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### Foreword by Zoho

Customer experience (CX) has become a fundamental business necessity rather than just a competitive edge. In today's dynamic market, rising customer expectations make seamless, personalised experiences crucial for sustainable growth.

Zoho conducted an extensive market research program to understand the stage of organisational CX in Qatar, gathering insights from over 80 businesses and industry leaders. Our findings indicate a clear recognition of the importance of CX, but there is a notable gap between intent and execution.

Despite this, we also see encouraging signs. Organisations that prioritise centralised operations, leverage Al-driven personalisation, and integrate ERP and CRM solutions are better positioned to improve customer loyalty and drive long-term success.

More organisations are beginning to recognise that exceptional customer experiences start with a strong foundation of technology powered by innovation, integration, and scalability. Businesses must meet customer needs at every touchpoint—from sales to support—by ensuring relevant information is accessible to all teams.

This report serves as a roadmap for businesses in Qatar looking to improve customer experience and engagement. By adopting best practices and innovative digital tools, organisations can build meaningful client relationships and succeed in an increasingly digital landscape.

We hope this research empowers businesses to take actionable steps toward a unified customer experience strategy that is quick to set up, effortless to adapt, and, most importantly, deeply customer-centric.



Hyther Nizam

President, Zoho Middle East and Africa and VP Product Management



### **Executive summary**

Customer experience is no longer just a business function—it is the defining factor for success in today's competitive market. Recognising the growing need for unified, seamless CX strategies, this report was created to assess the CX maturity of businesses in Qatar, uncover key barriers to implementation, and provide actionable recommendations for transformation. Based on 80+ survey responses and 5 expert interviews, we explored how organisations are approaching CX, the gaps that hinder progress, and the best practices that drive customer loyalty and business growth.

Our findings reveal that while CX is recognised as critical, many organisations struggle with adoption due to budget constraints, lack of expertise, and integration challenges with legacy systems. 38% of businesses are still in the evaluation phase, with only 18% having fully operational CX platforms. Common challenges include unclear ROI impact, resistance to digital transformation, and the absence of real-time CX tools.

This report serves as a strategic guide for businesses looking to unlock the power of unified CX. With data-backed insights, industry best practices, and real-world success stories, it provides a blueprint for organisations to break down silos, enhance collaboration, and implement scalable CX solutions. By leveraging innovative tools like Zoho CRM Plus, businesses in Qatar can elevate their customer experience, foster long-term relationships, and drive sustainable growth in an evolving digital economy.



Santosh Abraham
CEO and Founder
Research NXI

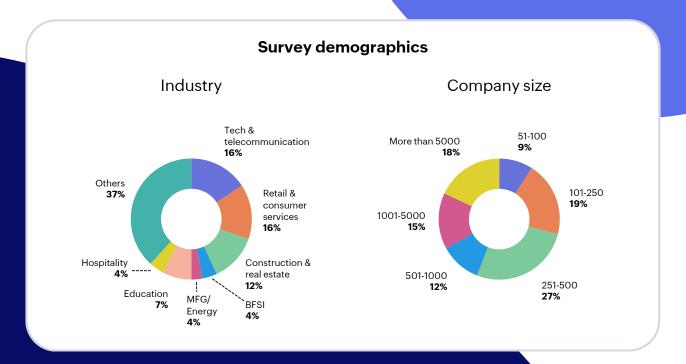
### Approach and methodology

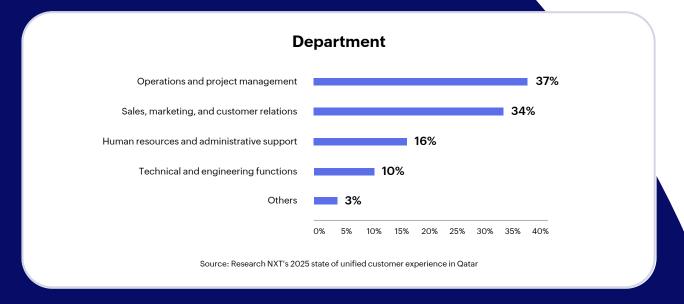
### 80+ survey responses

Professionals provided insights on their customer experience strategy and insights in Qatar.

### 6 in-depth interviews

Professionals shared insights on real world uses of customer experience tools.





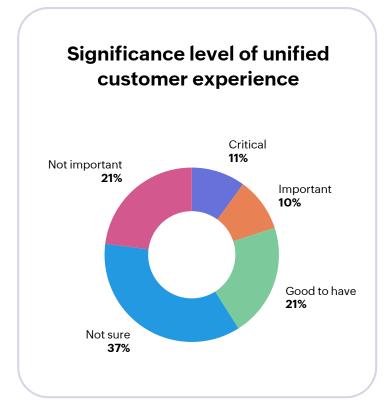
## The state of customer experience in Qatar

- Decoding the value of customer experience in Qatar
- Current implementation stages of unified customer experience platforms in Qatar
- Understanding the barriers to unified customer experience adoption
- Satisfaction levels with current unified customer experience platforms
- Primary objectives across stages of unified customer experience implementation
- Key challenges to unified customer experience implementation
- Best practices for unified customer experience in Qatari businesses

### **Decoding the value of customer**

### experience in Qatar

Customer experience holds the potential to redefine business success in Qatar, but its perceived significance varies greatly among organisations.



### 21%

of organisations recognise customer experience as critical & important, showing limited prioritisation in business strategies.

### 36%

of organisations are unsure about its importance, indicating a lack of clarity among decision-makers.

### 21%

of organisations see it as good to have and not important, suggesting misaligned priorities.



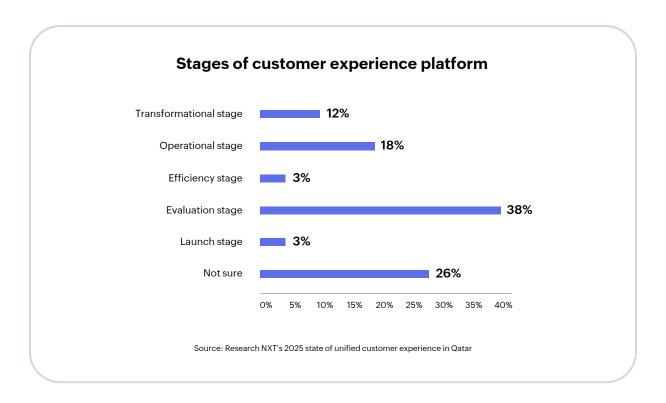
"A unified customer experience (CX) is vital for startups to build trust, loyalty, and a strong brand presence. Consistent touchpoints across channels ensure seamless experiences that set startups apart in competitive markets."

Read more

### Mohamed Rabie

Programs Manager Risin Venture

# **Current implementation stages of unified customer experience platforms in Qatar**



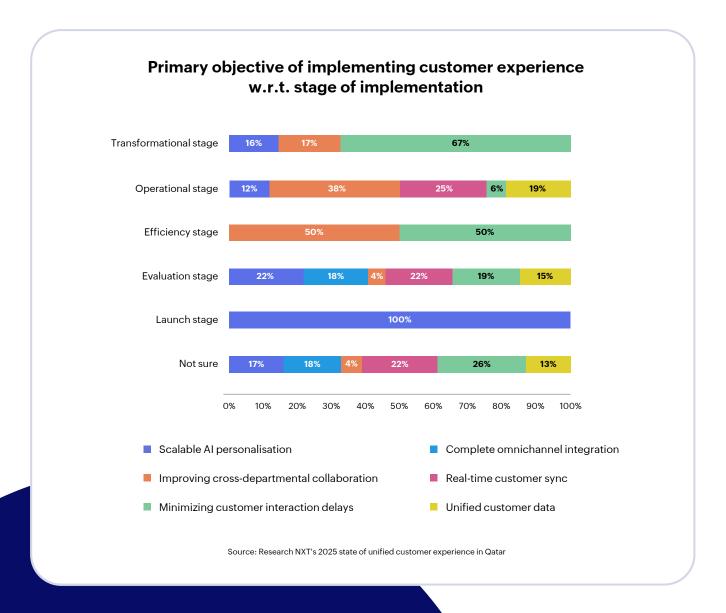
38%

of organisations are in the evaluation stage, actively assessing the relevance of unified CX platforms. **26**%

of organisations are not sure about their implementation stage, highlighting a gap in clarity or awareness. 18%

of organisations have reached the operational stage, where platforms are integrated with business processes.

# Primary objectives across stages of unified customer experience implementation



### 100%

of organisations in the launch stage prioritise Al-driven personalisation at scale and reducing operational latency, showcasing key early implementation goals

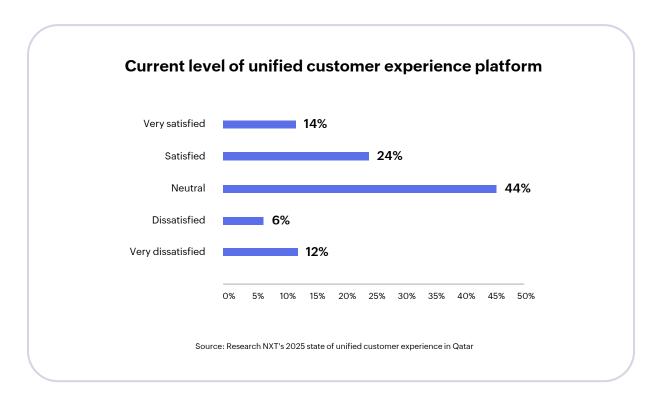
### 50%

of organisations in the efficiency stage focus on cross-departmental collaboration, highlighting the need for internal alignment

### 25%

of organisations in the operational stage aim for real-time synchronisation of customer interactions, emphasising seamless engagement.

# Satisfaction levels with current unified customer experience platforms



44%

of organisations
rated their
satisfaction as
neutral, indicating a
lack of strong
opinions on their
platform's
performance.

38%

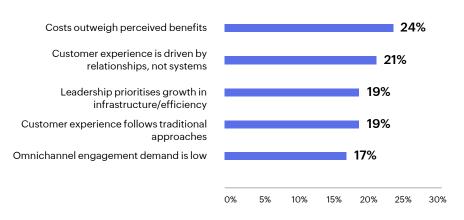
of organisations expressed being either satisfied or very satisfied, showcasing a significant portion of organisations with moderate to high satisfaction levels. 18%

of organisations
reported being
dissatisfied or very
dissatisfied, indicating
challenges for nearly
one-fifth of organisations
in meeting CX
expectations.

### Understanding the barriers to unified

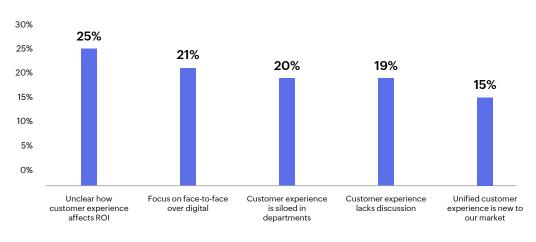
### customer experience adoption

#### Key reasons why unified customer experience is not prioritised



Source: Research NXT's 2025 state of unified customer experience in Qatar

### Key reasons for uncertainty about unified customer experience



Source: Research NXT's 2025 state of unified customer experience in Qatar

25%

of organisations are unsure how CX impacts ROI, highlighting a significant knowledge gap about its value. 21%

of organisations cited a preference for face-to-face interactions or traditional, relationship-driven approaches, showcasing resistance to adopting digital and systembased CX solutions. 24%

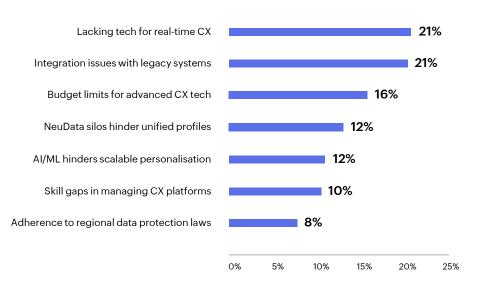
of organisations feels that the costs of implementing unified CX outweighed the perceived benefits, indicating financial constraints as a key barrier.

15%

of organisations mentioned that unified CX is a new concept for their market, reflecting limited awareness and maturity in CX strategies.

### Key challenges to unified customer experience implementation

### Top challenges in implementing unified customer experience



Source: Research NXT's 2025 state of unified customer experience in Qatar

21%

of organisations struggle with a lack of technology for realtime CX, making it the most significant barrier. 21%

of organisations cite integration issues with legacy systems, highlighting the challenges of modernising outdated infrastructure. 16%

of organisations face budget limitations, emphasising the financial constraints in adopting advanced CX technologies.

### Key challenges to unified customer experience implementation



#### **Data silos and inconsistent interactions:**

Inconsistent processes, tools, and fragmented interactions, especially during growth, hinder delivering a seamless CX across channels.



### **Budget and resource constraints:**

Limited budgets and resources pose challenges in accessing advanced CX tools and scaling operations effectively.



### Balancing customer privacy and personalisation:

Privacy concerns, especially in culturally sensitive regions, make collecting personal data difficult while trying to maintain tailored marketing.



#### **Omnichannel integration challenges:**

Ensuring seamless experiences across online and offline channels requires consistent adaptation and technology alignment.



### Skill gaps and lack of CX expertise:

Insufficient knowledge and training prevent teams from implementing and managing CX strategies effectively.



### Resistance to change and centralisation:

Resistance from management and staff when implementing centralised systems or processes creates friction in achieving unified CX goals.



"The primary challenge lies in ensuring consistency across diverse teams and systems. Differences in processes, tools, and regional compliance requirements can create silos, which we actively work to eliminate through technology and standardised protocols."

Read more

#### **Ahmed Badr**

Director of Sales and Business Development MBK Holding

### Best practices for unified customer experience in Qatari businesses



### **Centralising IT and operational systems:**

Centralise IT infrastructure, call centres, and operational data to ensure seamless workflows and enhance customer experience.



#### **Al-driven personalisation:**

Use AI-driven tools for predictive analytics, chatbots, and sentiment analysis to anticipate customer needs and personalise interactions.



#### **Integrated ERP and CRM:**

Implement integrated ERP and CRM solutions to synchronise customer data, manage inventory, and offer personalised marketing campaigns.



#### Localised strategies:

Adapting engagement and marketing strategies to cultural norms strengthens trust and increases customer engagement.



#### **Continuous feedback loops:**

Regularly gathering and analysing feedback refines CX strategies and aligns with evolving customer needs.



#### **Omnichannel integration:**

Integrating online and offline channels provides a unified, consistent experience that enhances brand loyalty.



Our ERP integrates inventory, orders, and customer data, ensuring real-time product availability, accurate pricing, and updated promotions across in-store and online channels."

Read more

#### **Harshil Shah**

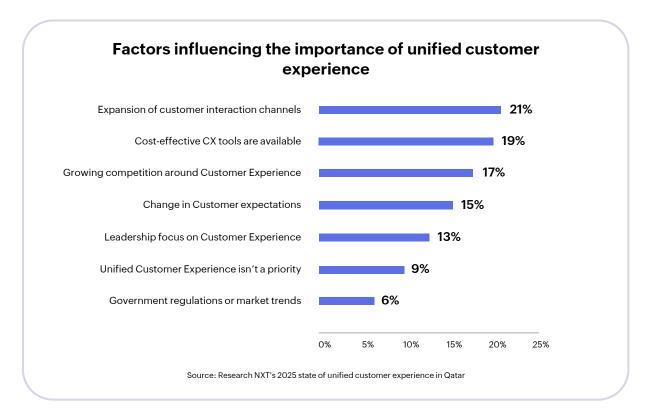
IT Manager LTC International Qatar LLC

# Core components for building a unified CX strategy

- What is a unified customer experience strategy, and why is it important?
- Strategic priorities for customer interaction excellence
- State of unified CX implementation
- Bridging knowledge gaps and empowering unified CX strategies
- Evaluating success through key performance indicators (KPIs)

### What is a unified customer experience strategy, and why is it important?

A unified customer experience (CX) strategy refers to an organisation-wide approach that ensures seamless, consistent, and personalised customer interactions across all channels, touchpoints, and departments. The goal is to create a cohesive experience that fosters customer loyalty, enhances satisfaction, and drives business growth.



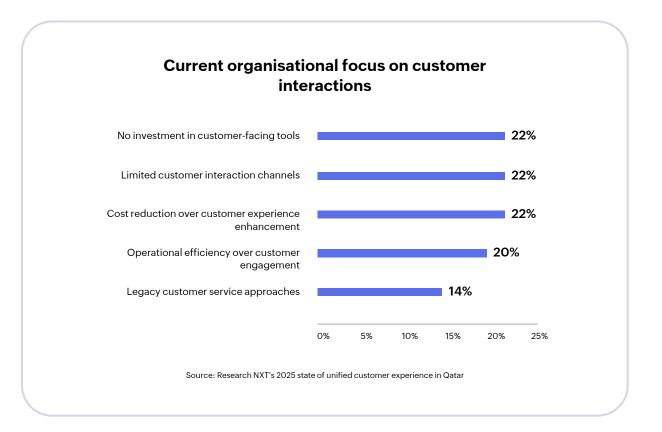
21%

of organisations believe that the expansion of customer interaction channels could make the unified customer experience more important for their organisation. 19%

of organisations indicate that the availability of cost-effective customer experience tools is a significant factor. 17%

of organisations cite growing competition around customer experience as a key driver for prioritising unified customer experience.

### Strategic priorities for customer interaction excellence

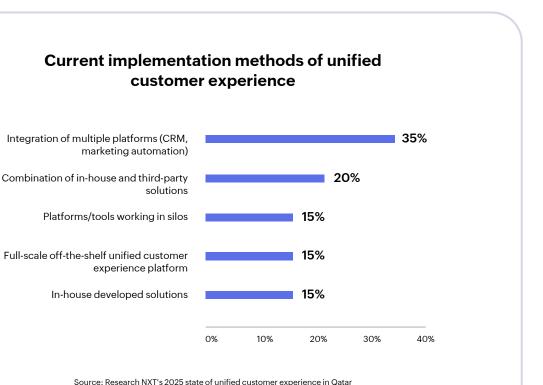


66%

of organisations lack CX investment, prioritise cost reduction, have limited investments in customer-facing tools, or restrict interaction channels.

This highlights a clear gap between operational priorities and the strategic importance of delivering superior customer experiences.

### State of unified customer experience implementation



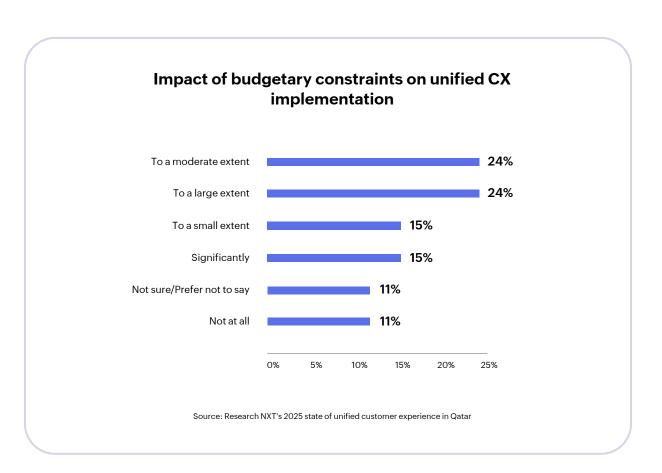
35%

of organisations integrate multiple platforms, such as CRM and marketing automation tools, to enhance their CX capabilities. 20%

of organisations adopt a combination of in-house and third-party solutions, showcasing a hybrid implementation strategy. 15%

of organisations utilise full-scale off-the-shelf CX platforms, indicating reliance on comprehensive packaged solutions.

### State of unified customer experience implementation



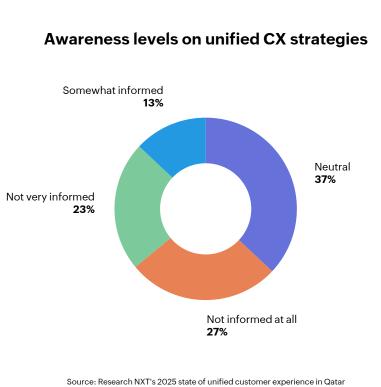
48%

of organisations face significant budget constraints, impacting CX strategies. 11%

of organisations report no impact from budgetary constraints, highlighting the rarity of financial freedom in CX efforts. 15%

of organisations experience small or significant budget impacts, emphasising the need for costeffective CX solutions.

### Awareness levels on unified customer experience strategies



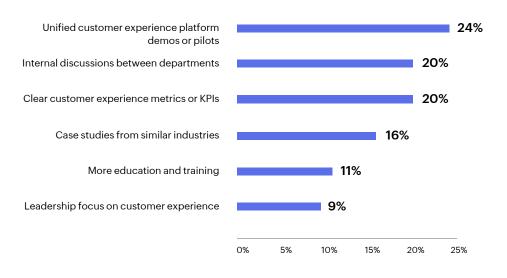
of organisations have limited knowledge about unified CX strategies, indicating a significant need for education and awareness-building initiatives.

of organisations are neutral, a significant portion of organisations lack strong opinions, indicating a need for deeper engagement and clearer communication on unified CX strategies.

### Key enablers for implementing a unified

### customer experience

### Key enablers for prioritising unified customer experience



Source: Research NXT's 2025 state of unified customer experience in Qatar

24%

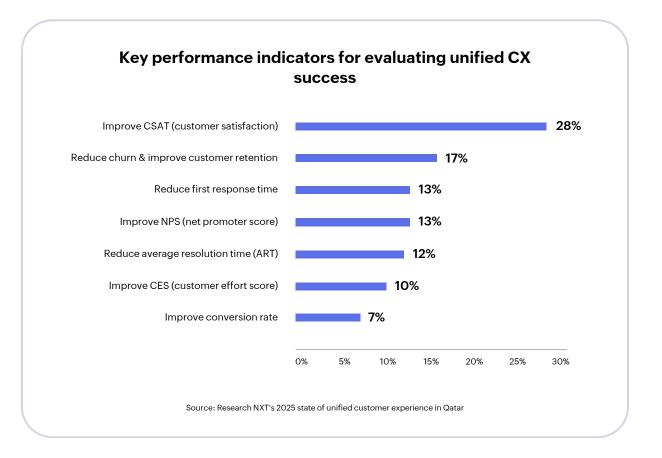
of organisations prioritise demonstrations or pilots of Unified CX platforms, highlighting the demand for hands-on tools to evaluate and adopt CX strategies.

20%

of organisations emphasise internal discussions and clear CX metrics or KPIs as critical for aligning teams and measuring the effectiveness of CX initiatives.

### **Evaluating success through**

### key performance indicators (KPIs)



28%

of organisations prioritise improving customer satisfaction (CSAT), highlighting its role as the most critical metric for measuring CX success.

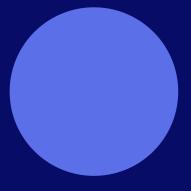
17%

of organisations focus on reducing churn and improving customer retention, emphasising the importance of loyalty and long-term customer relationships. 13%

of organisations value faster response times and NPS improvement, showcasing the need for quick resolutions and enhanced customer advocacy.

# Unified CX in action with real-world examples

- Building trust and loyalty: Unified CX strategies for startup success
- Revolutionising patient experience: Technology-driven strategies for healthcare transformation
- Driving customer-centric growth: Innovative strategies for unified customer experience in financial services
- Transforming retail experiences: IT-driven strategies for seamless customer journeys
- Driving unified customer experiences: Zoho's approach to CX innovation in MEA



### **Building trust and loyalty: Unified CX strategies for startup success**



### Strategy / key practices

- Map and optimise the customer journey to eliminate friction and enhance experiences.
- Leverage scalable CX technologies like CRM systems and AI-driven tools for efficiency.
- Train and align teams to ensure a customer-centric approach across all functions.
- Implement continuous feedback loops to refine and improve CX strategies.
- Establish standardised communication protocols for consistency and transparency.



### **Impact**

- Improved customer loyalty Consistent experiences build trust and foster long-term relationships.
- Operational efficiency AI and CRM tools reduce response times by 60% and optimise workflows.
- Scalability Scalable systems adapt to business growth without compromising CX quality.
- Competitive differentiation A seamless and unified CX strategy sets startups apart in competitive markets.



"Consistency across touchpoints—whether online, inperson, or via customer support—creates seamless experiences that differentiate a startup in competitive markets."

Read more

Mohamed Rabie Programs Manager Risin Venture

### Revolutionising patient experience:

### Technology-driven strategies for healthcare transformation



### Strategy / key practices

- Centralise IT systems to unify data, streamline operations, and enhance security.
- Modernise communication channels with WhatsApp business and real-time call centre dashboards.
- Implement digital tools for patient interaction, including paperless forms and tablet-based registration.
- Integrate AI-driven solutions for insurance pre-evaluation and automated patient support.
- Leverage data analytics for improved decision-making in patient care and operational management.



#### **Impact**

- Improved patient satisfaction 98% call completion rate, seamless appointment booking, and transparent processes enhance trust.
- Operational efficiency Centralised systems reduce redundancies and optimise workflow management.
- Reduced insurance rejections Al-powered pre-evaluation minimises errors and manual interventions.



"Moving forward, my focus is on implementing a comprehensive CRM system and enhancing data integration across platforms to ensure a more streamlined and unified patient experience."

Read more

Asish Chathanath
IT Manager
Marble Medical Hospital

### **Driving customer-centric growth: Innovative strategies for unified CX in financial services**



### Strategy / key practices

- Establish a unified CX framework with seamless interactions and centralised CRM systems.
- Integrate advanced technology, including AI-driven analytics and sales automation tools.
- Leverage data-driven personalisation to deliver tailored financial solutions and proactive engagement.
- Balance compliance and creativity by embedding regulatory adherence into seamless CX workflows.
- Implement continuous feedback loops to refine sales strategies and align with customer expectations.



### **Impact**

- 20% increase in client business Data-driven strategies led to significant client retention and growth.
- Enhanced trust and loyalty Consistent, personalised interactions strengthened client relationships.
- Operational efficiency Sales automation and CRM tools streamlined workflows and reduced manual efforts.
- Regulatory adherence Embedded compliance ensured trust and met regulatory standards without customer experience compromise.



"By centralising data and fostering collaboration, we ensure that clients experience a cohesive journey, regardless of the channel they use."

Read more

#### **Ahmed Badr**

Director of Sales and Business Development MBK Holding

### **Transforming retail experiences:**

### IT-driven strategies for seamless customer journeys



### Strategy / key practices

- Establish a unified CX framework for seamless in-store, online, and marketplace interactions.
- Integrate advanced ERP, CRM, and POS systems to enhance operational efficiency and real-time data synchronisation.
- Leverage data-driven personalisation to optimise marketing campaigns and to improve customer engagement.
- Adopt innovative customer engagement tools, including e-receipts and mobile apps, for convenience and accessibility.
- Implement privacy-centric communication strategies that align with cultural norms and customer preferences.



### **Impact**

- Enhanced customer satisfaction Seamless integration of online and instore experiences.
- Increased sales performance Targeted social media campaigns boosted customer engagement and reach.
- Operational efficiency Real-time inventory and pricing updates streamlined omnichannel operations.
- Sustainability E-receipts reduced paper waste and improved customer convenience.



"Our ERP integrates inventory, orders, and customer data, ensuring real-time product availability, accurate pricing, and updated promotions across in-store and online channels."

Read more

#### **Harshil Shah**

Assistant Manager - IT LTC International Qatar LLC

### **Driving unified customer experiences:**

### Zoho's approach to CX innovation in MEA



### Strategy / key practices

- Implement localised marketing and CX strategies to align with regional preferences and digital maturity.
- Enable an omnichannel experience through Zoho CRM Plus and Al-driven predictive analytics.
- Offer modular and scalable solutions with Zoho One to support business growth and hyper-personalisation.
- Leverage automation and AI to enhance efficiency, reduce manual tasks, and optimise customer interactions.
- Provide customer-centric support and training to maximise tool adoption and CX strategy optimisation.



### **Impact**

- Enhanced customer retention Consistent, seamless experiences across all touchpoints.
- Improved operational efficiency Automation and AI reduce manual efforts and improve decision-making.
- Increased adoption rates Modular solutions enable businesses to scale their technology stack incrementally.
- Cultural relevance Localised strategies ensure messaging resonates with diverse audiences.



"With the increasing focus on hyper-personalisation, predictive analysis, and Al-driven efficiencies, automation is set to play a pivotal role, particularly in regions like the Middle East and Africa."

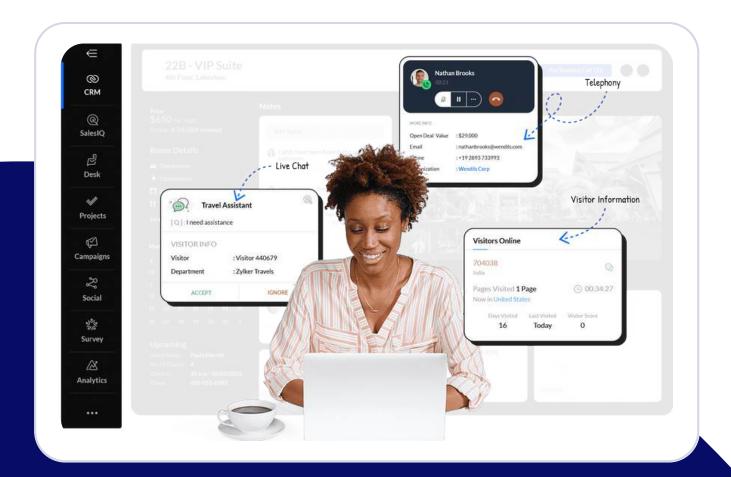
Read more

Vaishnavi Soundarrajan Regional Manager of Marketing Zoho Middle East and Africa

### Role of Zoho CRM Plus for delivering

### unified and seamless CX

Providing a seamless customer experience demands more than what a traditional CRM system can provide. For instance, Zoho CRM integrates sales, marketing, support, and analytics into a single, unified platform, ensuring that every customer touchpoint, be it email, social media, live chat, or phone call, is captured and managed in one place.



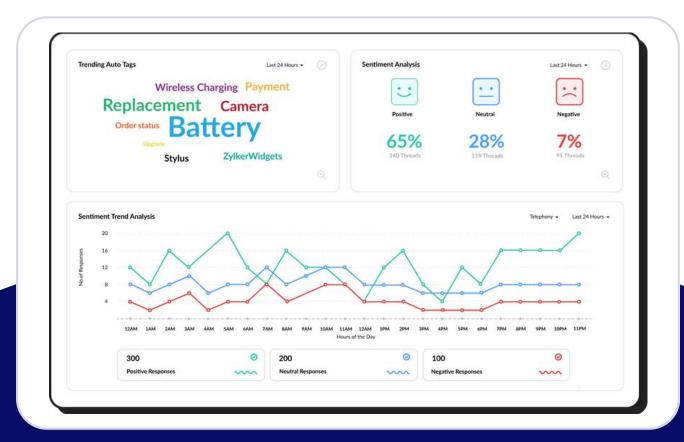
With such an omnichannel view of customer interactions, businesses can respond faster, personalise engagement, enhance cross-team collaboration, and build lasting customer relationships while eliminating silos.

### Role of Zoho CRM Plus for delivering

### unified and seamless CX



A seamless customer experience also depends on the CRM's ability to use realtime insights for proactive engagements. With Zoho CRM Plus, businesses can automate workflows, track customer sentiment, and leverage Aldriven analytics to anticipate customer requirements.



They also have the option to integrate complementary solutions such as Zoho Desk, SalesIQ, Marketing Automation, and more to create a powerful 360-degree customer experience engine tailored to their needs. This ensures customers receive consistent, context-aware support across channels, preventing miscommunication and delays. More importantly, it enables meaningful customer engagement at every touchpoint, fostering long-term loyalty by providing consistently superior experiences throughout their journey.

### **Credits & disclaimer**

### List of survey and interview participants

- AdEPT Technology Group plc
- Air Arabia
- Al Dar For Exchange Works
- Al Mana
- Al-Futtaim
- · Baker Hughes
- Beside Group
- bKash Limited
- Builders Advanced Engineering &
  - Construction
- Capstone Property
- ConocoPhillips
- Consolidated Contractors Company
- Construction Development Company LLC (CDC)
- Danube Group
- Danway Qatar
- Doha Marketing Services Company, an Al-Futtaim Group company
- dormakaba MEA
- DSERV
- Egis
- EMCO QATAR
- Emerson Electric Co.
- Ericsson
- Forcepoint
- FTC Qatar
- Future Pipe Industries
- GAC Group
- Galfar Al Misnad Engineering and Contracting W.L.L.
- GWC | Official
- Hamad International Airport
- HBK Contracting Company W.L.L
- Hilton

- Hitachi Energy
- Honeywell
- HyperThink Systems
- IFS International Facilities Services
- iHorizons
- · Jaidah Group
- Kelvion
- Kentz now a part of Kent
- Kitopi
- · Lals Group
- Marble Medical Hospital
- MBK Holding
- Mercury
- Modutec
- Mouawad
- Qatar Design Consortium
- Qatar Foundation
- Qatar Shell GTL
- Qatar University
- QPM Qatar Project Management
- Rapiscan Systems
- Risin Ventures
- RNS Technology Services
- SASCO Group
- · Seeking Alpha
- Shell
- Snoonu
- Sudatel Telecom Group, Ltd.
- TCT (formerly Telephony)
- Techno Q
- the ENTERTAINER
- Vodafone Business
- Weill Cornell Medicine Qatar
- Zoho

### **Credits & disclaimer**

### Research NXT

### **About us**

We are a boutique market research firm that provides custom research solutions for strategic business growth initiatives. Our services include - Bespoke GTM, Strategy Research, Market Insights, Account Intelligence, Competitor Intelligence and End-to-end Research-Based Marketing Campaigns. Over the last seven years, we have successfully assisted 50+ Tech Services and Product organisations in gaining and maintaining a leader's position in their respective domains.

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