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Customer Service Excellence 2023

European survey conclusions

Deloitte.
Digital



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01

Introduction



Utilize Deloitte's new insights on Customer Service to improve your business!

Welcome to the 2nd edition of Deloitte's international Customer Service Excellence report! Our survey intends to track **insights** into factors that impact **Service Excellence**. We define Service Excellence as *managing the right mix of organizational measures, processes & tools that results in exceptional performance in Customer Service organizations*, which means exceeding customer expectations and keeping the operations effective while enabling the employees to stay engaged.

The past couple of years have been pivotal for Customer Services, as the pandemic has significantly affected operational dynamics of Customer Service:



The shift to remote work offered initial advantages in the form of flexibility and cost efficiency. However, now it becomes a challenge as overall productivity and employee engagement decline.



The rise of digital platforms, whether driven by external circumstances or not, prompted an accelerated digital transformation that increased reliance on digital channels and self-service.

In addition, customer expectations increase continuously and pose particular challenges for Customer Service, necessitating deployment of the right mix of modern and traditional channels to allow all customer groups convenient access, at the same time maintaining the efficiency of operations.

The conclusions presented in this report indicate that investment focus changes every year, most likely as a result of business optimization driven by changing demands. Further, all kinds of pressure resulting from the recent economic downturn and the AI deployment for Customer Service purposes will force leaders to choose between low-cost service and investing in new AI-driven technologies to maintain their competitive advantage, unless they can find the golden mean and reach both objectives.

Therefore, this year, the Customer Experience (CX) and Employee Experience (EX) are supplemented with the Operational Excellence (OX) indicator to allow full assessment of Customer Service organizations. The results are very interesting!

Enjoy reading our conclusions from Deloitte's Customer Service Excellence report 2023!

***The AI revolution is inevitable.**
The right approach to investments and a solid technical foundation are required to make it successful.*



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Executive summary



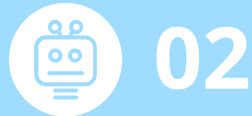
Elevating Human Experience is key to succeed with Customer and Employee Experience, as well as with Operational Excellence



01

PREPARE FOR MORE AI AND AUTOMATION

to reduce routine tasks, which requires **strategic alignment** to bring actual value



02

SELF-SERVICE IS ON THE RISE

but still **not in line** with customer needs. It is time to rethink and redo!



03

PERSONALIZED SERVICE

at every stage of the journey is what affects customer and employee experience, and efficiency, but **needs to be prioritized**



04

ELEVATE THE BASICS –

elevate the usage and experience of traditional channels to the next level **while moving to digital channels**

Executive summary

Elevating Human Experience

In the current report, each survey question is linked to the performance indicators: Customer Experience, Employee Experience and Operational Excellence, which indicates the importance of **balancing business outcomes**. In essence, managing the Customer Service business with

a clear focus on the elevation of Human Experience, including both **Customer and Employee Experience**, shows positive effects on **Operational Excellence**. However, certain prerequisites, such as matching tools and skills to business and customer needs, and the use of customer insights, are crucial.

Focusing on time and efficiency of the Customer Service organization instead will adversely affect both Customer and Employee Experience, despite high efficiency. **Therefore, making a conscious tactical decision on what outcomes are most important in the business is an imperative.**

Insight 1

Time to start utilizing the full value of AI and Automation

Despite low adoption across industries, using AI and automation to streamline service operations and improve cost-efficiency is on the top of investment agendas going forward.

AI is believed to **positively impact performance**, which can enable an increase in the rate of processes automation and as a result reduce costs.

To capture the full business value of AI and automation, businesses need to **align with strategy and customer needs** and prepare properly to ensure its successful implementation.

Insight 2

The adoption of self-service channels increases, but lags behind customer needs

Self-service options are offered by vast majority (85%) of survey participants, which denotes a significant increase year-on-year. The current investment plans indicate that self-service will remain in focus in the coming year. Still, there is much left to be done.

According to available data, the available self-service solutions **do not match** customer needs.

Therefore, businesses need to **reconsider** the usage of self-service tools and functionalities before investing in new ones to satisfy actual needs of their customers.

It is time to rethink and redo!

Insight 3

Leverage personalization to drive value

The analysis shows that what business leaders consider important for customers in the course of interaction with Customer Services is somehow disconnected from the actual manner of delivering services.

Contrary to leaders' understanding, personalized service has the **highest impact on CX, EX and OX** within Customer Service.

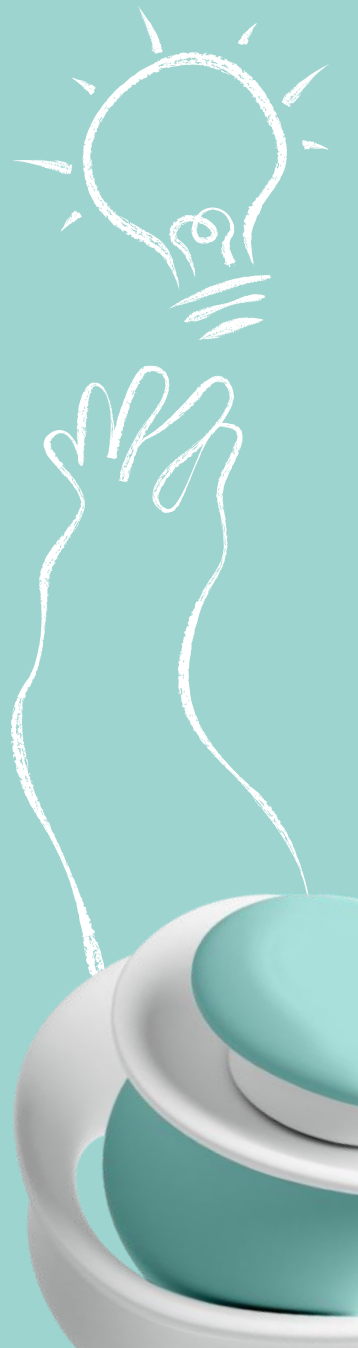
This implies an **untapped potential** to use personalized service as a strategic factor of truly customer centric approach, allowing its **transition from a cost center to a value driver**.

Insight 4

Elevate your traditional contact channels - the basics - while preparing for digitalization

Although it is quite clear customers need access to suitable digital channels, **traditional channels remain the most frequently used**.

The number of enquiries made on the phone and via e-mail is nearly twice higher than of those placed using chat tools and contact forms, which indicates that service businesses are still **transitioning** from a traditional to a fully digital channel strategy



02

Methodology
& demographics



Research methodology

The following report is based on the findings of the Customer Service Excellence 2023 survey

To gain a deeper understanding of how operations in Customer Service are influencing experience and operational efficiency, we benchmarked the survey results against *Customer Experience (CX)*, *Employee Experience (EX)* and *Operational Excellence (OX)* ratings.

The ratings were founded on respondents' evaluation of overall CX, EX and OX performance of their Customer Service, which we used to analyze the collected answers from the perspective of customers, employees and business management.

The survey was conducted using **Computer Assisted Web Interview** in Q2 2023.



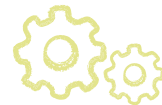
Definitions:



Customer Experience means customers' perceptions and feelings related to the overall interaction with employees, systems, channels or products of a business. In this report, we use respondents' assessment of Customer Satisfaction.



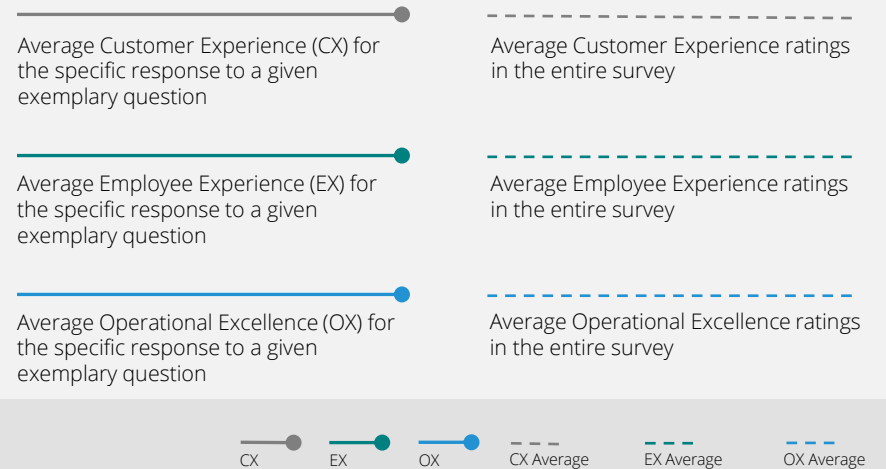
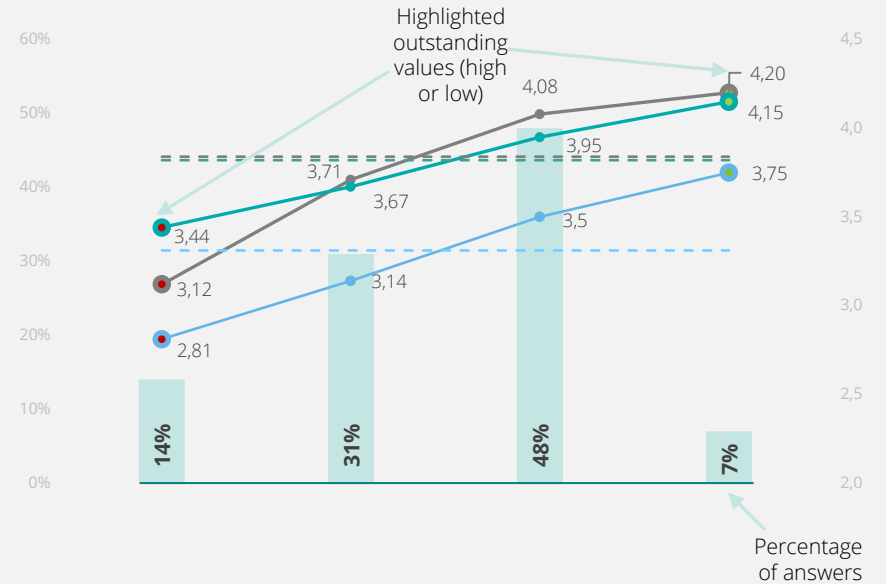
Employee Experience is an indicator that describes how employees internalize and interpret their interactions with the employer and their context. In this report, we use respondents' assessment of Employee Satisfaction.



Operational Excellence means continuous improvement of all business aspects and processes to enhance efficiency and adaptability to change and other outcomes. In this report, we use respondents' assessment of Operational Efficiency.

How to read the charts?

Example question: *Do we have the right tools?*



Research scope and demography

The purpose of our research is to:

- 01

Gain insights into the overall international status of Customer Service
- 02

Measure the impact of Customer Service activities on Customer and Employee Experience as well as on Operational Excellence
- 03

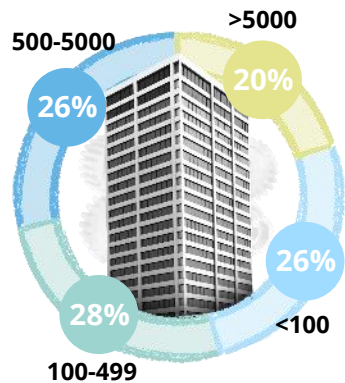
Explore future trends and directions of development within Customer Service
- 04

Investigate industry differences

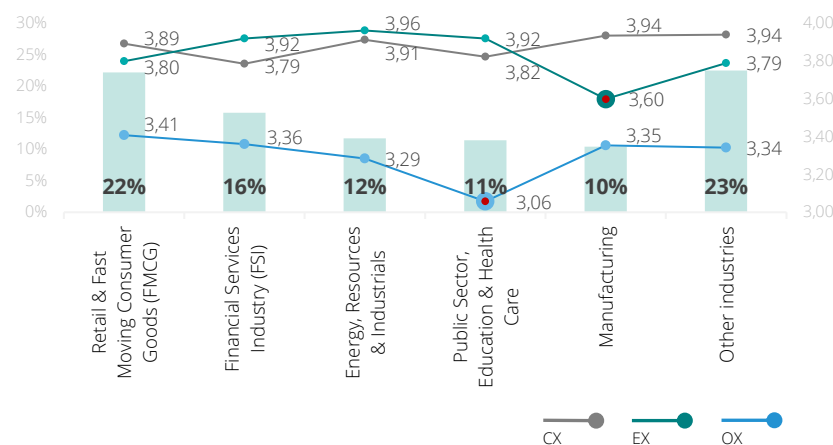
The research specifies the following thematic areas:

- Basic information about Customer Service organization
- Customer Service Performance
- Customer Enquiries and Tools
- Channels, Technology and AI
- Current state and future direction
- Industry and Company Information

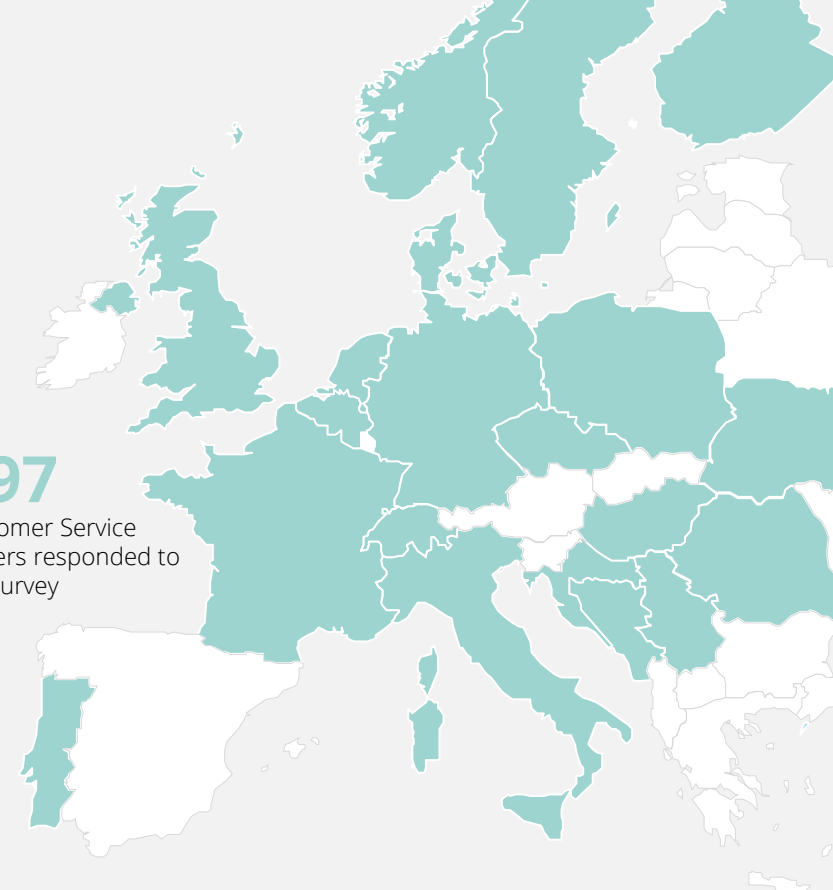
Company size:



Top industries represented in the survey:



297
Customer Service leaders responded to the survey





Average CX, EX and OX ratings:


	Average Customer Experience (CX) rating	Average Employee Experience (EX) rating	Average Operational Excellence (OX) rating
2023	3,84	3,82	3,31
2022	3,77	3,52	N/A

Ratings depend on the setup of Customer Service teams


The analysis of Customer Experience (CX), Employee Experience (EX) and Operational excellence (OX) shows significant performance differences regarding the considered indicators:


 Businesses that primarily cater to other businesses (**B2B**) show higher CX and EX scores, most likely due to a more **focused and personalized nature** of these interactions..


 Businesses primarily targeting consumers (**B2C**) show better operational excellence, which suggests **efficient processes of managing larger volumes of transactions**.

 Businesses carrying out both **B2B and B2C** operations produced mixed score, which may reflect the need of **balancing varying customer expectations** with operational requirements in both B2B and B2C segments

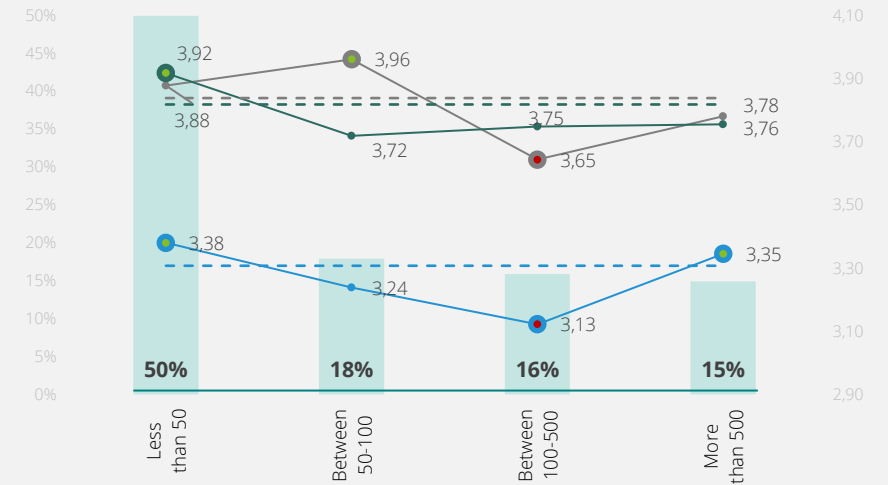
Clear tendencies related to the existing Customer Service team size can be observed:

 Surprisingly, **smaller Customer Service teams** generate **higher CX and EX**, possibly owing to direct communication and a strong sense of community and ownership within the teams.

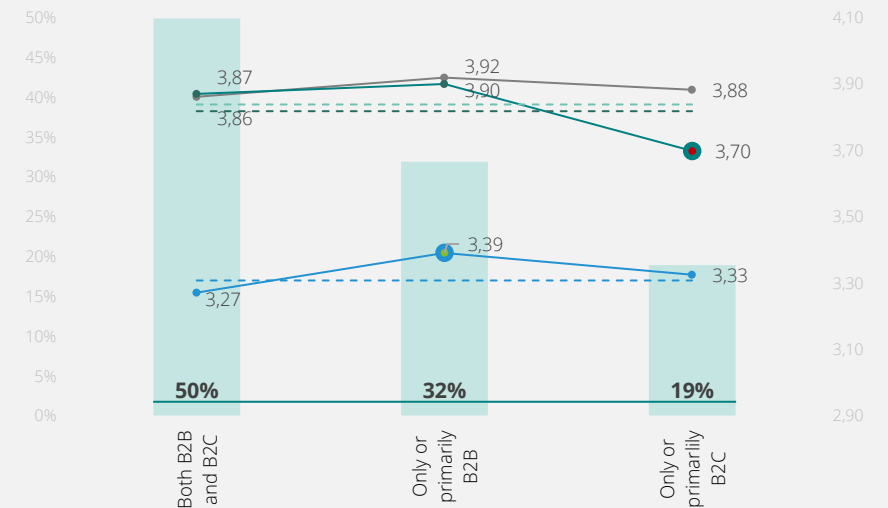
 On the contrary, **mid-sized teams** show slightly **lower satisfaction and excellence scores**, which indicates that maintaining the right balance of close collaboration and well-defined roles poses a considerable challenge.

 In **larger teams**, specialized roles and opportunities for career growth might contribute to higher satisfaction. Such factors as management practices, technology utilization, and process optimization could contribute to higher Operational Excellence scores in larger organizations (which invest more in such solutions as AI).

Size of Customer Service



Target Customer



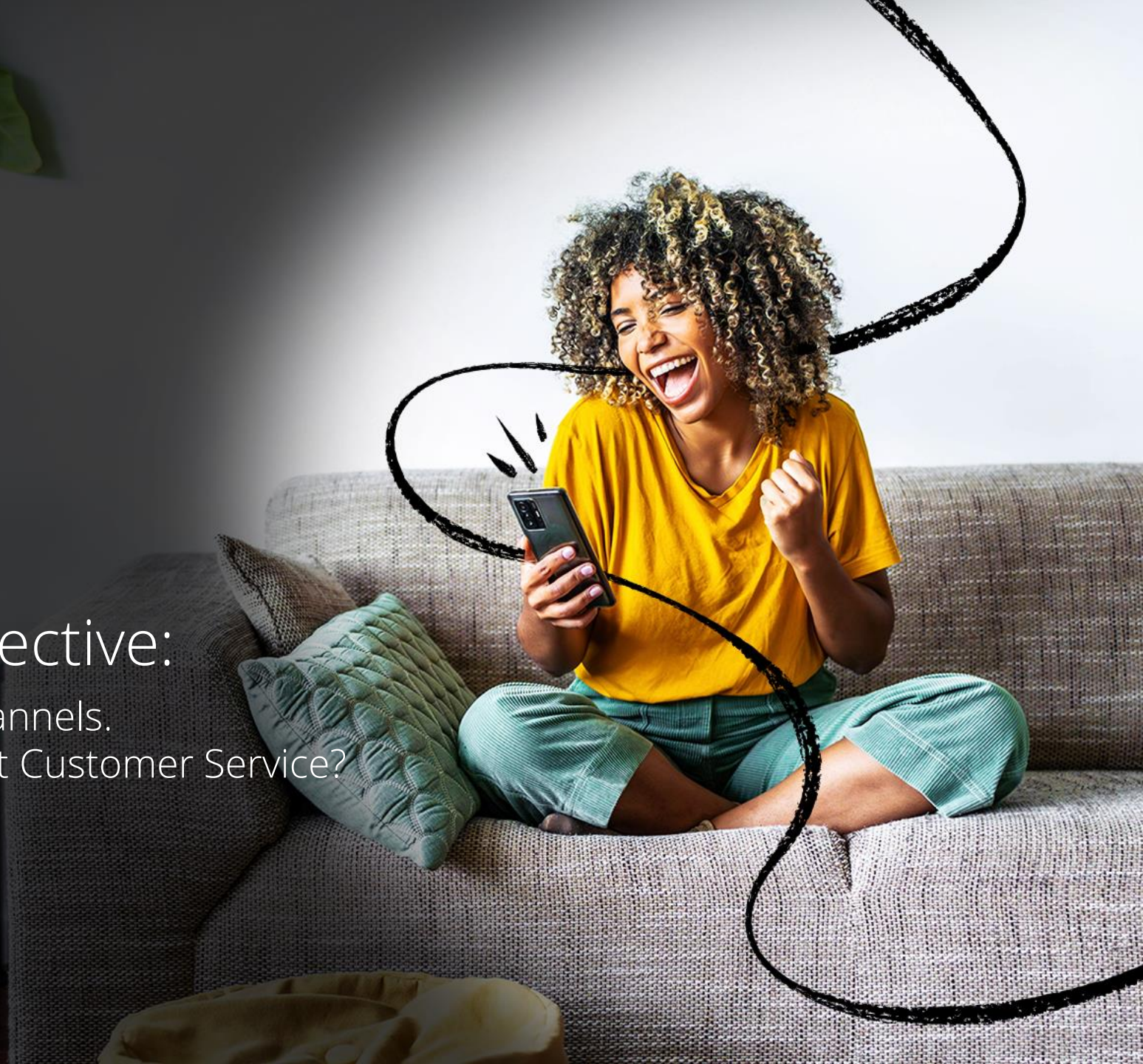
● CX
 ● EX
 ● OX
 --- CX Average
 --- EX Average
 --- OX Average

03

Customer perspective:

Deep dive into contact channels.

Why do customers contact Customer Service?



Personalized service has the greatest impact on Customer and Employee Experience, and on Operational Excellence

Personalized service has the greatest impact on performance, but is not the main priority

Unlike last year (when ranked first by 30% respondents), personalized service ranks only as the third factor most important for customers. Two most frequently selected options include first contact resolution and resolution time, whose scoring of across the three rated criteria was considerably lower than that of personalization. **Contrary to leaders' perception, personalized service has the highest impact on CX (4.05), EX (3.89) and OX (3.53).** This indicates a **discrepancy between the business offer and customer expectations.** Businesses should focus on delivering Operational Excellence through personalization!

Leveraging personalization to drive value

Customers expect highly individualized treatment. Hence, meeting them in the right time, context and using the right tools is crucial. Companies must **tactically and strategically plan for customer touchpoints and interactions at every stage of the journey** to meet their expectations. It is about providing the correct information and support in a timely and intuitive manner.

Personalization rewards companies with stronger loyalty, greater engagement and increased revenue¹. Moreover, it is no longer the simple question of understanding the customer history data and previous interactions.

The approaching AI revolution will enable and require **robust usage of customer data and insights to offer personalized recommendations** for a business to understand the customers and increase value.

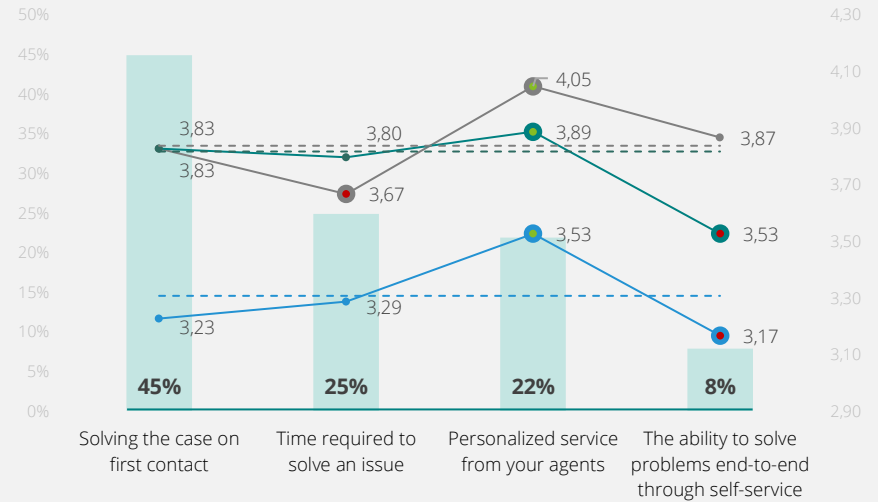
Although many businesses begin to break traditional barriers and increase focus on experience, apparently **customer centricity is not the core of the service business.** Customer centric initiatives need to include all aspects of the operating model used to allow positive impact on experience and operational excellence. Only then a business can succeed in shifting from perceiving service as a cost center to treating it as a value driver.

Self-service and automation provide considerable opportunities to reduce incoming routine errands

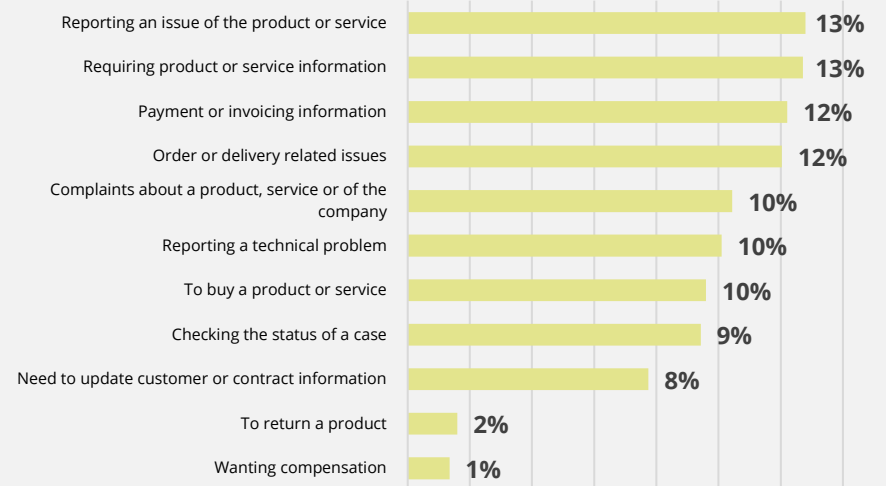
According to the survey, customers usually engage with Customer Service to report an issue or to find product or service-related information. This shows the importance of providing customers with easily accessible tools (e.g., self-service) to raise and resolve enquiries and with readily available, precise information. Similarly to last year's results, this year's data indicate that **repetitive, routine tasks** could be handled using **automation and/or self-service tools** producing **equal or improved outcome.** GenAI will now enable companies to provide to their customers **much better experience in searching** the troubleshooting or product knowledge base.

¹Deloitte Digital (2022). *Embrace meaningful personalization to maximize growth. New research on the value of personalized CX.*

What do customers care about?



Reasons to contact Customer Service



A flexible contact channel strategy is required to capture the benefits of both traditional and digital channels

Traditional channels continue to prevail over digital ones

Despite the increased focus and the need to face customers with smart, digital channels, **traditional channels, such as email and phone calls, remain the most frequently used contact options.** Compared to last year, no radical shift to digital technologies can be noticed. Examples:

- Last year 98% respondents claimed to support chat technologies or plan to invest in them; however, their usage rates remain flat
- The usage rate of customer portals declined

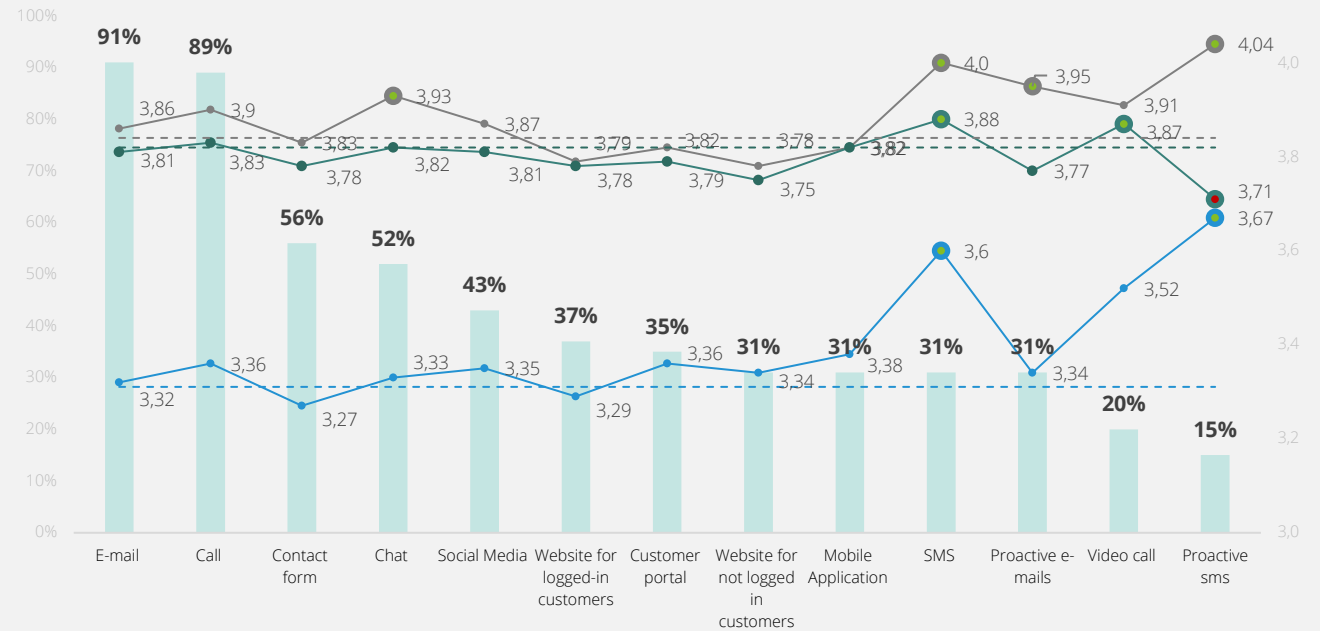
The dominance of traditional channels has several reasons: some customers (or large customer groups) **prefer well-known legacy contact channels;** and certain businesses do not offer good digital options to replace traditional ones, thus **failing to support the corresponding shift of their customer base.**

Additional potential related to the use of standard and proactive SMS

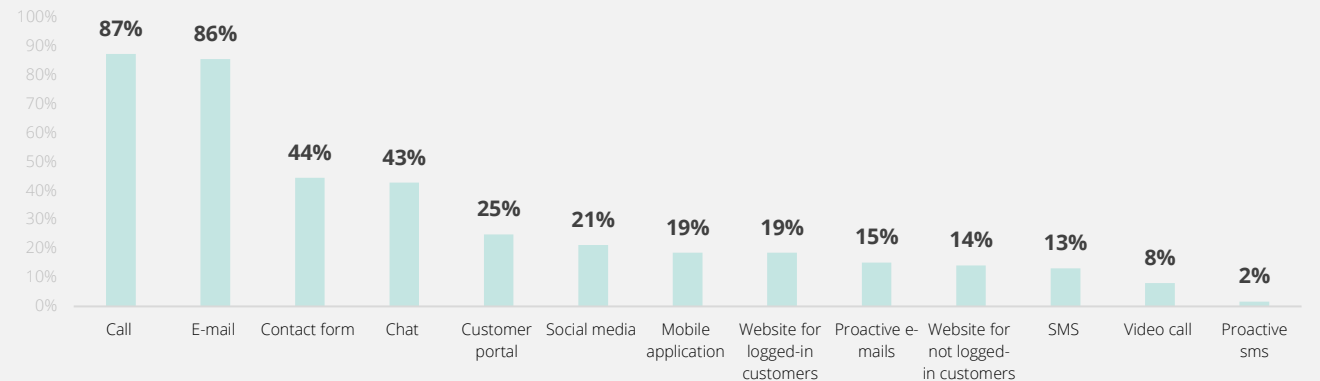
There is **an increase in the adoption of SMS and mobile apps** compared to last year, which conforms with the growing popularity of mobile devices to manage both personal and business needs. Moreover, SMS communication **stands out** in terms of **high quality of both Customer and Employee Experience**, which suggests that efficient delivery of concise, effective communications is a good idea to be promoted in Customer Service.



Contact channels supported by the Customer Service team



Top four channels ranked by volume of enquiries



Businesses offer more self-service solutions, which, however, do not meet customer expectations

Self-service use rate continues to grow

In this year's survey, **85% of respondents** claim to provide customers with at least one self-service solution, which denotes a 25pp increase vs last year. This may suggest an improved understanding of possibilities self-service offers.

For example, the rate of self-service use in problem solving is considerably higher than last year (according to 36% of respondents the demand increased). **Websites** are the most popular self-service solutions, followed by customer portals, mobile apps and chats.



+25pp increase in the organizations offering self-service solutions

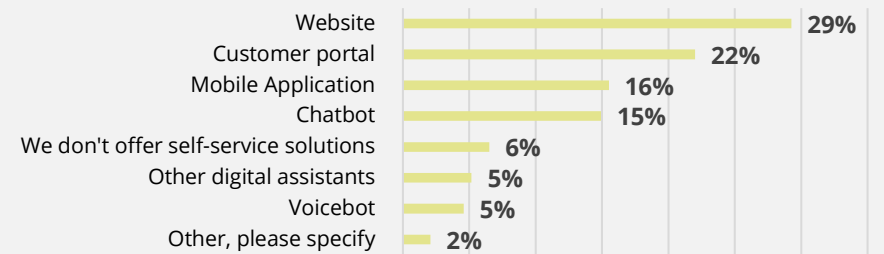
The quality of the offered self-service solutions is more important than having multiple self-service capabilities

Self-service functionalities enable customers to handle enquiries related to an offer, product or service (56%). However, those allowing customers to solve their problems without any manual interaction of agents receive the lowest interest (24%). Interestingly, the use of such self-service tools is correlated with **the highest CX (4.03) and OX (3.61) ratings**.

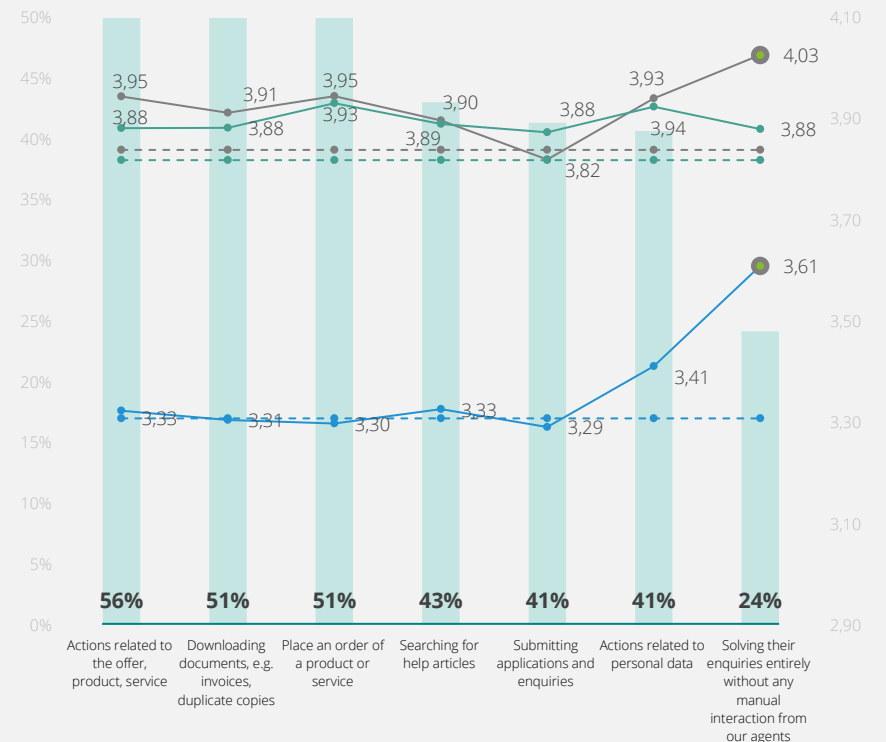
A question arises **whether businesses offer the right self-service functionalities** and what is the potential to reduce manual support scope through automation. Although the share of those offering self-service solutions is relatively high, **the offer may not match actual customer needs**, especially that 34% of service leaders consider self-service capabilities they offer poorly or very poorly matched to customer expectations.

The results disallow determining assumptions that underly the implementation of self-service solutions or verifying whether quality of the options offered was treated as a priority. **It is time to reconsider your self-service strategy!**

Which self-service solutions/options do you offer customers?



What can customers do with offered self-service solutions?



04

Employee perspective:

How to help Customer Service agents to succeed?



Provide the right tools and access to information to ensure high overall performance



Levels of CX, EX and OX levels are correlated with the accuracy and customization scale of tools used and the intuitive nature of interfaces used to look for the right data

Most respondents believe their tools are acceptable or good. However, only 7% consider the tools they use excellent and well-customized to their needs. Thus, improving the quality of tools used by agents means increased opportunities to score high in CX, EX and OX.



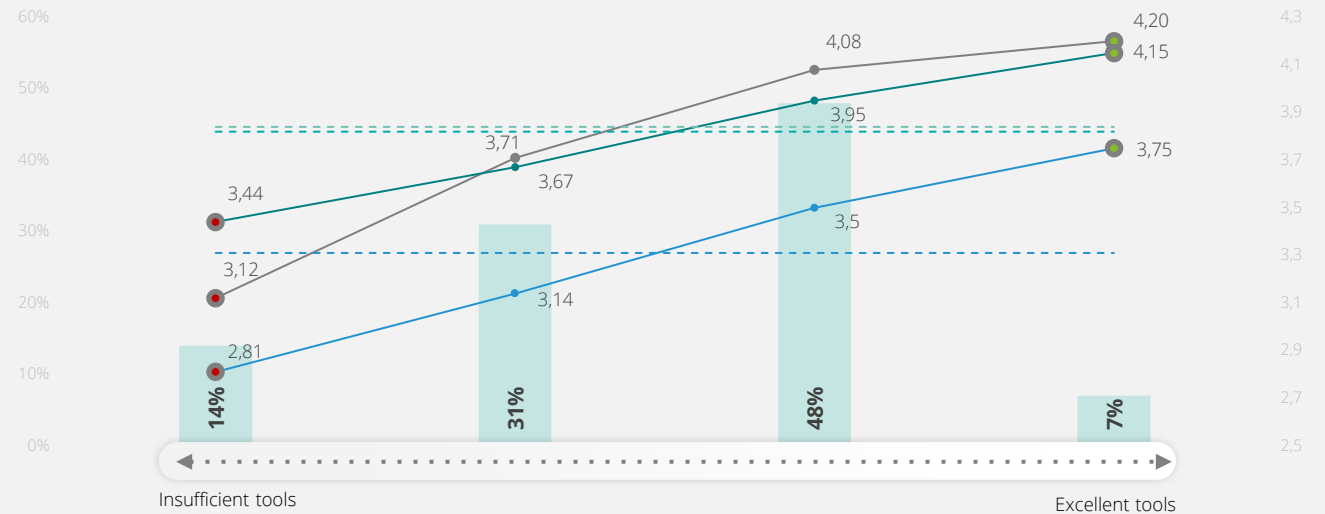
Easy access to information by agents is correlated with high CX, EX and OX scores

Only 33% of service managers believe their agents can easily find information necessary to help customers. Interfaces that force agents to repeatedly switch pages to access the information they need to help clients are a good illustration of the problem. The right data format may serve as another example. Interestingly, providing agents with easy access to information they need translates into improved CX, EX and OX scores.

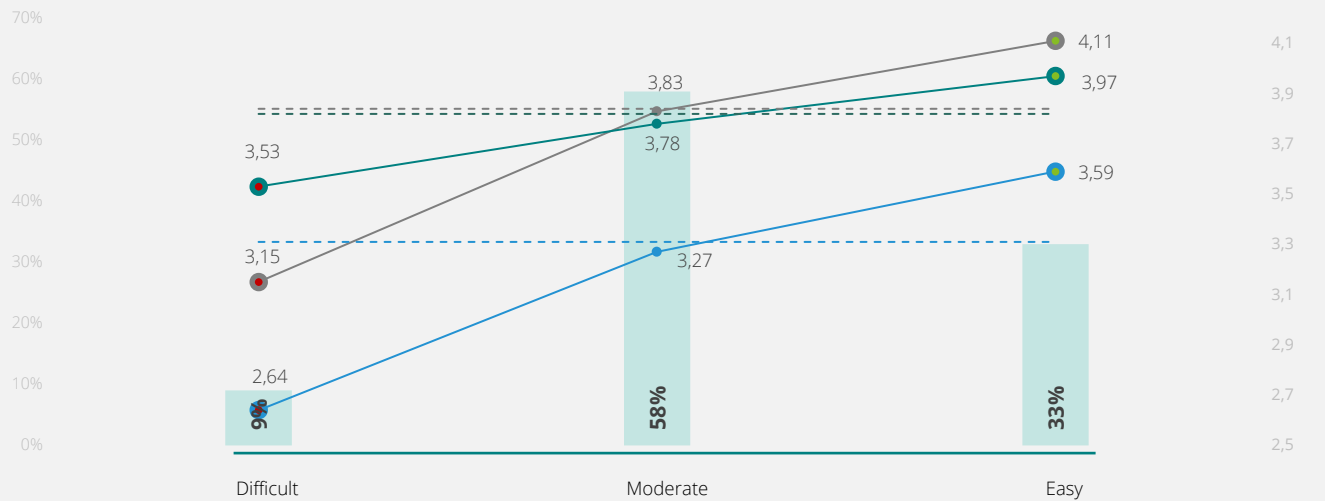
These findings indicate **the importance of providing agents with suitable tools and good access to information** as a success trigger of any Customer Service organization.



Do we have the right tools?



Is the information easily accessible for the employees?



Matching skills and knowledge to goals in Customer Service has never been more important

Providing appropriate professional training for agents

Our survey indicates that **a good match between skills and knowledge of agents and customer needs is correlated with high CX, EX and OX scores**. However, most Customer Service businesses have failed to perfectly match the qualification of their agents to the needs of their customers.

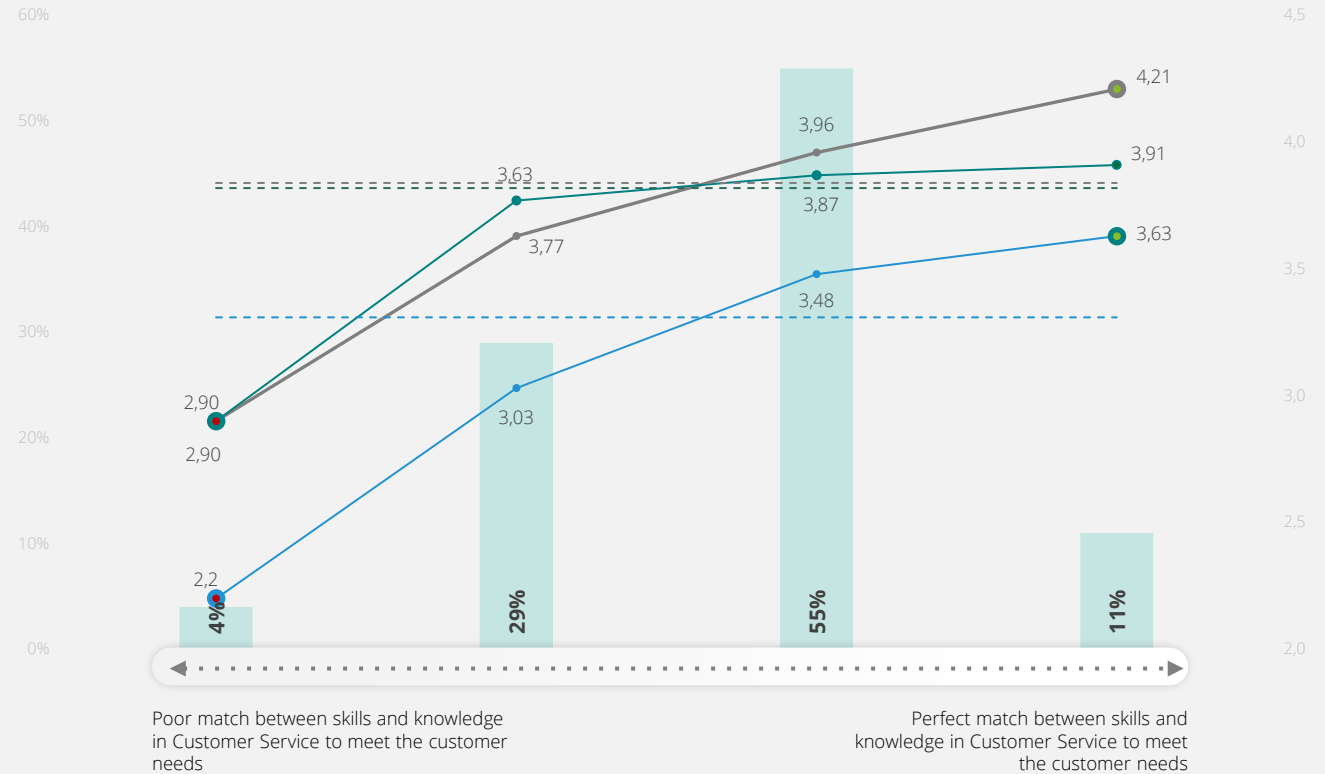
Hence, prioritizing the process of obtaining and training agents in any Customer Service organization opens up considerable opportunities to generate strong positive impact. The expected advancement of technologies used, such as **GenAI**, which require **new types of skills**, will increase the importance of the issue. Understanding the needs is, therefore, extremely important and necessitates efficient collection and utilization of data, the analysis of which will allow business performance improvement owing to the right use of agents' skills (read more in *Manager Perspective* and *Impact of Customer Satisfaction on change and improvements*).

Recognizing correlation between tools used and experience and operational efficiency level

If a business strategy and goal assume surpassing its current CX, EX and OX ratings, this approach is certainly worth attention. Tools that offer broad possibilities at the same time being user-friendly enable employees to efficiently perform their tasks in a flexible and organized manner. The ultimate goal should be a **single, unified source of truth**, integrating various types of data into a coherent and intuitive interface. Q



Assessing the level of skills and knowledge in Customer Service



Empowering employees: Unleashing the positive effect on Customer Satisfaction



70% of companies carry out employee satisfaction surveys on a regular basis

Happy employees lead to happy customers!

Most of the Customer Service organizations included in this study (70%) carry out employee satisfaction surveys on a regular basis. Almost the same number of leaders (72%) consider their employees to be satisfied or very satisfied. When looking at the correlation with Customer Satisfaction, the more satisfied the employees are, the higher the CX. This is another proof that customer and employee experiences are interconnected and their alignment accelerates business growth. In short, **happy employees lead to happy customers!**

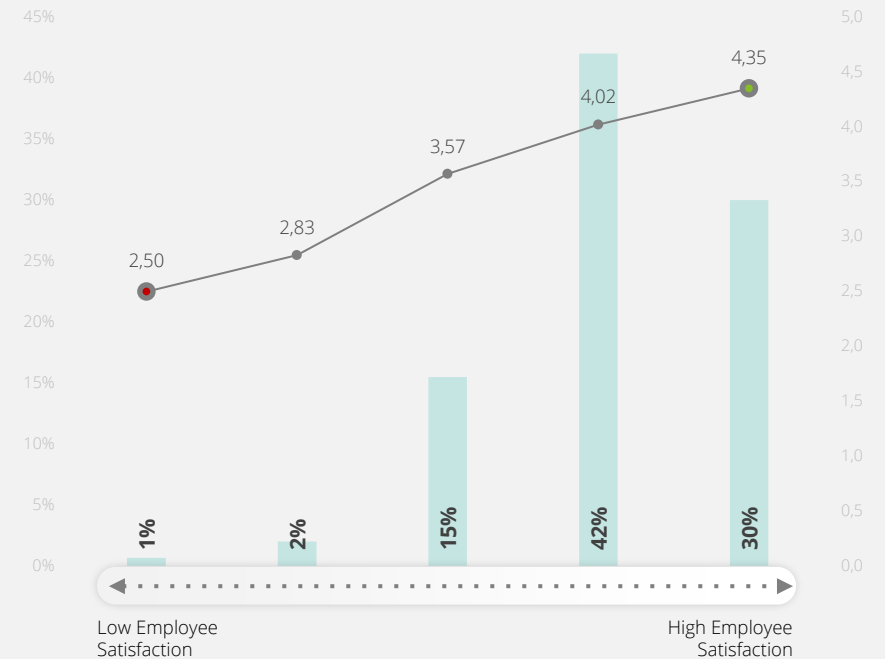


Important: Conduct thorough research to understand your agents only when you are prepared to receive feedback and are fully committed to take actionable steps to improve your business.

Being aware that CX and EX are interrelated, businesses broaden their research to **include employees** along with customers. Although surveys provide valuable information, **questions businesses ask their employees**, recipients of the survey results, the format of data provided and timing, as well as the subsequent steps taken (e.g., how a business will act on the survey outcome, whether it implements the proposed improvements and monitors quality on a continuous basis) are of key importance.



Correlation between Employee and Customer Satisfaction indicators



05

Manager's perspective:
KPIs and performance measurement



Organizing Customer Service: A multi-skilled team setup provides multiple benefits

Multi-skilled teams generate higher CX, EX and OX

A multi-skilled team setup is the one most common in Customer Service. It allows individualized customer approach and a faster resolution time; therefore, not surprisingly, **CX is the highest** for this type of team.

Compared to last year's results, an increase is observed in the EX level achieved by **multi-skilled teams, which seem to be the best solution** to reach high OX as well. This may result from a reduced number of handovers as multi-skilled team employees can solve most problems themselves. Teams that focus on specific customer needs or processes also generate high CX and EX scores, but their Operational Excellence ratios remain lower. Multiple variables and switching context require the use of good tools and efficiency of operation

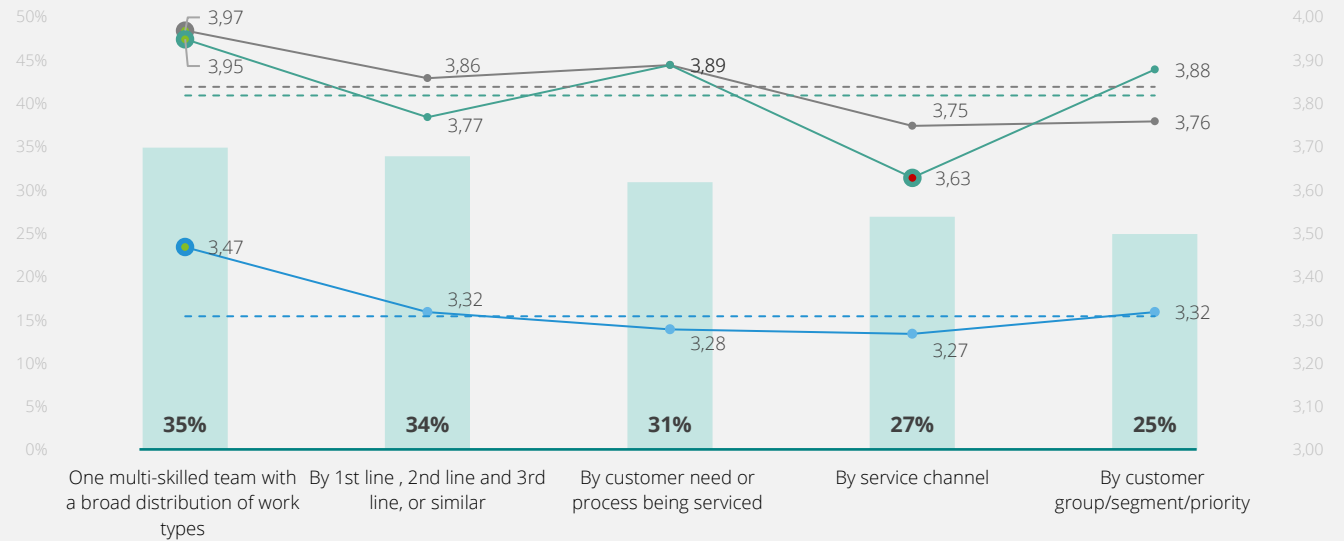
Unsurprisingly, Customer Service team organization based on service channels (e.g., telephone, written messages, etc.) generates the lowest CX, EX and OX values, which implies that the absence of a seamless customer service process and monotony of work performed by employees adversely affect performance.

Automatic assignment of enquiries improves performance

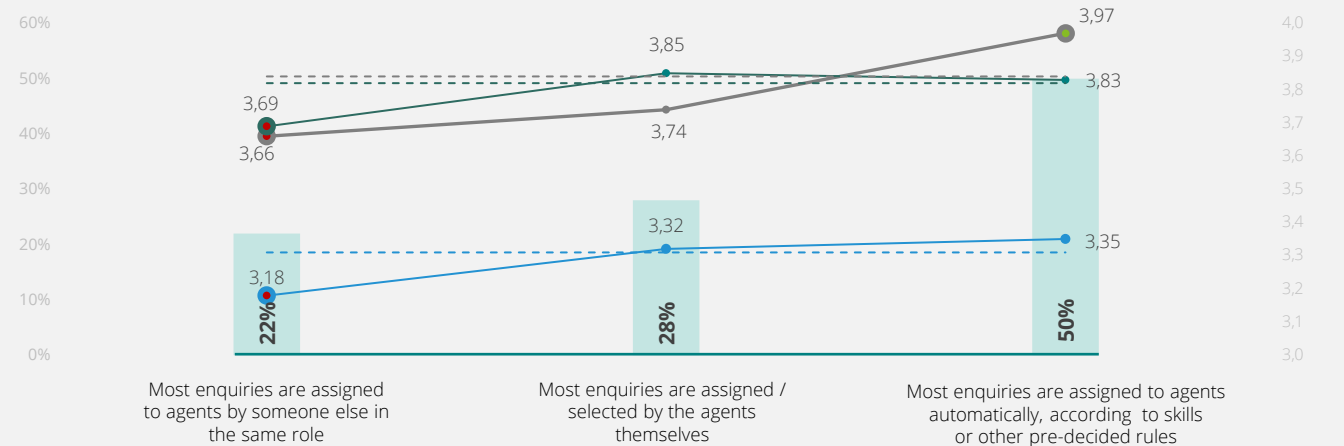
Fifty percent of Customer Service leaders participating in our survey claim that in their companies, enquiries are automatically assigned to employees. This strategy positively affects CX, EX and OX ratios. The use of self-assignment produces slightly higher EX scores, as it may be more comfortable for employees giving them the sense of control. Having tasks assigned manually by another person is the least favorable option, resulting in lower OX, CX and, in particular, EX levels.



How are the Customer Service teams organized?



How are customers' enquiries assigned to employees?



Agents need to uphold a wide range of KPIs to meet performance targets

Higher focus on quality, but little variation among KPIs

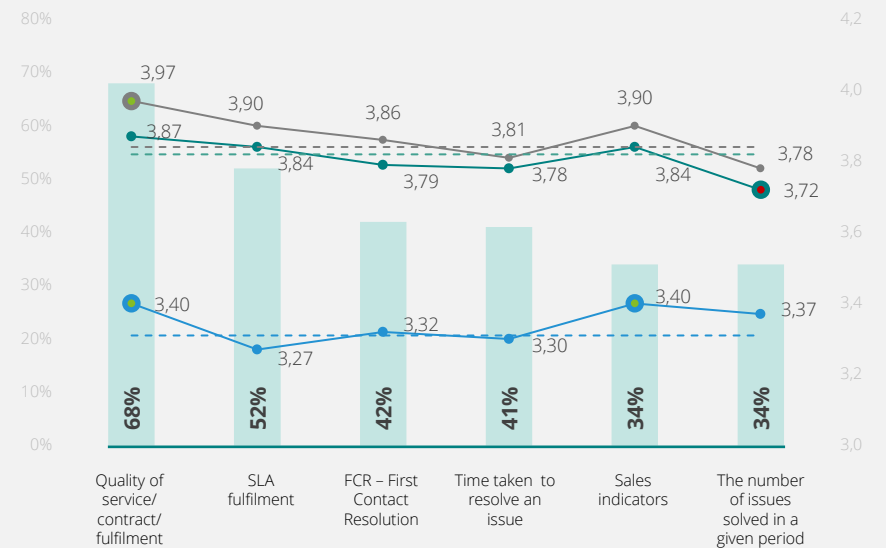
Similarly to last year’s survey, a majority (68%) of Customer Service managers report focusing on **Service Quality** as a measure to evaluate the performance of their employees and teams. This may explain why two KPIs: Time taken to resolve an issue and The number of issues solved in a given period are ten percentage points lower than last year.

Despite differences in the numbers of responses regarding each KPI, variations are insignificant, which indicates that Customer Service teams are evaluated using several performance indicators of various nature (both qualitative and quantitative). **For an employee who has to meet multiple targets it may be difficult to decide what to focus on when managing enquiries** (e.g., time spent on each customer vs the quality of solution).

If the Service Quality receives the highest score with a small margin, **differences in CX, EX and OX ratings are also insignificant**. Thus, a question arises whether focusing on fewer KPIs would result in bigger differences among their ratings as a result of more focused performance approach adopted by employees.



Most popular metrics used to measure the performance of teams and individual employees



Measuring customer satisfaction and utilizing the insights improves Customer Experience

1: Measure, measure, measure

Companies that measure customer satisfaction have **higher overall CX** than those who don't, with best performance seen by the ones focusing on C-SAT. Another important ratio is *FCR - First Contact Resolution* - resulting in high CX. However, 42% of respondents use this KPI to measure individual agent performance, and only 29% to measure customer satisfaction. This calls for a shift in focus to increase the use of FCR to further improve CX.

2: Frequently analyze the findings

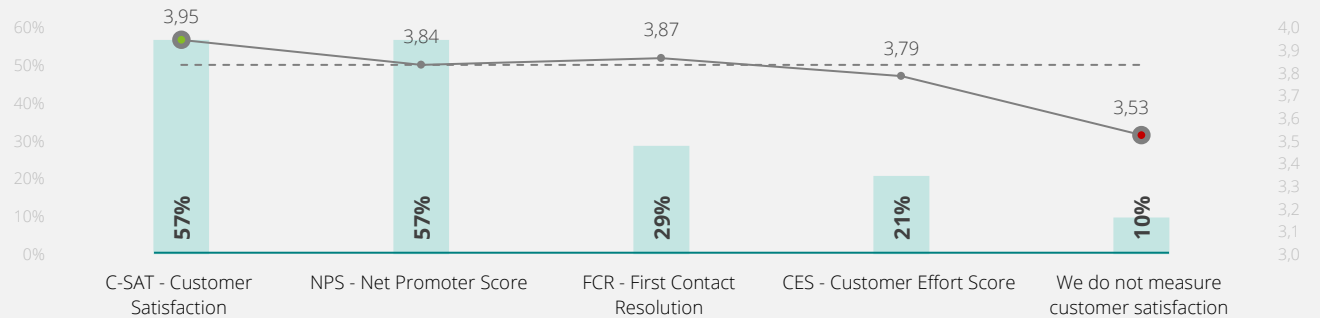
Frequent data analyses are correlated with higher CX values. **Real-time** analysis seems the best way to reach high performance. However, it requires reaching organizational maturity with inherent use of data in the business operations, including organized efforts and dedicated resources.

3: Use customer insights to plan and implement improvements

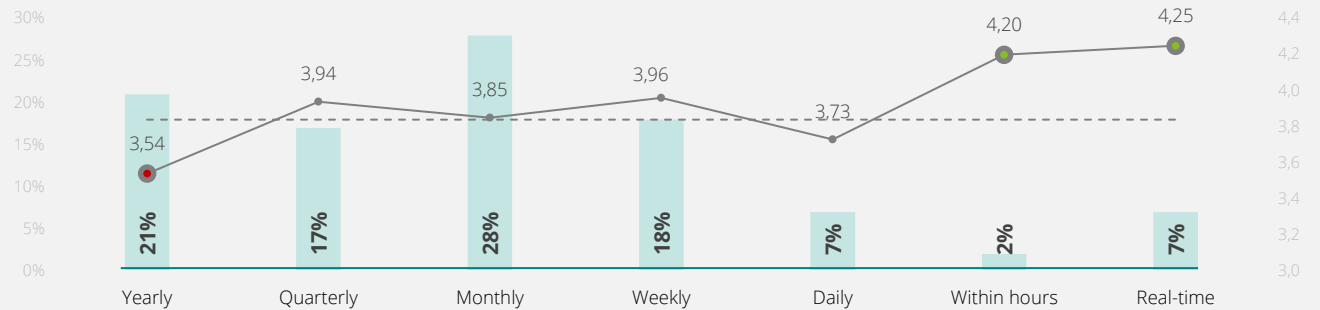
Utilizing customer insights to plan for changes and improvements results in better CX scores, as it is clearly customer centric. For instance, improving products and/or services along with the accompanying processes based on customer data allows businesses to meet customer needs and create value. This, however, requires **devoted resources and tools to process the data**, produce actionable insights and implement changes in a consistent manner.



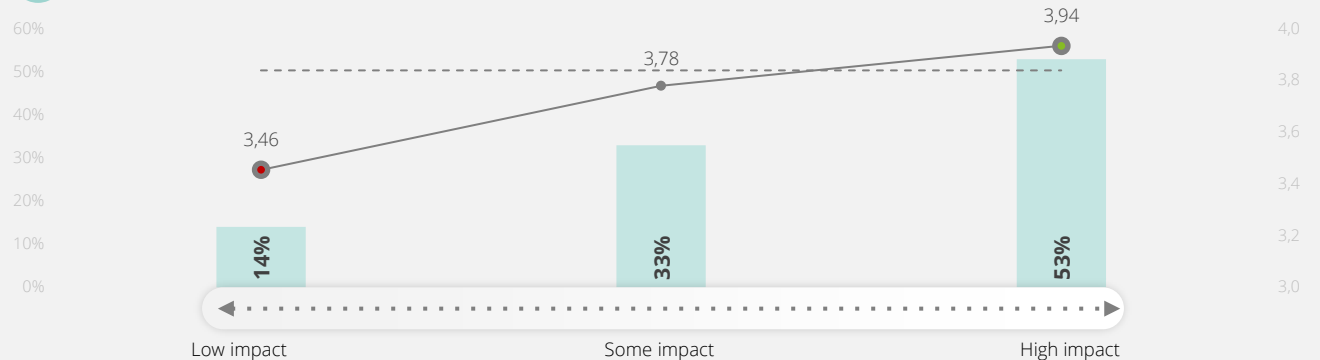
Most popular metrics used to measure customer satisfaction



How often do you analyze customer satisfaction survey results?

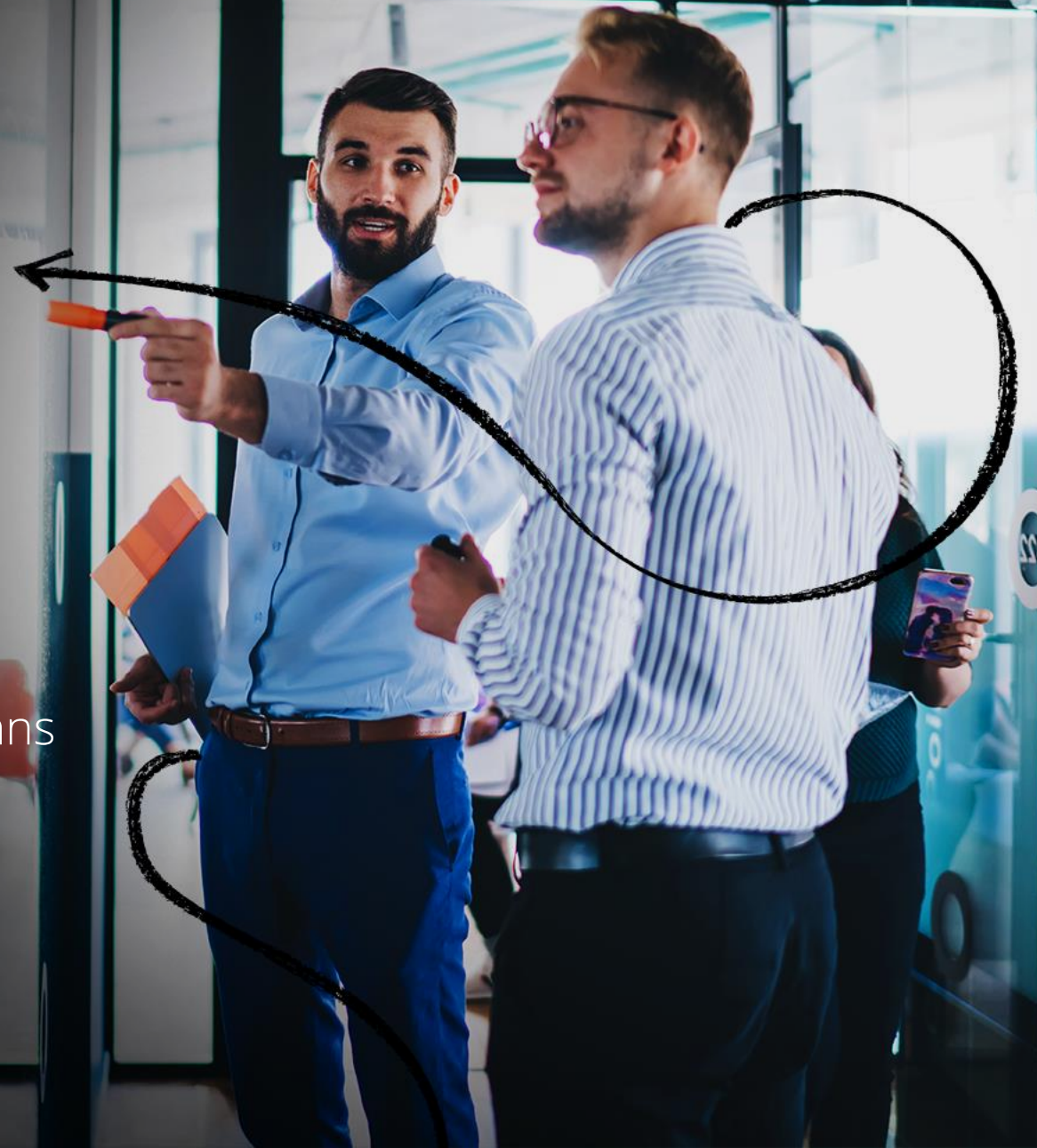


Impact of customer satisfaction on changes and improvements



06

Board perspective:
Priorities and upcoming investment plans
with focus on AI



What's next?

Priorities in almost all Customer Service areas grow in importance, in particular those related to satisfaction improvement

Customer satisfaction improvement is by far the highest investment priority (an increase by 17 p.p. vs last year). Compared to last year's survey, the priority of all Customer Service areas grows **except for employee retention**, which is replaced by **agents' well-being** perceived by employers as a potential retention driver.

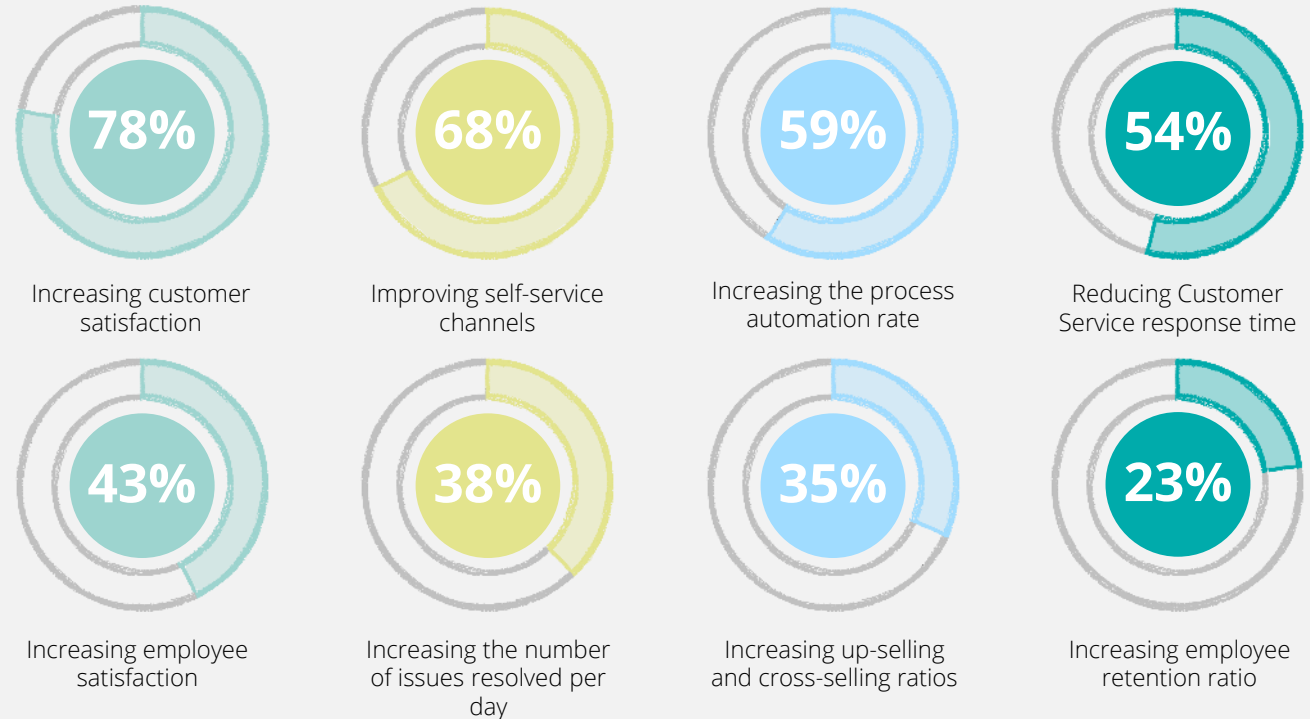
New technological investments aimed at cost efficiency improvement put self-service and AI/Automation in the spotlight

It is evident that investments in technological capabilities will become the area of focus, aligning with **improvements in self-service channels** and increased **process automation** rate to support agents, customers and the business as a whole.

- Although self-service channels remain in focus, only 8% of service managers believe their customers want to be able to solve their problems themselves. It may also indicate that the existing self-service channels are underdeveloped and require more attention to generate true value for customers.
- The use of AI and/or process automation is considered an effective solution reducing costs of service and improving cost efficiency.

Customer Service managers seem to be certain that **technology investments** will streamline their Customer Service and replace current manual processes.

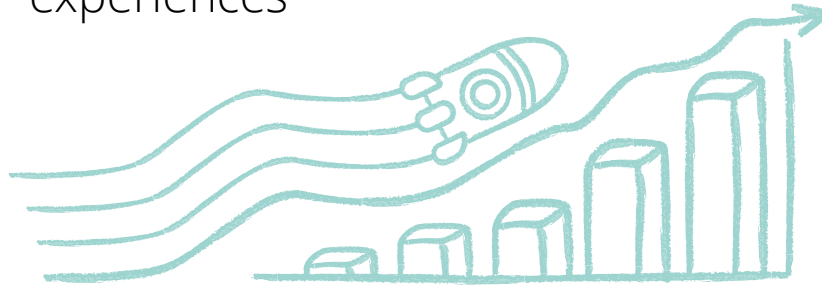
Highest Customer Service priorities for the upcoming year



Top four opportunities for improving cost-efficiency



Elevate channels to elevate experiences



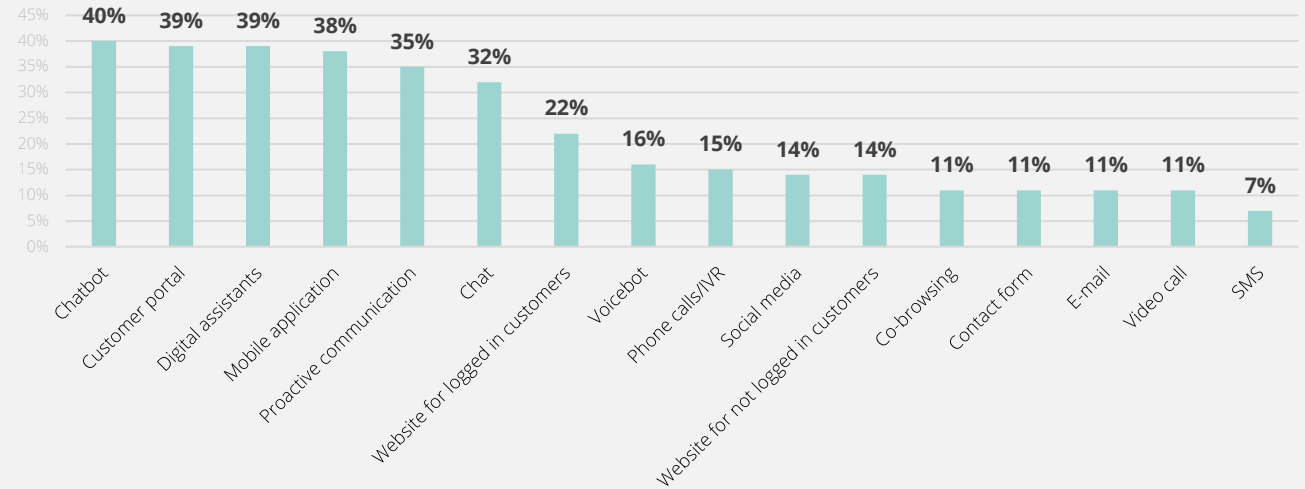
More does not mean better; start by utilizing what you have

New digital channels, such as **chatbots and digital assistants**, are the focus for investments, often increasing the number of contact possibilities already supported by service organizations. Investments in **traditional channels** (such as phone calls and e-mail), however, are limited despite enjoying **most popularity among customers**. This raises the question of coherence, as companies continue to invest in new supporting digital channels although most of their customers still use the conventional options.

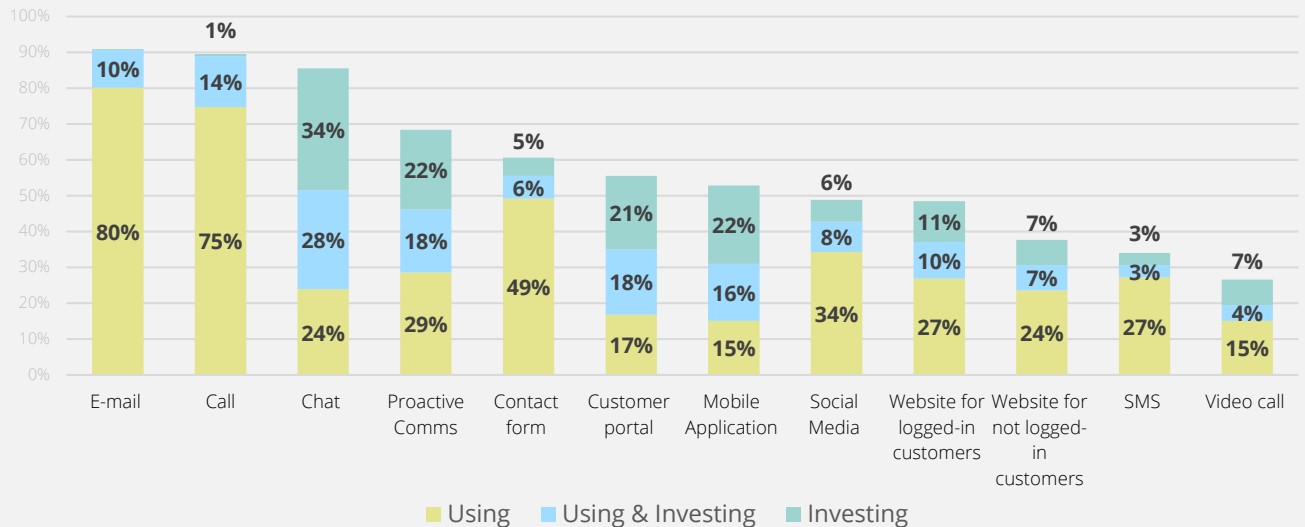
While providing customers with a wide choice of channels is important, a growth in their number results in specific challenges, the most common including operating in silos, without sharing information on prior interactions with agents or systems. Inability to provide **consistent experience across the offered channels** adversely affects customers, employees and decreases cost effectiveness.

The right strategy, therefore, should assume investing in **capability improvement in both current and new channels** to allow guiding customers to the ones matching their needs. This will allow businesses to capture most value of both their investments and current channel selection.

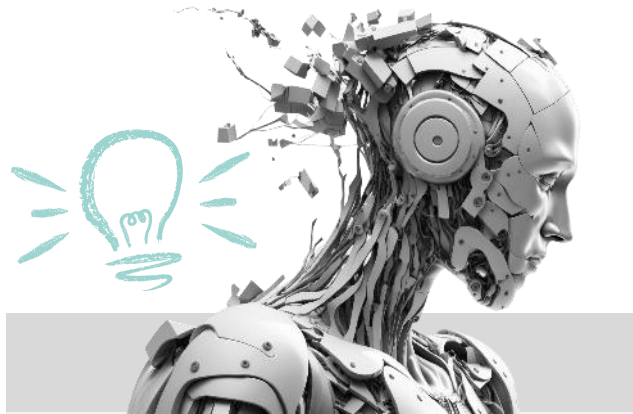
% Of companies wanting to invest in a particular channel



Current usage and investment plans for channels



Exploring the untapped potential of AI



46% of companies are currently using AI

Low adoption rate across industries

The presented survey results suggest that for most companies, the use of AI remains a relatively new concept, with just 46% deploying its capabilities. In **a few industries only** (Retail & FMCG, Public Sector, Education & Health Care, and ER&I) **more than half of respondents are using AI**. In the group of service leaders who do, 23% deploy chatbots and 11% voice to text and sentiment analysis.

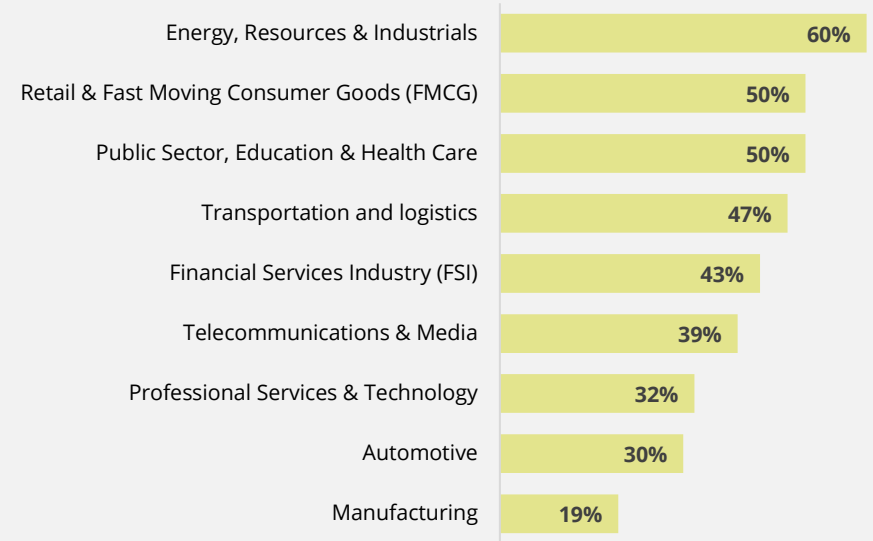
Potential to tap into AI to improve efficiency

Tapping into AI can positively affect many business metrics, the highest improvement being observed in relation to the resolution time: according to 68% of service managers, it decreased considerably following the implementation of AI. Improvement can be observed in relation to case deflection as well, albeit slightly lower.

AI can be used as a process automation enabler to eliminate manual tasks², for instance in the form of chatbots providing agents with appropriate information. This issue is included in the service managers' agenda; they want to improve costs efficiency of their functions through the utilization of AI (27%) and process automation (26%).



AI usage per industry



AI impact on Customer Service metrics³



Positive Impact

- #1 Resolution time (68%)
- #2 Costs (65%)
- #2 Employee satisfaction (65%)
- #3 Customer satisfaction (63%)
- #4 Case deflection (56%)



No or Negative Impact

- #1 Case deflection (44%)
- #2 Customer satisfaction (37%)
- #3 Costs (35%)
- #2 Employee satisfaction (35%)
- #2 Resolution time (32%)

²Gartner (2023). *How Can Generative AI Be Used to Improve Customer Service and Support?*

³Percentage of respondents identifying specific AI impact on CS metrics

Time to start using the full value of AI powered by GenAI



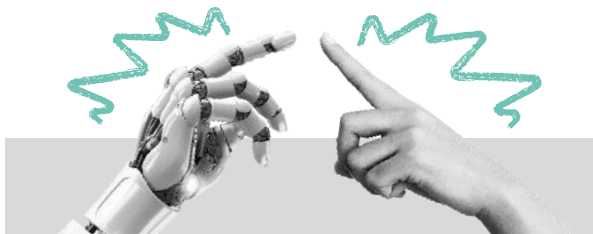
20% of companies are not considering AI as a priority

The future prepares for more AI

When asked to rank future AI investments for the coming year, 80% service leaders consider the AI adoption as their priority and one fifth of the companies decides to focus on other areas.

Those planning to invest in AI most frequently indicate generative technologies, such as suggesting the best answer and summarizing a customer request, with GenAI-powered chatbots as the second most popular priority. The **shift towards GenAI is clear**; it outruns such predictive solutions as NBA, NBO and other technologies (such as voice to text, sentiment analysis or voicebots) considered a hot topic during last two years.

Importantly, businesses should avoid treating GenAI as a buzzword or a must-have solution. **Only utilizing the full potential of the new tools they will be able to improve agent productivity and cost efficiency.**



>60% plan to invest in generative AI solutions

AI requires thorough preparation

As a new, diverse and powerful tool AI can pose challenges as regards capabilities it may support or its application in daily operations. As the technology is still immature, and just one in four AI projects turns out to be successful⁴, some companies may be reluctant to invest.

While AI-powered tools can improve performance and strengthen the decision-making process, it is crucial to make informed decisions and to ensure **coherency of the channel strategy, capabilities and data** to capture its full business value. A failure to thoroughly assess the appropriateness and applicability of the technology in business operations may erode customer trust and adversely impact experience as a whole³. Implementing the **correct AI functionality** is not enough; both the business and processes must be prepared for it to enable the **improvement of human experience** in alignment with **the vision adopted by the business.**

⁴Deloitte Digital (2023). *New realities drive new models for contact center transformation. Our latest research shows recent talent and technology shifts are changing the future of contact center operations.*

>50% Of answers Most common priorities:

- Suggesting the best answer
- Summarizing the customer request
- Chatbot

40-50% Of answers Common priorities:

- Suggesting the best knowledge article
- Voice to text
- Sentiment analysis
- Digital assistants

Less common priorities:

- Next Best Action
- Next Best Offer
- Text to speech
- Voicebot
- Image processing

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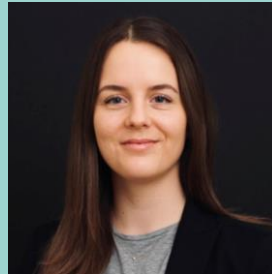
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