



Execs In The Know

# CX AGENTS

A SURVEY OF *CX* LEADERS  
REGARDING THEIR MOST  
VALUABLE ASSET

IN PARTNERSHIP WITH:  zenarate

PUBLISHED MARCH 2023



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# PREFACE

## CX Agents – An Ever-Vital Asset of Every Contact Center

Customer experience (CX) agents have always been a vital, make or break asset for the contact center industry. Although artificial intelligence- (AI) powered tools and solutions have come a long way, they have not yet displaced the criticality and credibility of a well-trained, well-supported agent – and this arrangement is not likely to change any time soon. CX agents are every bit as vital to the CX industry today as they've ever been, and the competition for quality agents has never been more fierce.

This report, *CX Agents: A Survey of CX Leaders Regarding Their Most Valuable Asset*, which was developed in a project partnership with Zenarate, highlights a number of areas essential to the ever-dynamic CX agent story. The results contained in this research paint a picture of an evolving agent, with greater emphasis on particular soft skills (like problem-solving and communication skills), while also reflecting the industry's need for greater speed to proficiency, higher-quality candidates, and focus on metrics that most closely relate to the brand-defining experiences agents have the power to create.

Much appreciation to the 57 CX leaders who took the time to contribute their knowledge and experience in participating in the survey,\* as well as the contributions of this research's Practitioner's Perspectives from Lisa Oswald at Travelzoo and Nathan Bobay at Delta Faucet Company. And a special thanks to this research report's project partner, Zenarate, a company devoted to helping brands develop confident, top-performing agents through Simulation Training. Be sure to check out the insightful Partner Commentary on the following pages, penned by Brian Tuite, Zenarate's CEO and Co-Founder.

It is our hope that this volume of research will provide your organization with unique and actionable insights as you embark on mapping out your own agent priorities and allocation of future resources in support of your most valuable resource.

Here's to learning together!

The Execs In The Know Research Team

\*Research Methodology: The results contained within this research were derived from surveying conducted from June–August, 2022 using an online surveying platform. Participants were generated from a number of targeted email invites sent exclusively to the Execs In The Know community with 57 CX leaders from a wide range of industries ultimately participating in the survey.



*PARTNER*  
**COMMENTARY**

# PARTNER COMMENTARY



## How Improving Customer Care Interactions Is an Organization-Wide Effort

by Brian Tuite, CEO and Co-Founder, Zenarate

The promise that AI-based technologies would replace the need for human interactions has been a difficult one to keep, especially regarding customer care. A 2022 research report published by Forrester states, "Service delivered by human agents (not robots) is what drives positive customer outcomes. The pendulum is finally swinging back from hyper-automation to the human-led conversation."

Your customer care agents are on the front line of your business. Customers expect your agents to solve problems with competency and professionalism. People want their problems resolved and want to go on with their day.

But today, consumer demands are becoming more complex, with automation leaving agents with the toughest problems to solve. When the customer and prospect conversations matter more today than ever, how do you train your agents to deliver the best customer experience possible? How do you improve in areas that, as our research shows, both customers and businesses think need improving?

This CX Agents report sheds light on both the tangible metrics and the soft skills that determine success in every interaction. We also look at how to strengthen your employees, build up soft and hard skills, and improve every customer interaction.

### **FOUR TRENDS TO CONSIDER:**

#### 1. Human Power is More Important Than Automation

Your gut is right – your customers prefer to speak to other humans instead of robots, especially when solving complex problems. In 2022, most consumers found the lack of access to a live agent to be the most frustrating aspect of customer care, indicating that the pendulum swung away from automation and toward human-centered service channels. People prefer humans.

As this new CX Agent research shows, nearly two out of every three customer service departments are under 500 people, with a full 42% under 100 people (page 11). But, the most important factor isn't the number of agents – it is how well they can turn problems into resolutions.

What's the solution? Leaders must invest in a scalable training solution that develops top-performing agents before live calls even occur, closing the skill gap with tenured agents.

# PARTNER COMMENTARY, CONT.

## 2. People Care Most About Getting Their Issues Solved Quickly

Seventy percent of customer interactions are from text or human interactions. This means that your human agents, not your chatbots or self-help portals, deserve your attention! They need to be trained on how to improve what matters most, and that means identifying the areas that matter to you.

This kind of training is important for both soft skills and Key Performance Indicators (KPIs). Our research shows that the most important KPIs that are tracked are CSAT/VoC/Effort scores, as well as Handle Time/Volume, at 47% and 43%, respectively (page 17). These are highly correlated to providing a positive customer experience in both voice and text interactions.

Agents need the training to deliver the highest level of customer support in voice- and text-based channels because they are still at the front lines of your business.

## 3. Understanding What Makes an Exceptional Experience

In last year's [CX Leaders Trends & Insights research](#), we learned that 50% percent of positive customer experiences are shared, and nearly 80% of these customers indicated that the positive experiences improve the likelihood of doing business with a brand again. Conversely, negative customer experiences are shared 80% of the time, and affect future purchasing decisions 80% of the time as well.

What goes into a positive experience? Our survey found that, according to CX leaders, the most important factor is Problem-Solving Ability, at 35%. A further 23% of survey respondents report that Communication/Comprehension is the most important factor in their minds (page 15).

What does this mean for your business? Customer experiences, positive or negative, can directly impact your business' revenue. Because your agents influence customer experiences greater than any other self-help or automated channel, you must ensure you are leveraging technologies that help agents learn how to improve their soft skills, solve problems effectively and, ultimately, deliver superior customer experiences.

## 4. Now is the Time to Improve Agent Training and Coaching

Looking back once more at last year's CX Leaders Trends & Insights research, most consumers want businesses to focus on the Customer Care Experience, but only a third believe that the area has improved over recent years. Instead, consumers have seen the greatest improvement in businesses' shopping and purchasing experience.

This improvement is likely due to heavy investment in technologies that streamline the online shopping experience. But, the drive to modernize shopping/purchasing experiences to be self-serve has influenced leaders to invest in automation and self-service options for customer care.

## PARTNER COMMENTARY, CONT.

The reality is that consumers are not asking for more automation and self-service in customer care. The data shows that customer care is more of a human endeavor than ever before. Seventy percent of consumers want companies to focus more resources on improving their customer care agents rather than creating better self-help solutions.

The results in this current research confirm this. Twenty-six percent of respondents said that the most important initiative is improving soft skills, with 24% increasing resources for coaching and training (page 15). Twenty-two percent want to raise performance and proficiency. But, at the end of the day, the intersection between soft skills and training around KPIs work together to elevate performance.

Training and coaching your agents to solve problems, actively listening to customers, and clearly communicating your best and required practices will help your business deliver superior customer experiences.

### HOW TO DEVELOP CONFIDENT, TOP-PERFORMING AGENTS

The data tells a vivid story – customer-centric organizations like yours need more effective ways to develop confident, top-performing agents trained to deliver superior customer experiences. How do you accomplish this? I recommend using technology to scale the ways humans learn best – through practicing, solving problems, making mistakes, building confidence, and leveraging Simulation Training.

Simulation Training is an approach to agent training that prepares new hire agents to confidently deliver superior customer experiences before their first live customer interaction and help close tenured agent call types and skill gaps. Today, you can leverage advances in simulation training to provide agents with an automated role-play partner, allowing agents to practice and master any real-life customer engagement scenario, in private, from their home or office.

Zenarate AI Coach leverages an advanced form of Simulation Training called AI Conversation Simulation. The AI produces realistic, experiential, and active learning experiences that prepare your agents to deliver superior customer experiences before interacting with their first live customer, closing tenured agent call type and skill gaps. Zenarate AI Coach simulates any customer or prospect scenario, immersing your agents in lifelike conversations while providing tone, soft skills, and best and required practice coaching throughout the simulation training.

The beauty of simulation training software like Zenarate AI Coach is that it is easy to deploy across any enterprise, with no personal or account information or IT integration for test or enterprise rollout. The only IT requirements are a browser and headset for agents to role-play with their personal unbiased AI Coach from home or office. You quickly see the effective and scalable benefits of active learning role-play without the awkwardness and inefficiency of role-playing with another human being. This experiential simulation training approach promotes the benefits of active learning and improves both customer and employee experiences, delivering **56% faster speed to proficiency, 33% higher CSAT scores, and 32% lower employee attrition.**

## PARTNER COMMENTARY, CONT.

Simulation Training is one of the fastest-growing training approaches for agents, and is evolving to make active learning more efficient, scalable, and realistic – helping agents rapidly prepare for and adapt to dynamic customer needs.

Zenarate's AI Coach helps leading brands develop confident, top-performing agents through Simulation Training. Zenarate's AI Coach is used worldwide every day in over a dozen countries, including the U.S., Canada, Mexico, Philippines, India, and Europe, supporting 15 languages. Zenarate Customers include eight of the top 10 U.S. financial institutions, three of the top five BPOs, and leading companies in the healthcare, telecommunications, travel, technology, and services industries.



**Brian Tuite**  
CEO and Co-Founder  
Zenarate



Brian Tuite's background includes enterprise, private equity and VC leadership. He's held executive positions at MBNA, Bank of America, and SquareTwo Financial. He's an experienced contact center leader, and understands how today's automation is leaving agents with the most demanding problems to solve. Brian formed Zenarate's AI Conversation Simulation vision, developing top-performing agents around the globe, in 15 languages.





**SURVEY  
RESULTS**

# RESPONDENTS' PROGRAMS

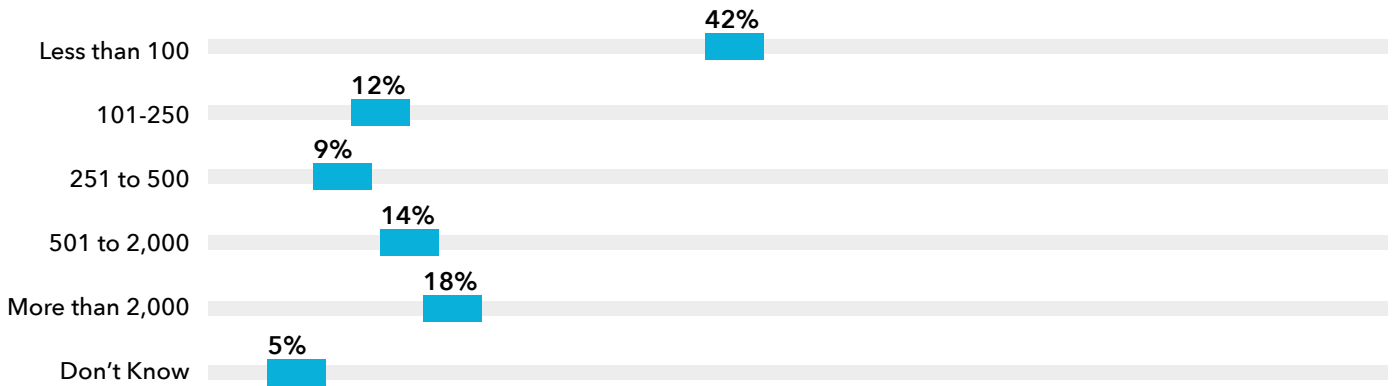


# PROGRAM SIZE AND SUPPORT RESOURCES

## RESPONDENTS' PROGRAMS

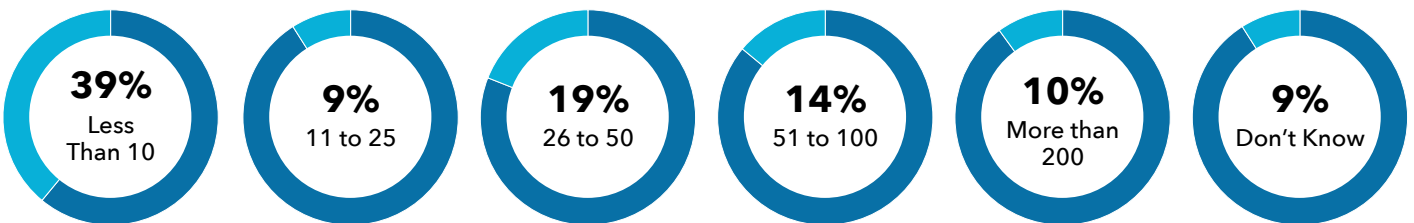
The CX corporate leaders who participated in the CX Agent survey provided broad representation across differing program sizes, with a moderate skew toward programs under 100 agents (42%). At the same time, a combined 32% of respondents are involved in programs with 500 or more agents.

How many agents are a part of the program(s) you are involved with?



The ratio between agent count and dedicated support full-time employees (FTEs) can be an insightful measure of an organization's dedication to agent success. Results seem to suggest smaller programs are better supported. Among programs with agent counts of 251-500, 100% were supported by 26 or more support FTEs. Conversely, among programs with 500 or more agents, only 71% were supported by 51 or more support FTEs.

How many additional FTEs (including WFM, QA analysts, floor managers, etc.) support the agents in your program?

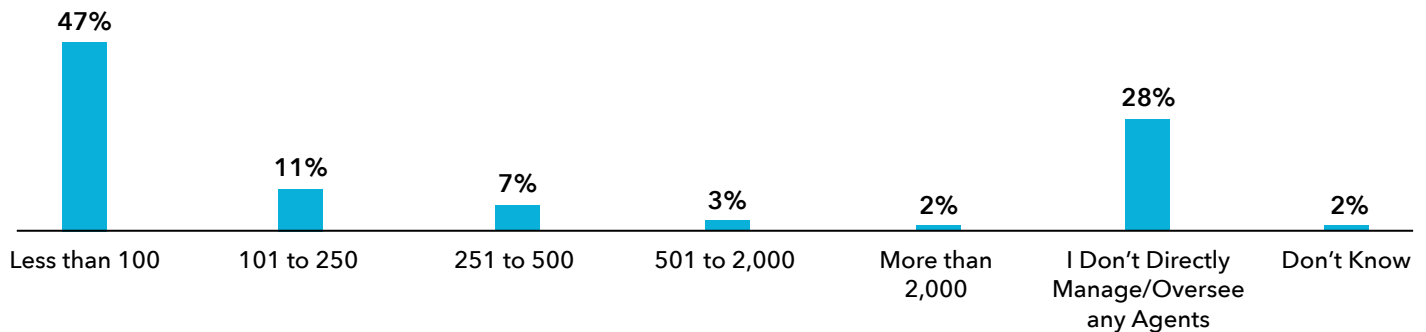


# DIRECT MANAGEMENT AND STRUCTURE

## RESPONDENTS' PROGRAMS

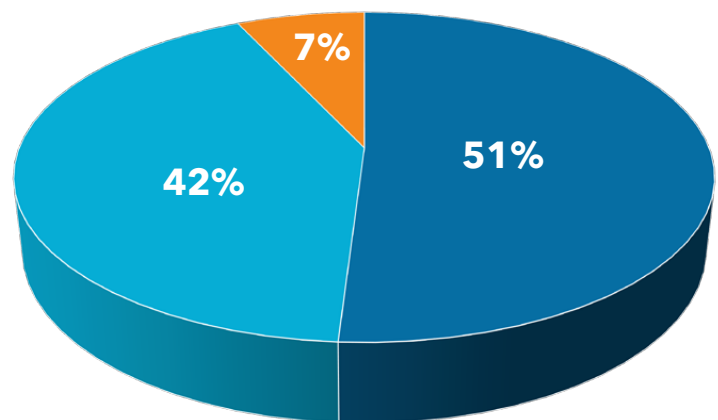
About half of respondents (47%) indicated they directly managed 100 or fewer agents, increasing to 68% when those not directly managing agents were removed from the results. Among those who don't directly oversee agents, 50% had a title of VP or above, and 25% had titles specific to operations.

How many agents do you directly manage/oversee?



Do you have involvement with agents on a single program/brand or across multiple programs/brands?

Almost half of all survey respondents (51%) had involvement with agents across programs. Of these 21% were from companies self-described as "BPO/ Outsourcer/Vendor/Third-Party Contact Center," indicating that even in internal CX operations, it's somewhat common for CX leaders to oversee multiple programs. This could provide an edge, as it helps leadership better understand what's occurring elsewhere in the organization, while helping to facilitate silo busting.



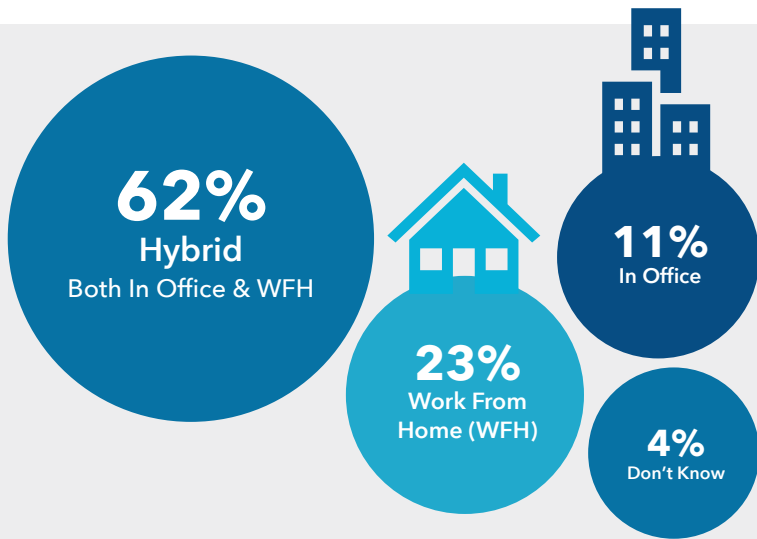
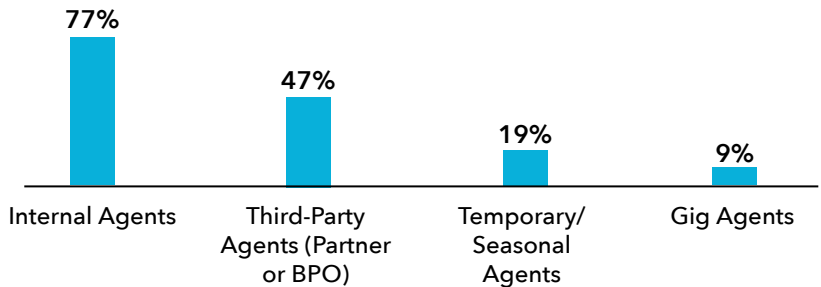
- Involvement Across Multiple Programs/Brands
- Involvement on a Single Program/Brand
- No Direct Involvement

# AGENT TYPE, WORKPLACE, AND LOCATION

## RESPONDENTS' PROGRAMS

Among survey respondents, internal agents were by far the most common type of agent managed. This provides important context for the results found throughout the rest of this report. Of the survey respondents who are involved with internal agents, 34% also have involvement with Third-Party, etc. agents, providing those individuals with a broader understanding of operations.

Which of the following best describes the types of agents that are all part of the program(s) you are involved with? (Check all that apply.)



Which best describes the workplace of the agents you oversee/manage?

Hybrid rises to the top as the most common workplace environment among those surveyed. Different workplaces require different approaches in the way agents are managed and cared for. Remote agents have unique needs in particular areas, including training, engagement, scheduling, and wellness. Brands should seek to understand what's required of agents to succeed, regardless of where they operate.

Although most survey respondents are involved with agents stationed domestically, a little more than a quarter (27%) oversaw agents at mixed locations. As the competition for skilled agents continues to intensify, many companies will be venturing into the outsourcing space for the first time. As they do, they need to make sure outsourcing relationships are focused on goals and objectives that lend themselves to customer-focused, success-driven outcomes.

Where are the majority of agents that you manage/oversee located?





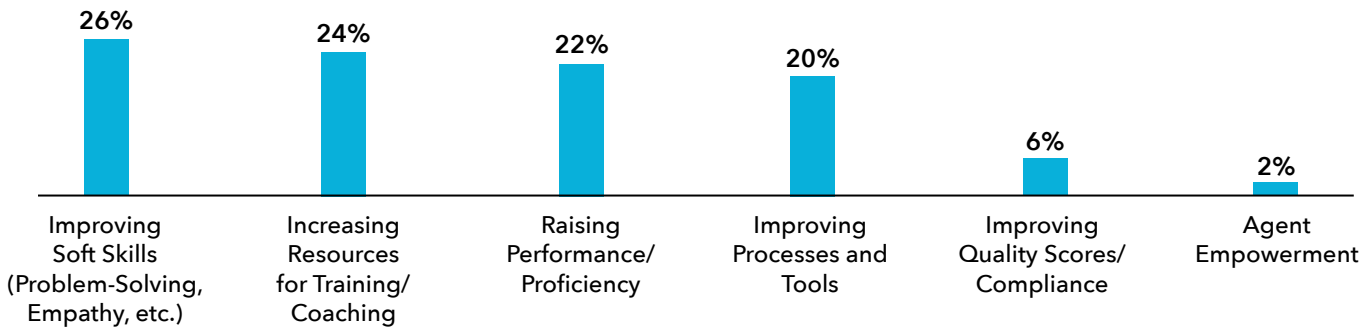
PROGRAM  
**IMPROVEMENTS**

# AGENT IMPROVEMENT INITIATIVES AND THE SOFT SKILLS THAT MATTER MOST

## PROGRAM IMPROVEMENTS

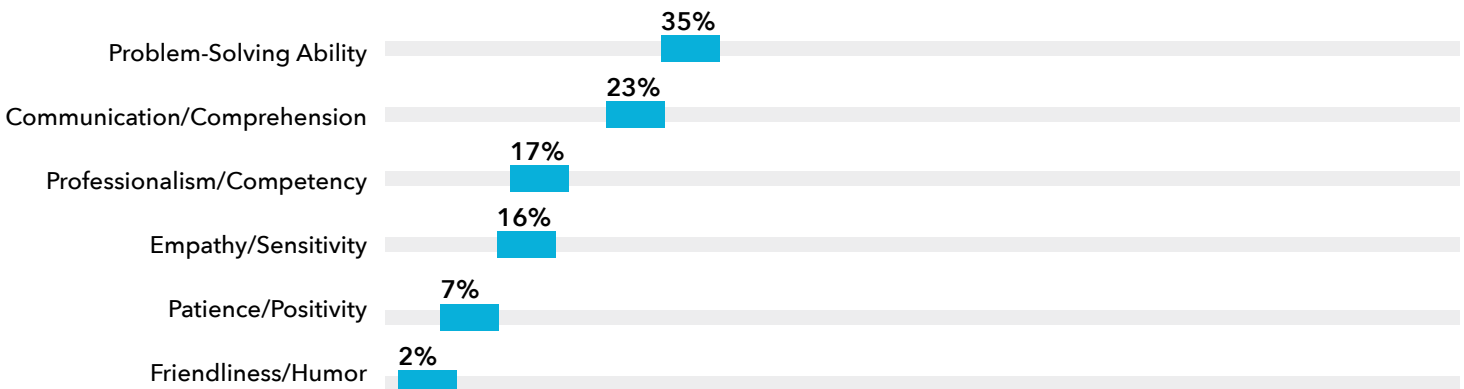
Survey respondents and the programs they represent are most focused on four primary areas: agent soft skills, increased resources for training/coaching, greater proficiency and performance, and improved processes and tools. These results reflect the increased expectations being placed on agents, while at the time hinting at the evolving preferences for different agent skills as suggested in the agent soft skill results at the bottom of this page. But to succeed, initiatives must (just like soft skills) be closely aligned to what can best enhance the customer experience, regardless of fiscal pressures.

On which agent improvement initiative are you currently spending the most time, attention, and resources?



Undoubtedly, customer care issues are becoming more complicated as transaction-based and other types of more simplified engagements are off-ramped to greater use of automation and self-help. This change has led to a shift in which soft skills are more strongly desired among new agent hires, with attributes like friendliness and professionalism giving way to better problem-solving and improved communication skills.

Which agent soft skill is most critical in creating an exceptional customer care or brand interaction experience?

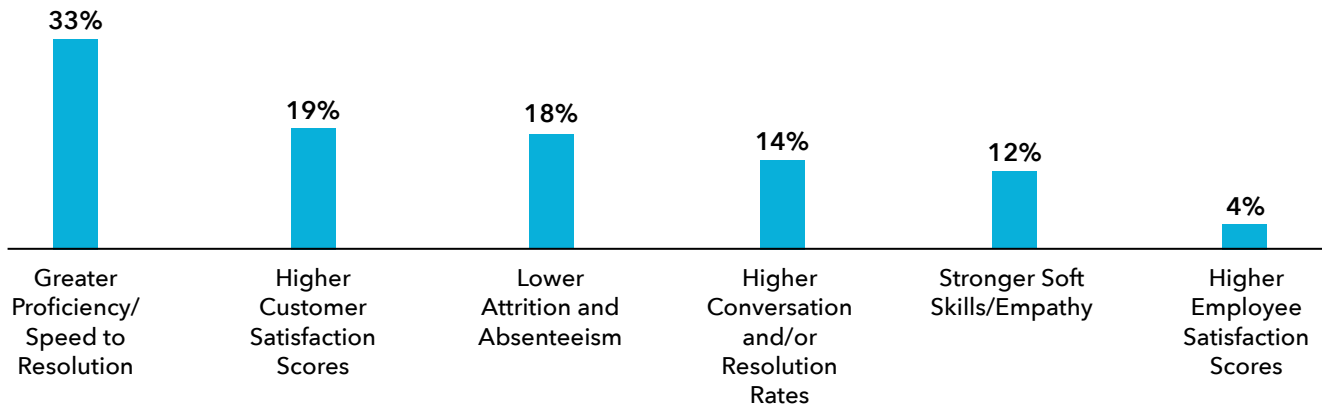


# AREAS WHERE IMPROVEMENTS ARE MOST DESIRABLE

## PROGRAM IMPROVEMENTS

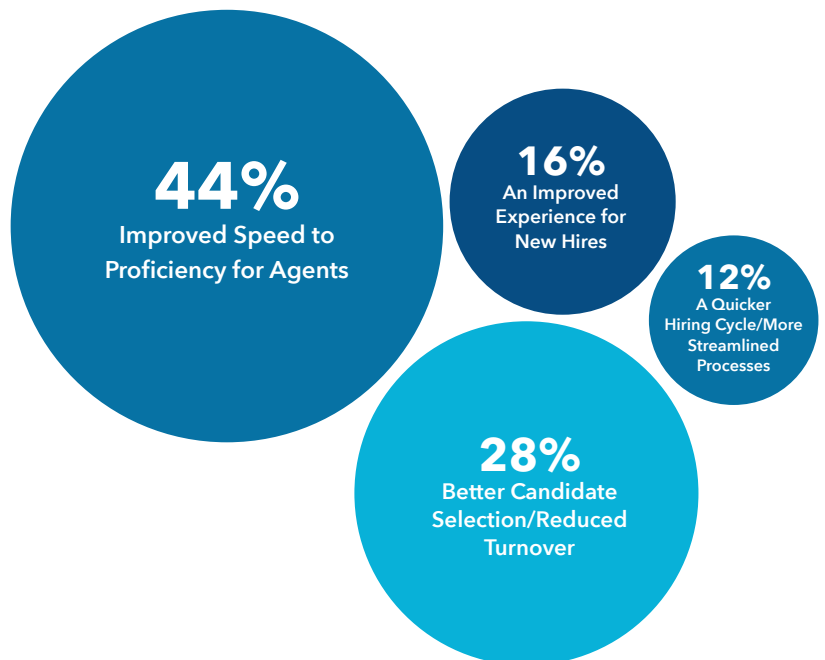
Interestingly, when handed a theoretical “Easy Button” for agent improvement, Greater Proficiency/Speed to Resolution was the number one answer. This indicates challenges in handling the quantity of incoming issues and inquiries. If that’s the case, brands should seek to understand the underlying cause. Is it a question of processes, tools, availability and/or quality of workers, or some other dysfunction within the organization? If the challenges are issue-driven, start by identifying the most common contact types and work on upstream solutions, starting with the issues that drive the most volume.

If you could grant your agents immediate improvement in one of the following areas, which would it be?



Echoing the results from the previous page, survey respondents would again grant improvement in an area specific to proficiency – in this case, the speed to proficiency of agents. The time between the moment of hiring and the time when a program can field a fully trained, adequately proficient agent is crucial. With the state of the labor force and the changing CX environment, a traditional approach to recruiting, hiring, and training are no longer enough. Brands should seek out the latest industry innovations in these areas, particularly when it comes to AI-powered tools and solutions.

If you could grant your hiring/onboarding process immediate improvement in one of the following areas, which would it be?



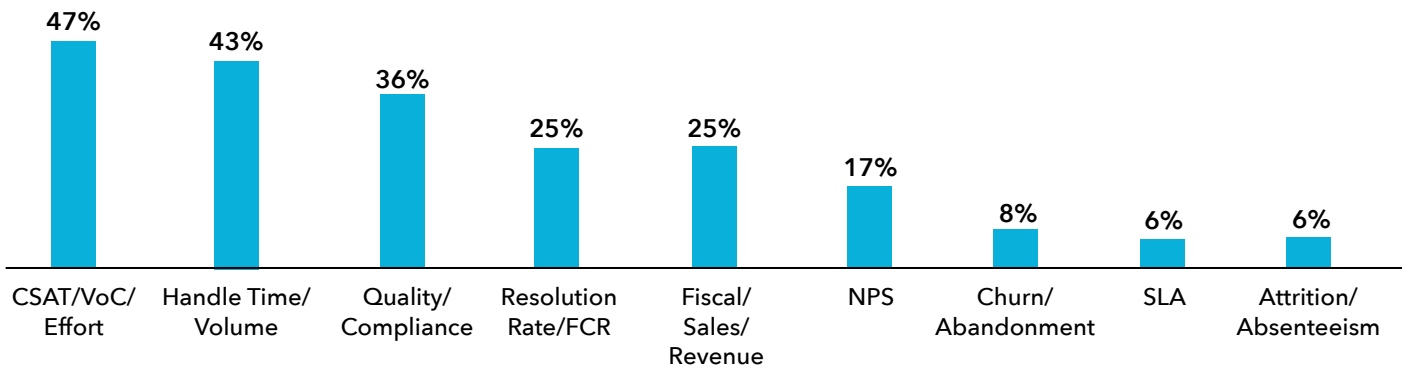


# MOST CLOSELY TRACKED KPIs

## PROGRAM IMPROVEMENTS

Survey respondents most closely track an average of three KPIs, with CSAT (or related) being the most common. Measurements that more closely reflect the customer experience (like CSAT, Effort, and Resolution Rate) have gained greater preference in recent years, though brands might begin to see a shift to fiscal measures as the economic headwinds continue to blow. That said, CX leaders will need to press for a customer-first strategy, even as the organizational purse strings begin to tighten.

What are all the key performance indicators that you most closely track for your agents and/or program(s)?



How have KPIs evolved at your organization in recent years, and what has been the driver of that change?

“I’ve been thinking a lot about the failure of the CX industry to deliver frictionless service experiences or to fix the complicated processes meant to resolve problems. Maybe it’s because I’ve recently run into a couple of service roadblocks with big-name businesses that required way too much effort on my part to resolve. Despite a decade of best-practice-sharing and digital transformation, companies have fallen short of giving customers what they want. It is clear to me that this is a process problem, not a people problem. That means key performance indicators (KPIs) should be those that tell us more about what’s not working in our businesses. Our focus should be on the KPIs that revolve around customer effort and resolution rates, and satisfaction scores that measure the process of getting a resolution rather than the outcome alone. When evaluating our front-line team performance, the metrics we track should only reflect the actions they control which, practically speaking and apart from quality/compliance, is none really. Our teams simply operate in the ecosystems we’ve created, which dictate how easy or hard it is to perform against the targets we set. The other six metrics we see in the above result represent financial measures, none of which directly contribute to creating a frictionless service experience. While there is a real rationale for these metrics, we must decouple them from agent performance.”

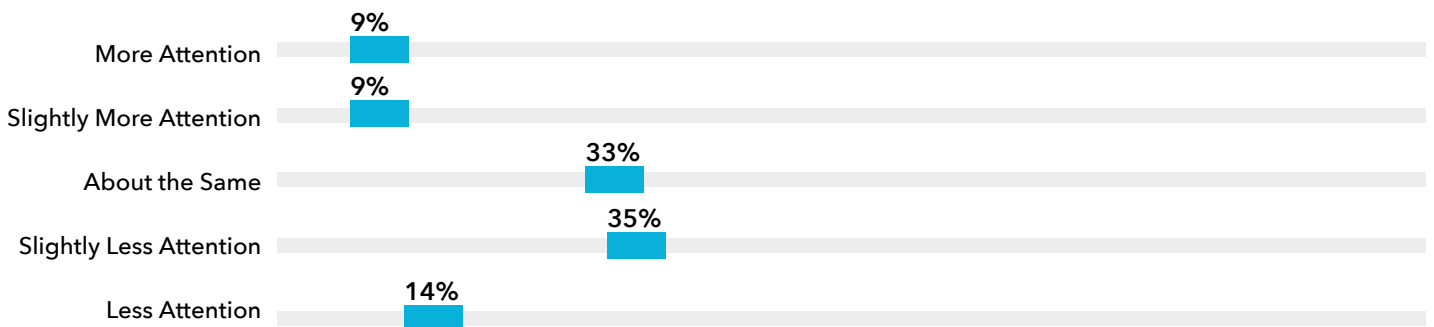


# TRAINING THE TRAINER AND EXECUTIVE DEVELOPMENT

## PROGRAM IMPROVEMENTS

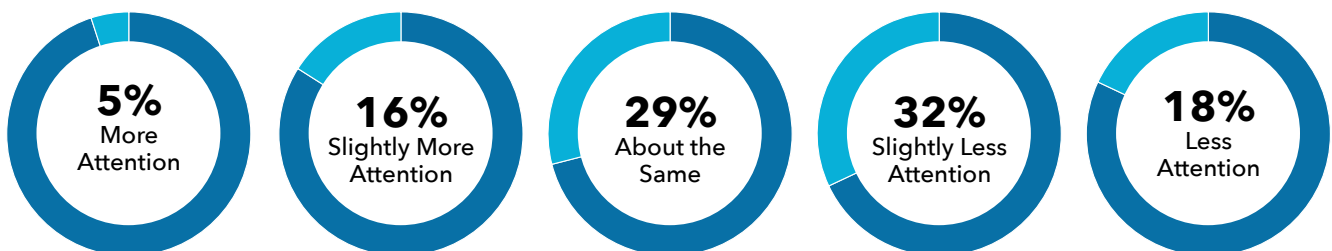
Agent success has many components. Of course, hiring the right people is essential, but training is also a big part of the puzzle. The trainers themselves play a vital role in preparing agents for the front line. For this reason, it's worth taking note that few survey respondents (only a combined 18%) indicated that more attention was being paid to "training the trainer" than to the training of agents. Optimally, attention should be paid to both, and in equal amounts. Organizations should make sure their trainers and training tools are getting the attention they deserve.

Compared to agent training, how much attention is paid to "training the trainer" and management training at your organization?



Like trainers, far less attention is being paid to executive development in comparison to agent training. Executives are at the helm of the strategic ship and set the cultural tone for the entire organization. Among survey respondents, 50% felt executive leadership was getting "Slightly Less Attention" or "Less Attention" compared to agent training. Organizations should give pause on this question, especially given the gains leadership development has been shown to have, particularly in the areas of performance and job satisfaction among employees.

Compared to agent training, how much attention is paid to executive development at your organization?

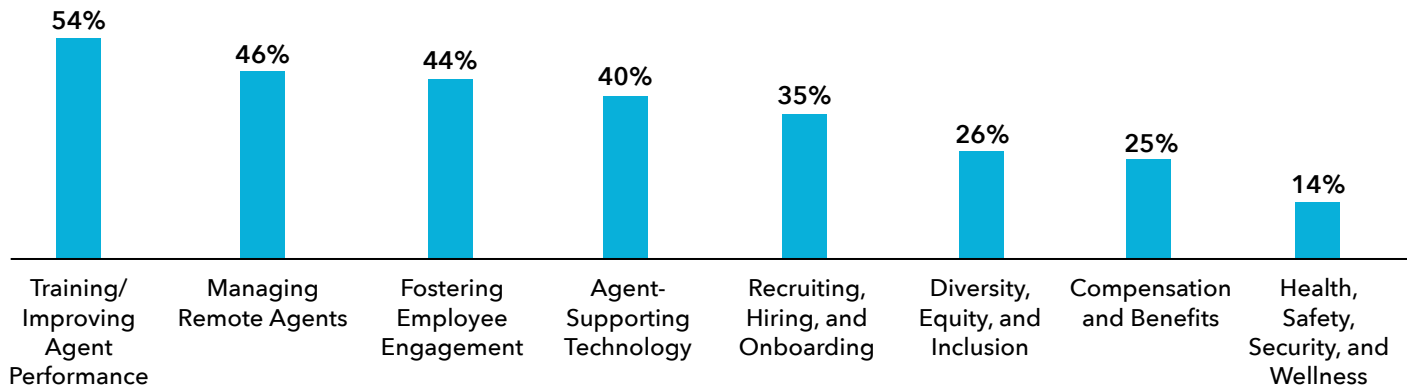


# AGENT TOPICS WORTH EXPLORING

## PROGRAM IMPROVEMENTS

As might be expected, training and performance improvements are top of mind for most CX leaders (54%). But, also of interest is the concentration of responses focused on remote and hybrid workspaces. Three years on from the launch of significant change in the industry, and many organizations are still in search of better ways to manage remote workers and keep them better engaged. Technology plays a big role in ensuring remote productivity, with greater consideration for things like cloud computing and AI-assisted tools for things like recruiting, agent training, agent-assistance, and a whole host of back-office tasks. Moreover, many companies have set about rethinking things like KPIs, privacy and security, and worker well-being, taking aim at goals such as improved experiences (for both customers and employees), increased transparency, and greater efficiencies through successful innovation.

When it comes to the topic of agents, which area(s) warrant more industry discussion?  
(Respondents were asked to select no more than three choices.)





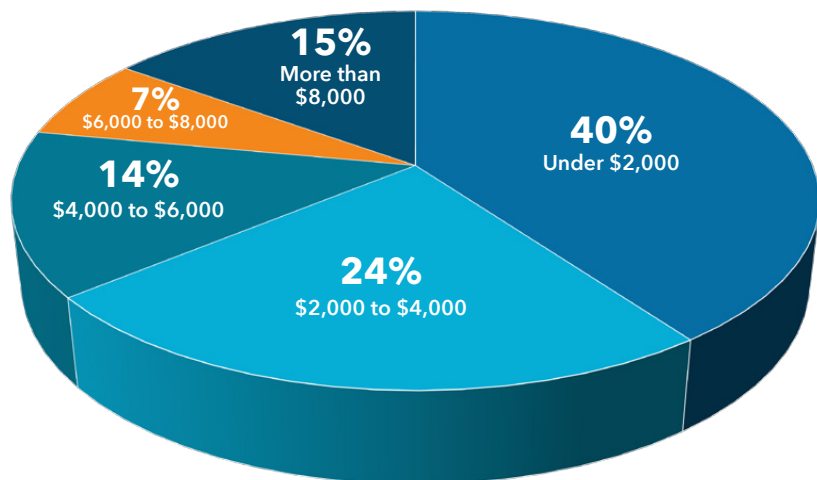
# BUDGETARY INSIGHTS

# TRAINING AND COACHING SPEND

## BUDGETARY INSIGHTS

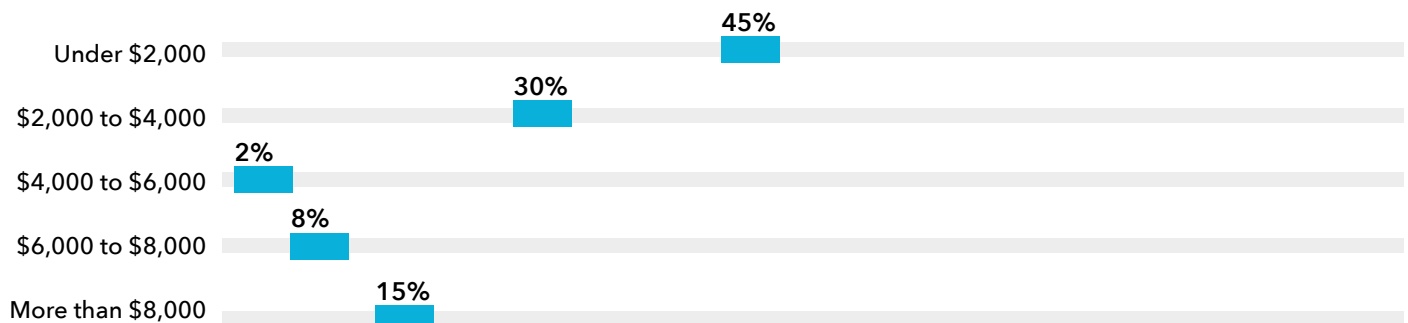
Spend on initial training appeared to be strongly correlated with program size, with 76% of programs with 100 or fewer agents spending "Under \$2,000." Conversely, only 20% of companies with 500 or more agents spent "Under \$2,000," while 70% were spending \$4,000 or more. Understanding this, smaller programs need to think out of the box when adding low-cost/no-cost extensions to increase the stickiness of training – things like reward systems, gamification, and greater peer-to-peer collaboration.

On average, approximately how much does your organization invest in initial training for each agent upon hiring, including both agent and trainer time and any software or other tools/materials?



Again, program size appears to influence budget spend, this time regarding ongoing training and coaching for agents, with 78% of companies spending "Under \$2,000" having fewer than 100 agents. Conversely, only 18% of programs with 500 or more agents were spending "Under \$2,000," while 55% were spending \$4,000 or more. These results again indicate the importance of doing more with less as smaller programs, which often requires lots of creativity and enthusiasm among team leads and middle management.

On average, approximately how much does your organization invest in ongoing training/coaching for each agent over the course of a year, including both agent and trainer/coach time?

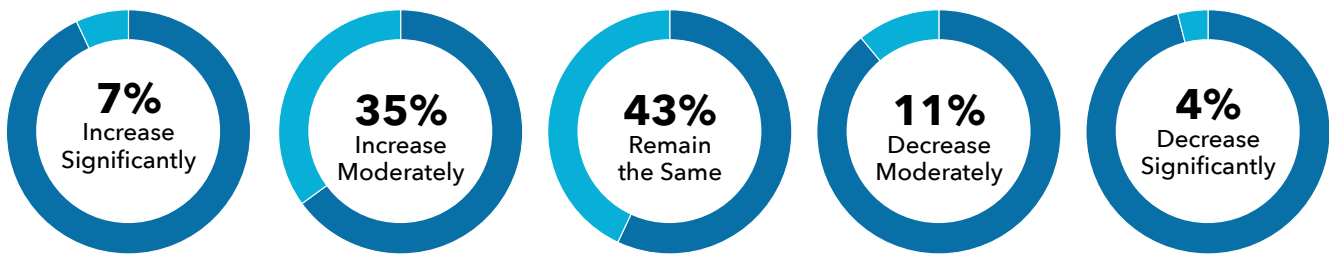


# FUTURE BUDGET AND SOFTWARE SPEND

## BUDGETARY INSIGHTS

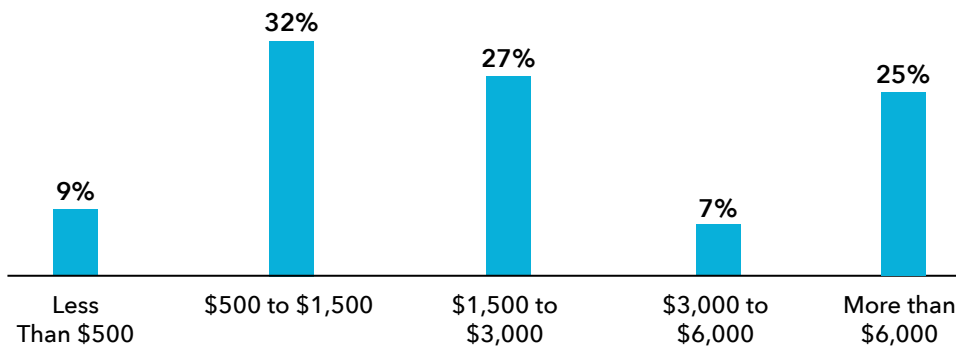
Talk of a U.S. recession began in mid-2022, but has only increased in volume – especially as interest rates around the globe have continued to creep higher. Therefore, opinions on CX program budgets are likely fluid, as many organizations are constantly reassessing economic conditions. That said, there was strong optimism for increasing budgets for agents training/coaching, with 42% of respondents expecting some level of lift and only 15% expecting any sort of decrease.

What do you expect your budget for agent training/coaching to do in the next 12 to 24 months?



Like spend on training and coaching, spend on software support also demonstrated a correlation between program size and spend. In analyzing how different size programs responded to the below question, 52% of programs with 100 or fewer agents spend \$1,500 or more on software support compared to 77% of programs with 500 or more agents. Naturally, there are economies of scale when buying licensing, so these results might be expected. Still, brands need to ensure their agents have all of the tools they need to succeed and are not burdened by inefficiencies within their software setup.

On average, approximately how much do you spend per agent per year on software support, including licenses, subscriptions, and in-house solutions?

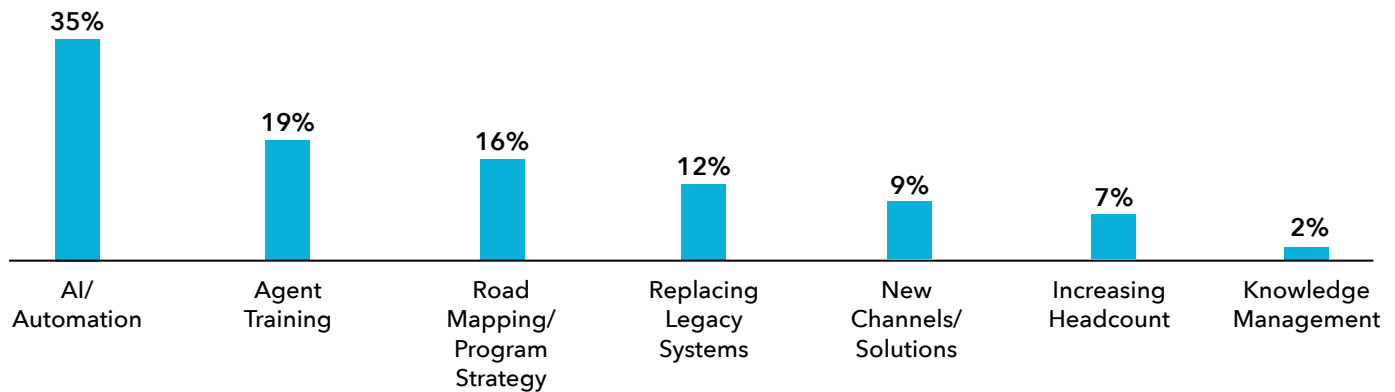


# WHERE TO INVEST TO ACHIEVE THE GREATEST RETURNS

## BUDGETARY INSIGHTS

Although automation has been a part of the CX industry for decades (IVR technology dates to the 1930s), it really hit its stride the last few years with the advent of advance Robotic Process Automation (RPA), Machine Learning, chatbots powered by conversational AI, and more. These technologies will continue to evolve (think conversational commerce), and providers will continue to innovate. Brands that can best keep track of the pulse of these changes will have a definitive advantage. Better yet, the brands that best select and deploy from these innovations stand the greatest chance of delivering better, easier experiences for both customers and employees.

**In which area of your operations do you think additional investment would yield the greatest return in terms of improving the customer experience?**



**As budgets come under greater scrutiny, in which areas are you prioritizing spend to best improve the customer experience?**

“ In today’s digital world, our contact volume remains primarily voice. We see research that says consumers do not want to call service departments and prefer to use digital channels first, yet still want the option to speak to a representative if needed. We have historically offered email support through our Contact Us page, we continue to add more self-service content online, and we recently added Live Chat with Chatbot support. We plan to promote Chat in more places online and we will, eventually, launch Text as a service channel.

In 2022, we received the prestigious J.D. Power Customer Service Excellence Program Certification by providing an Outstanding Customer Service Experience for phone support, driven by our focus on the agent and consumer experiences and demonstrated by consumer survey research. Offering additional digital service channels will help our consumers avoid phone calls and save time from being put on hold.

Digital channels give consumers the ability to contact us on their time and provide us with needed troubleshooting information like the ability to upload photos and provide their contact information should we need to send them repair parts. Digital also gives our agents the ability to focus on ensuring they provide our consumers with the right options for resolution. We will meet our consumers where they already are (digital), while always being only a call away should they require it. ”

J.D. Power 2022 Certified Customer Service Program<sup>SM</sup> recognition is based on successful completion of an evaluation and exceeding a customer satisfaction benchmark through a survey of recent servicing interactions. For more information, visit [www.jdpower.com/ccs](http://www.jdpower.com/ccs).



**Nathan Bobay**  
Senior Manager, Customer Solutions

# CONSIDERATIONS

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## KEY FINDINGS:

- **The four areas of agent improvement where companies are spending the most time, attention, and resources include Improving Soft Skills (26%), Increasing Training/Coaching Resources (24%), Raising Performance/Proficiency (22%), and Improving Processes and Tools (20%) (page 15)**
- **Problem-Solving Ability is viewed as the most critical agent soft skill in creating an exceptional customer care experience, indicated by 35% of survey respondents (page 15)**
- **CSAT/VoC/Effort (47%), Handle Time/Volume (43%), and Quality/Compliance (36%) are the most closely tracked agent-related KPIs among survey respondents (page 17)**
- **Sixty-two percent of agents managed by survey respondents are in a Hybrid work environment, compared to 23% strictly working from home, and 11% strictly working in an office (page 13)**

Although there have been massive strides in AI-powered solutions, particularly in the area of Generative AI, consumers are still not ready to give up the high touch, personable experience of interacting with a skillful live agent. In fact, these human-to-human interactions likely carry more weight than ever before, as they are now largely reduced to only the most complex, sensitive, and meaningful engagements. Agents are no longer a means to an end when it comes to solving a customer's problems, and they are also best-positioned ambassadors for creating brand-defining experiences.

In review of the results of this research, it's clear that organizations are focusing on the right set of skills, tools, and metrics to give agents every opportunity for the biggest impact. This has been a tricky road to navigate, as many of the elements for agent success are radically different than they were even five or ten years ago. The once-touted "Super Agent," a generalist agent that can manage a variety of engagement types across a variety of channels, is fast giving way to sophisticated, AI-powered, self-help solutions. Additionally, most agents are no longer working in the office, giving up much of the immediate support provided by being co-located with peers, team leaders, and management. To compensate for this, organizations are forced to be far more selective in their hiring, while also dedicating more resources to high-impact activities like enhanced training and coaching, closer monitoring of the metrics that matter most to the experience, and more powerful headlights into critical concepts like agent wellness and engagement.

Naturally, this new breed of specialized agent requires greater ramp time to achieve proficiency, and the stakes for fielding proficient, high-performing agents have never been higher. Luckily, the rapidly evolving world of AI-powered everything doesn't just apply to customer-facing solutions. This technology can also be used to train, assist, and even identify for hire the next breed of agent. Companies will their need to do their job to make sure the work environment, recognition, and compensation are attractive enough to retain these ever-appreciating assets known as CX agents.



## ABOUT EXECS IN THE KNOW



Execs In The Know brings together customer experience (CX) leaders from across industries in an effort to advance the conversation and set a new agenda for delivering amazing experiences for consumers. As a global community of the brightest minds in CX, Execs In The Know provides opportunities to learn, share, network, and engage to innovate. Operating under the motto, "Leaders Learning From Leaders," Execs In The Know facilitates many opportunities for community engagement, such as its bi-annual national event, Customer Response Summit, and the private, online community, Know It All "KIA." There are also exclusive, laser-focused engagements like industry briefings and executive roundtables. Execs In The Know also guides and informs the industry with a rich tapestry of CX-related content that includes *CX Insight* magazine, industry research, webinars, blogs, and much more.

To learn more about Execs In The Know, visit [www.execsintheknow.com](http://www.execsintheknow.com)

## ABOUT ZENARATE



Zenarate's AI Coach helps leading brands develop confident, top-performing agents through Simulation Training. Zenarate's AI Coach is used worldwide every day in over a dozen countries, including the U.S., Canada, Mexico, Philippines, India, and Europe, supporting 15 languages. Zenarate Customers include eight of the top 10 U.S. financial institutions, three of the top five BPOs, and leading companies in the healthcare, telecommunications, travel, technology, and services industries.

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