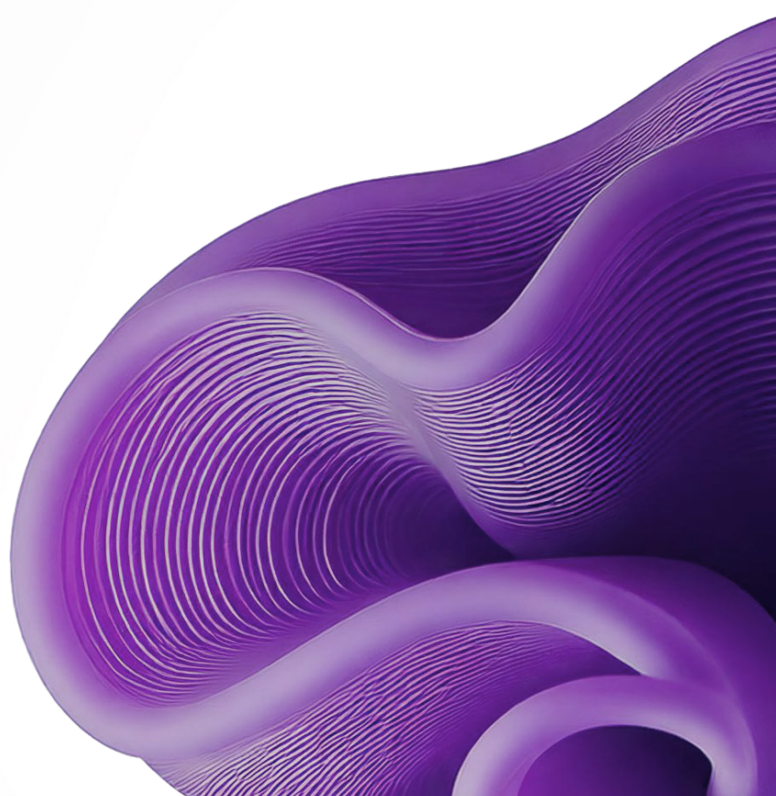
For too long, customer service has been viewed as a cost center, measured by efficiency-driven metrics. Revenue per interaction measures the financial impact of each customer engagement, providing a clearer picture of how contact centers, digital channels and AI-powered assistants contribute to revenue generation.

Why does measuring revenue per interaction matter?

Envision a contact center where agents handle hundreds of inquiries daily. Without measuring RPI, leadership might focus solely on reducing call times rather than maximizing each interaction’s value. By tracking RPI, however, leadership may discover that longer, consultative conversations result in higher upsell rates and stronger customer loyalty. This insight shifts the focus from efficiency alone to meaningful engagements that not only drive both customer satisfaction and revenue but make a stronger case for continued investment in CX initiatives.

As enterprises evolve their customer experience strategies, adopting a modern KPI framework is essential. A balanced approach — integrating both traditional efficiency metrics and next-generation KPIs — provides a more comprehensive view of CX performance. Traditional KPIs ensure operational effectiveness, while next-gen metrics capture deeper insights into customer behavior, service accessibility and digital engagement. Together, they enable organizations to optimize both cost and value, driving long-term success.

Next-gen KPIs for agent experience



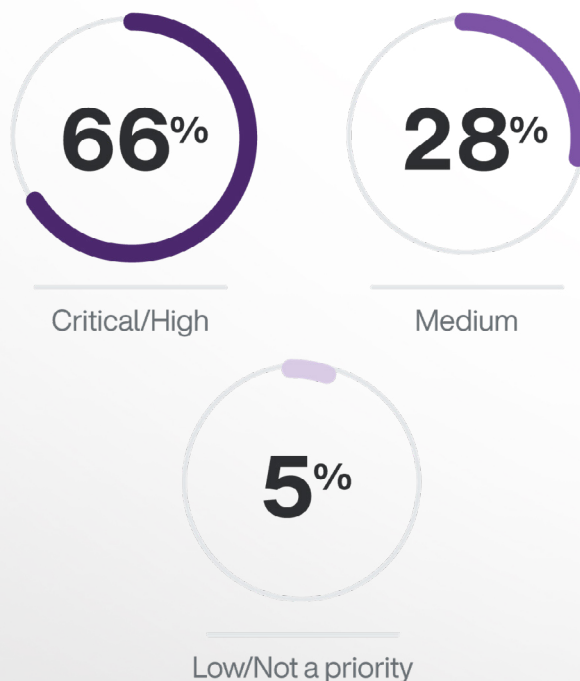
Despite what its name suggests, customer experience success doesn't start with the customer — it starts with employees. A motivated, engaged workforce is the foundation of great CX. This connection is reinforced by Gallup's 2024 State of the Global Workplace report, which found that highly engaged teams experience 10% higher customer loyalty, an 18% increase in sales productivity and are 23% more profitable than disengaged teams.

Fortunately, when it comes to making the employee experience a priority, CX leaders are on the right track. The majority (66%) of respondents surveyed by TELUS Digital, in collaboration with Statista, stated that improving the agent experience was a critical/high priority for 2025.

While improving the agent experience has been a growing priority for organizations, and the impact of employee experience is now widely recognized, its exact definition is open to interpretation.

"Too many organizations think that employee experience is about the onboarding of employees. That's not what it means, in my view," Ian Golding, author, founder and CEO of Customer Experience Consultancy, shared on the [Questions for Now](#) podcast.

How would you prioritize improving the agent experience for your organization in 2025?



*Results based on research conducted by TELUS Digital, in collaboration with Statista.

**Percentages and figures are rounded to the nearest whole number. As a result, total may not add up to exactly 100%.

“Employee experience is about exactly the same as customer experience. It represents the entire relationship that an employee has with an organization, end to end, from before they work with you to the point that they decide not to work with you anymore and everything that happens in between.”

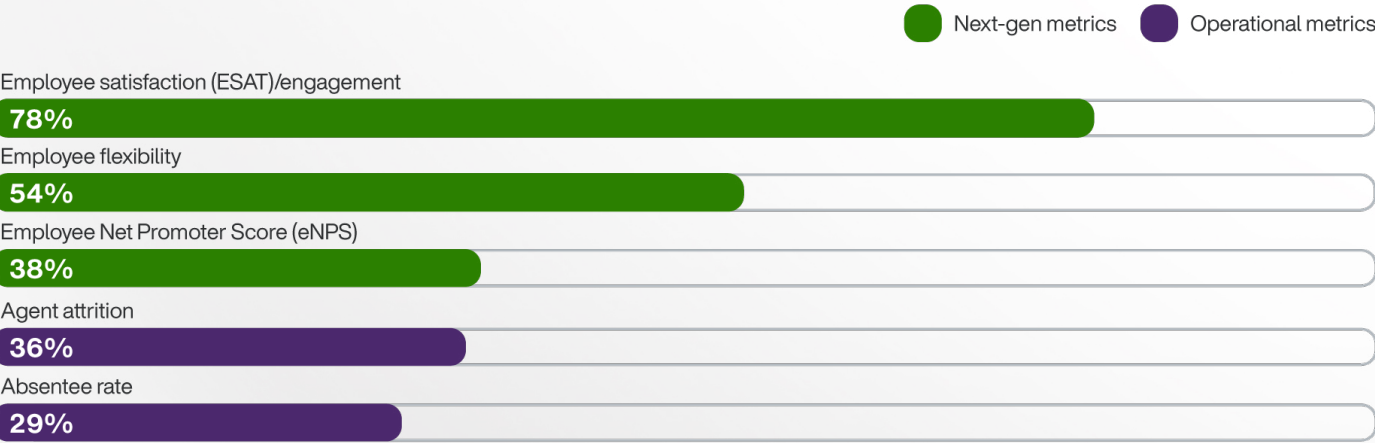
Everything that happens over the course of a team member’s tenure influences their overall employee experience: from the tools and processes they use in their day-to-day, to the relationships they build, to the social programs they participate in, to the learning and development programs offered, and so much more.

Given this complexity, organizations need a thoughtful measurement framework to assess employee experience in a meaningful way. Any single metric that provides a static, high-level snapshot of sentiment, will miss real-time shifts in employee engagement or specific departmental challenges.

Instead, businesses today need a more comprehensive, continuous approach to agent experience measurement. This means going beyond operational metrics like turnover and absenteeism to include subjective and experience-driven indicators. A balanced framework should combine both quantitative data — such as productivity trends and retention rates — with qualitative insights that capture evolving employee needs, motivations and pain points.

The following metrics have been identified by experts and analysts as providing a more comprehensive view of the agent experience.

How are you measuring your agent experience?



*Multiple answers possible.
** Results based on research conducted by TELUS Digital, in collaboration with Statista.

Employee satisfaction (ESAT) and engagement

Regularly tracking ESAT and engagement allows businesses to uncover potential issues before they impact retention and performance.

What is employee satisfaction and engagement?

Employee satisfaction tracks how fulfilled employees feel with their work environment, job responsibilities and overall experience within an organization. A high ESAT score typically signals a motivated workforce, while low satisfaction can indicate challenges such as inadequate support, high stress or limited career growth opportunities.

Closely related to satisfaction is employee engagement — which goes beyond how content employees are and measures how committed, motivated and connected they feel to their work. While satisfaction is about how employees feel, engagement reflects how invested they are in the company's mission and goals.

Why does measuring employee satisfaction and engagement matter?

Without measuring ESAT and engagement, organizations risk missing early signs of disengagement, leading to higher turnover, lower productivity and declining service quality. Engaged employees are more likely to go above and beyond, contribute to company success and create positive customer experiences.

By actively tracking and improving both satisfaction and engagement, businesses can foster a workplace where employees feel valued, motivated and aligned with organizational goals — driving better performance, stronger retention and long-term business growth.

Employee Net Promoter Score (eNPS)

In the same way that customer loyalty reflects satisfaction with their experience, employee loyalty can provide a strong indicator of workplace culture and engagement.

What is employee Net Promoter Score?

Employee Net Promoter Score is a metric that gauges the likelihood of employees recommending their workplace to others. It measures employee sentiment by asking one simple question: “On a scale from 0 to 10, how likely are you to recommend our company as a great place to work?” Based on their response, employees are categorized into promoters (would recommend the company as a great place to work), passives (satisfied but not likely to actively recommend the company) and detractors (dissatisfied and may possibly share negative feedback with others), which provides a clear snapshot of overall employee satisfaction.

A high ENPS score signals a positive company culture, strong leadership and high employee engagement, while a low score indicates potential concerns, such as dissatisfaction or an increased risk of turnover.

Why does measuring employee Net Promoter Score matter?

Imagine an organization with a growing number of disengaged employees who continue working but aren't advocating for the company. Without measuring eNPS, leadership may assume everything is fine based on performance metrics alone. However, tracking eNPS could reveal that while employees aren't actively leaving, they're also not willing to recommend the company as a great place to work — signaling deeper issues in leadership, culture or engagement.

This is especially critical for organizations looking to scale their CX operations. Employee referrals are a key part of recruitment, and if your team isn't willing to vouch for the company, attracting top talent becomes much more difficult. A low eNPS score serves as an early warning system, highlighting potential concerns before they lead to higher attrition and recruitment challenges.

Employee flexibility

In today's evolving work environment, flexibility is a key component of employee satisfaction and performance. As businesses embrace remote and hybrid models, giving employees more control over their workday has become critical for boosting engagement and productivity.

What is employee flexibility?

Employee flexibility measures how much control agents have over their work schedules and tasks, as well as how these arrangements affect both employee experience and business outcomes.

Why does measuring employee flexibility matter?

Many organizations assume that flexible work arrangements simply boost morale and satisfaction. However, tracking flexibility's impact on productivity, efficiency and retention offers deeper insight into its business value. This requires a combination of quantitative and qualitative insights.

Each of the following metrics provides a unique perspective on how flexibility impacts operations and engagement:



Productivity metrics: While flexibility can enhance work-life balance, organizations need to ensure it doesn't come at the cost of performance. Tracking task completion rates, deadlines met and customer service outcomes helps businesses determine whether agents maintain efficiency while working remotely or on flexible schedules. If productivity dips, it may indicate that employees need better resources or clearer expectations in a flexible model.



Retention and turnover: One of the biggest challenges in CX operations is agent burnout and high turnover. Measuring retention trends can help organizations assess whether greater schedule autonomy reduces burnout and increases long-term engagement. If turnover remains high despite flexibility, other issues — such as lack of career growth or inadequate support — may need to be addressed.



Collaboration efficiency: A flexible work model should not compromise teamwork and operational effectiveness. Measuring how well teams communicate and complete shared tasks can reveal whether flexible arrangements foster collaboration or create silos. If collaboration declines, organizations may need to invest in better communication tools or structured team engagement strategies.



Employee sentiment: While engagement surveys provide useful insights, they should be analyzed alongside performance and operational data for a more accurate picture of flexibility's impact. If employees report high satisfaction but productivity lags, businesses may need to reevaluate workflows or set clearer performance benchmarks.

By combining these metrics, organizations can move beyond self-reported satisfaction scores to create a data-driven strategy for workplace flexibility.

The link between employee experience and customer experience is undeniable. As organizations continue to recognize the importance of a highly engaged workforce, tracking next-generation metrics such as ESAT, ENPS and employee flexibility becomes critical for driving both operational efficiency and customer satisfaction.

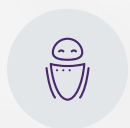
Equally crucial is the adoption of cutting-edge tools that empower employees to perform at their best. Next-generation technologies, such as AI-powered assistants and advanced analytics platforms, play a pivotal role in enhancing the agent experience. These tools not only streamline workflows but also provide real-time support, enabling agents to deliver more efficient and personalized customer service.

Next-gen KPIs for digital transformation and process optimization

Digital transformation has become a top priority for CX leaders. Insights from Deloitte's Measuring Value from Digital Transformation survey reveal that more than two-thirds (68%) of respondents view digital transformation as the most critical investment for driving long-term enterprise value.

What's fueling this urgency? For many, the goal is to improve service quality, strengthen customer loyalty, streamline the customer journey and drive cost efficiencies.

Customer experience leaders are actively implementing several key initiatives to accomplish these goals, including:



AI-driven customer experience: Artificial intelligence has moved beyond experimentation to become a fundamental component of CX strategies, with industry leaders already demonstrating measurable success in AI-powered customer interactions. Nearly half (44%) of leaders surveyed by TELUS Digital said they would be focusing on AI-driven customer interactions in 2025.



Personalization and data-driven insights: Organizations are implementing sophisticated AI-driven personalization systems that combine real-time data analytics with machine learning. The result is hyper personalized offers, products, messaging and engagements that wow and delight customers. This starts with a strong foundation, and 51% of those surveyed by TELUS Digital said they would be honing in on their data analytics for this year.



Omnichannel experience: The seamless integration of customer touchpoints has become the standard, with leading organizations already delivering consistent experiences across all channels. However, the complexity of legacy systems, particularly in sectors like banking and retail, means achieving true connectivity requires ongoing investment.

As organizations dedicate significant resources to these digital transformation initiatives, and more, it is essential that they can measure their impact. Without the right metrics, it's impossible to know what's working — and where there's still room to grow.

As with customer experience and agent experience, metrics like NPS, CSAT and CES remain essential tools for monitoring the success of digital transformation initiatives. They offer valuable insights into how customers perceive new experiences and help track changes in loyalty, satisfaction and ease of interaction.

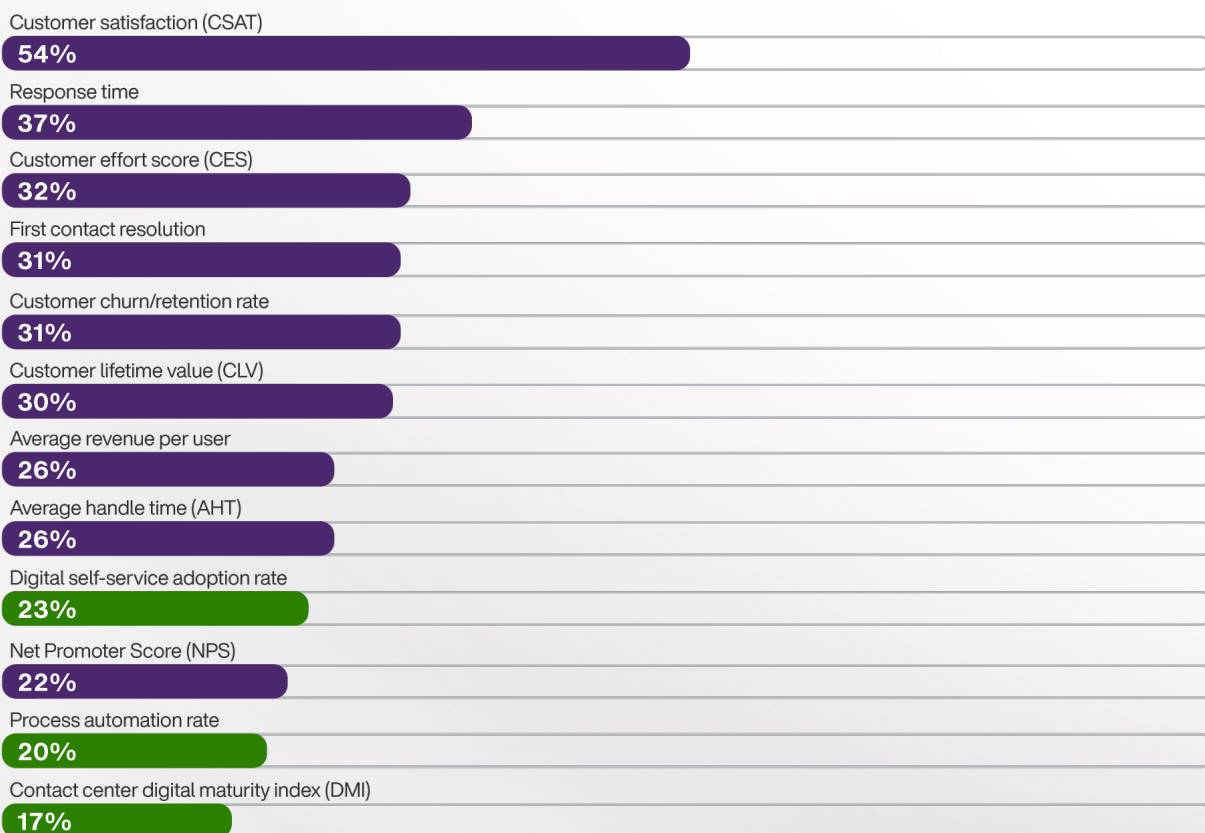
While these metrics are crucial, they don't tell the full story. To fully understand the impact of digital transformation, organizations need to incorporate next-generation KPIs into their measurement framework. Metrics like digital self-service adoption rate, process automation rate and digital maturity index help assess the operational side of transformation, giving businesses

a clearer view of scalability, efficiency and long-term CX gains. Yet, adoption of these newer metrics remains low. The research from TELUS Digital, in collaboration with Statista, found that only 23% of CX leaders track digital self-service adoption, 20% measure process automation rate and only 17% monitor contact center digital maturity.

Without these critical KPIs, companies risk flying blind — missing key opportunities to optimize digital investments, improve customer experience and align transformation efforts with business growth.

How are you measuring your customer experience?

- Digital transformation/Process optimization metric
- Customer experience metric



*Multiple answers possible.
** Results based on research conducted by TELUS Digital, in collaboration with Statista.

Digital maturity index (DMI)

A strong digital foundation is essential for delivering seamless customer experiences. However, without a clear way to measure progress, organizations risk making fragmented technology investments that fail to drive meaningful CX improvements.

What is digital maturity index?

The digital maturity index assesses an organization's ability to integrate and optimize digital technologies for customer engagement. It evaluates key areas such as AI adoption, omnichannel capabilities, automation maturity and data-driven decision-making. More than just a measure of digital capability, the DMI provides a benchmark for transformation progress, helping businesses gauge their readiness to leverage technology for enhanced customer experiences.

Why does measuring your digital maturity index matter?

The DMI offers a high-level view of how digital capabilities work together across the business, making it essential for tracking transformation progress over time. Rather than focusing on isolated tools or features, it helps organizations assess whether their digital strategies are cohesive, scalable and aligned with customer needs.

For example, a company may invest in AI-powered support or launch an omnichannel experience — but without evaluating how these tools integrate with backend systems or support end-to-end workflows, it may overestimate its digital maturity. Tracking DMI allows businesses to uncover these disconnects, prioritize areas for improvement and ensure digital investments lead to measurable CX and operational outcomes.

By continuously assessing DMI, businesses can benchmark their progress, identify capability gaps and refine their strategies to keep pace with evolving expectations and technology trends.

Digital self-service adoption rate

Self-service has become a preferred option for customers trying to solve issues. According to HubSpot's 2024 State of Service report, 78% of customer relationship management leaders noted that customers prefer solving issues independently. While digital self-service tools have advanced significantly, issues like endless loops, dead ends and low resolvability continue to frustrate customers. A well-designed self-service experience should empower customers, not frustrate them.

What is digital self-service adoption rate?

Digital self-service adoption rate tracks how frequently customers use automated support options such as chatbots, interactive voice response (IVR) systems or online knowledge bases. A high adoption rate indicates that customers find these tools intuitive and effective, reducing their reliance on live agents for support.

Why does measuring your digital self-service adoption rate matter?

Tracking digital self-service adoption helps businesses assess whether their automated support channels are actually meeting customer needs. For example, an ecommerce company might invest in an extensive online knowledge base to help customers troubleshoot common product issues. If adoption rates are low, it could indicate that the knowledge base is difficult to navigate, lacks relevant information or isn't properly promoted.

By monitoring this KPI, organizations can identify usability gaps, improve content quality and ensure self-service options truly empower customers. Additionally, measuring adoption rates offers valuable insights into cost efficiency, as successful self-service interactions reduce reliance on live agents, freeing them up for more complex customer needs.

Process automation rate

As organizations strive to streamline operations and boost efficiency, process automation has become a critical lever. Automating repetitive tasks helps reduce errors, improve consistency and free up employees to focus on higher-value work.

What is process automation rate?

Process automation rate measures the percentage of routine, rules-based tasks and workflows that have been automated within an organization. These might include automating functions like ticket routing, data entry, customer authentication or order processing. Process automation rate is typically calculated as:

Process automation rate

(Number of tasks automated ÷ Total number of automatable tasks) x100

A higher process automation rate indicates a more automated organization.

To turn this percentage into a more meaningful performance metric, many organizations assign time and cost values to each task based on factors like average handle time, labor cost or system resource use. This allows businesses to estimate total time saved and cost reduction. For example, automating 5,000 tasks per week that each take two minutes could save approximately 167 hours of manual work.

Why does measuring process automation rate matter?

Tracking process automation rate gives organizations visibility into how broadly and effectively automation is being implemented across different workflows. And by connecting the process automation rate to time and cost savings, businesses can assess the true ROI of automation efforts, identify underperforming workflows

and continuously optimize. This insight helps ensure automation initiatives are aligned with broader goals — not just adopted for the sake of modernization.

Cost per contact (CPC)

As businesses look for ways to improve operational efficiency while delivering quality customer experiences, tracking cost per contact is a key metric. This helps organizations understand how effectively they are managing the resources dedicated to customer support, from staffing to technology.

What is cost per contact

Cost per contact measures the average cost incurred by an organization for each customer interaction, whether that's through a phone call, email, chat or any other support channel. This metric includes the total expenses associated with handling a customer inquiry, such as agent salaries, technology infrastructure, training and overhead costs. A lower CPC indicates that an organization is handling more interactions efficiently, while a higher CPC suggests potential inefficiencies or higher resource consumption per contact.

Why does measuring cost per contact matter?

Tracking the cost per contact helps businesses assess the efficiency of their customer support operations and identify opportunities for cost optimization. For instance, if a company sees that its cost per contact is increasing over time, it may signal that customer interactions are becoming more complex or that resource allocation needs adjustment.

Consider a telecommunications company that handles thousands of customer service calls each day. If the CPC is high, the company may want to evaluate the effectiveness of its current support processes and consider alternative solutions, like automating certain inquiries through self-service options or enhancing agent training to reduce call times and increase first-call resolution.

By regularly measuring and analyzing CPC, businesses can make informed decisions about staffing, technology investments and process improvements. It helps ensure that customer support remains cost-effective while still delivering quality service.

Digital transformation isn't just about adopting new technology — it's about ensuring those investments drive meaningful impact. By combining traditional CX metrics with next-generation digital transformation and process optimization KPIs, organizations can gain a clearer picture of how digital initiatives enhance efficiency, scalability and customer experiences.

The future of CX measurement

Organizations that excel in customer experience understand a fundamental truth: You can't improve what you aren't measuring. Knowing what to measure is half the battle in capturing the complexity of today's customer interactions. By combining time-tested KPIs with next-generation measurements, businesses can better understand customer behavior, optimize service delivery and demonstrate clear ROI from their CX initiatives.

True CX excellence emerges from the learnings derived from accurate measurement, being applied to the empowerment of employees and optimization of digital processes.

At TELUS Digital, we're ready to help you build and execute this integrated approach to CX excellence. [Contact our team](#) to begin your transformation journey.

