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Applying AI
to drive superior
customer outcomes

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About the Deloitte AI Institute™

The Deloitte AI Institute helps organizations connect the different dimensions of a robust, highly dynamic and rapidly evolving AI ecosystem. The AI Institute leads conversations on applied AI innovation across industries, with cutting-edge insights, to promote human-machine collaboration in the "Age of With".

The Deloitte AI Institute aims to promote a dialogue and development of artificial intelligence, stimulate innovation, and examine challenges to AI implementation and ways to address them. The AI Institute collaborates with an ecosystem composed of academic research groups, start-ups, entrepreneurs, innovators, mature AI product leaders, and AI visionaries, to explore key areas of artificial intelligence including risks, policies, ethics, future of work and talent, and applied AI use cases. Combined with Deloitte's deep knowledge and experience in

artificial intelligence applications, the Institute helps make sense of this complex ecosystem, and as a result, deliver impactful perspectives to help organizations succeed by making informed AI decisions.

No matter what stage of the AI journey you're in; whether you're a board member or a C-Suite leader driving strategy for your organization, or a hands on data scientist, bringing an AI strategy to life, the Deloitte AI institute can help you learn more about how enterprises across the world are leveraging AI for a competitive advantage. Visit us at the Deloitte AI Institute for a full body of our work, subscribe to our podcasts and newsletter, and join us at our meet ups and live events. Let's explore the future of AI together.

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The year 2022 was a watershed in the advancement of Artificial Intelligence (AI) technologies and this trend has subsequently continued in 2023.

Technology providers such as Open AI, Google, Facebook, Amazon, NVIDIA and others made significant announcements on extending their generative AI capabilities[1] and many enterprise companies outlined their intent of incorporating AI technologies, particularly generative AI, within their core workflows[2].

In our previous paper released in March 2023 titled, **'The implications of Generative AI for business'[3]**, we highlighted how **vertical and horizontal use cases were beginning to emerge** across multiple industries and how technology providers and enterprise buyers can start thinking about commercialization and adoption of generative AI technologies.

In this paper, we closely examine how **AI capabilities can be applied** by enterprise companies to **enhance the experience of their end customers across the post-sales lifecycle.** This examination includes **use cases such as** elevating Customer Support experience through digital self-service, automation of post case closure actions and improving Customer Success productivity through generation of account insights and automated customer communications.

Beyond the current challenges and proposed use cases we have also highlighted some **core tenets** that companies should adopt as part of their AI-enabled customer journey and suggested an approach on how they can **activate these capabilities** going forward.

Current challenges in post-sales customer experience

To fully realize benefits from AI technologies, companies must begin by understanding the key challenges and productivity blockers that exist today. Between 2022 and 2023, we **surveyed over 200 Customer Support and Success professionals and interviewed more than 25 senior leaders across 15 large enterprise companies.** This research enabled us to uncover themes across both the areas of Customer Support and Success that impair productivity and drive inefficiencies within the teams today and which are the focus of this paper.

At a higher level, significant opportunity exists for companies to enhance the post-sales customer experience and increase loyalty, satisfaction and trust with their customers. While **90% of end customers** interact in some way or form with Customer Success teams, **only 1/4th** of them indicated that they consider their service providers to be trustworthy and would advocate for them unequivocally. On the Customer Support front, **~60% of end customers** were **not 'highly' satisfied** with their support experience.[4]

Customer support

CATEGORY	DISCOVERY	RESEARCH EVIDENCE

Digital self-serve and deflection

There is limited relevance of knowledge articles presented to customers upon query impacting the effectiveness of self-service support and customer experience.

25% *of support cases are opened for topics that are already addressed* in some form in the knowledge repository

70% *of surveyed Support leaders called out enhancing digital first tools* such as *automated chats and self-serve motions* as a top priority for the next 12 months

Insight-led support experience

Enterprises have an incomplete and inconsistent view of customer information, and they struggle to meaningfully use telemetry insights to impact support experience.

40% *of Support leaders identified customer segmentation and call classification as key investment priorities* to avoid overservicing of customers above entitlement levels

1.7x *likelihood of first-response to a support ticket in less than 4 hours*[8] *for companies that were able to differentiate engagement based on customer characteristics*

Efficient case routing and resolution

Inefficient case routing without the consideration of support representative's skillset adversely impacts the time-to-resolution, leading to extended customer wait times as they refer to internal knowledge base and communities for resolution.

60% *of support leaders highlighted* **intelligent call routing** *as a top investment priority*[8]

2.2x *likelihood of a* **support ticket being escalated after multiple interactions** *for companies with inefficient routing mechanisms*

Post-case closure actions

Inconsistent and undefined process for capturing and organizing knowledge base, with complex case taxonomy limits the ability to derive actionable insights from customer interactions.

20% *of support cases are* **improperly tagged/not tagged to a defined reason or marked as 'others',** *making it difficult to perform root cause analysis*[5,8]

40% *of Support leaders identified update to the knowledge base after case closure as a key dependency to enhance the effectiveness of their knowledge base and self-serve channels*[8]

Customer success

CATEGORY	DISCOVERY	RESEARCH EVIDENCE

Account insights

There is a heavy reliance on manual methods and siloed tools to gather and analyze account insights and telemetry updates, causing productivity challenges.

35% *of a Customer Success Manager's (CSM) time is spent on compiling account updates and customer information* from various tools[5]

75% of Customer Success teams **struggle to successfully integrate multiple data sources into a unified consolidated tool**[6]

Strategic customer communications

Manual capture and dissemination of key updates, along with lack of standardized meeting templates for key customer engagements, causes inconsistent and inefficient customer communication.

40% *of the companies researched do not have a dedicated customer success tool,* which limits their ability to drive effective customer communications[7]
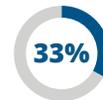
33% *of a CSM's time, on average, is spent on curating materials, and driving follow-ups post customer meetings,* which distracts from their core task of helping customers drive towards adoption and value realization milestones[5]

Defining and realizing value

Many companies report delayed customer value realization and milestone misses due to manual management of customer success plans and inefficient task allocation within teams.

66% *of technology buyers are eventually not satisfied with the value they realized from their purchase*[4]

15% *of time,* within Customer Success teams, is **spent in basic creation and maintenance of Success Plans and milestones,** which is capacity that can be better dedicated towards account management through automation[5]

Customer issue visibility and management

Limited visibility to customer cases and escalations updates for CSMs is causing delayed resolution and poor customer experience.

15% *of a CSM's time is spent on tracking customer support cases and ensuring visibility into progress and resolution of escalations*[5]

While issue resolution needs to be predominantly led by Support teams, having quick and easy visibility into open support cases would allow CSMs to better respond to customers, manage timeline expectations and avoid executive level escalations.

Leveraging AI to address post-sales experience challenges

The collective analysis of our study revealed one overarching insight—**driving more automated and proactive motions across both Customer Support and Success using AI capabilities can enhance efficiencies and free up capacity for teams to focus on true customer value additive activities.** The advancements in AI technology, particularly Generative AI, over the last year can significantly add value for these teams by automating many tasks performed manually today and eliminating productivity blockers. Complemented with efforts to enhance data quality and increasing application of predictive AI and analytical models, companies can significantly empower their Customer Support and Success teams with more customer knowledge at rapid speed, reduce burden of effort and allow customer-facing Customer Relationship Management (CRM) and Support reps to engage, define and enhance the experience.
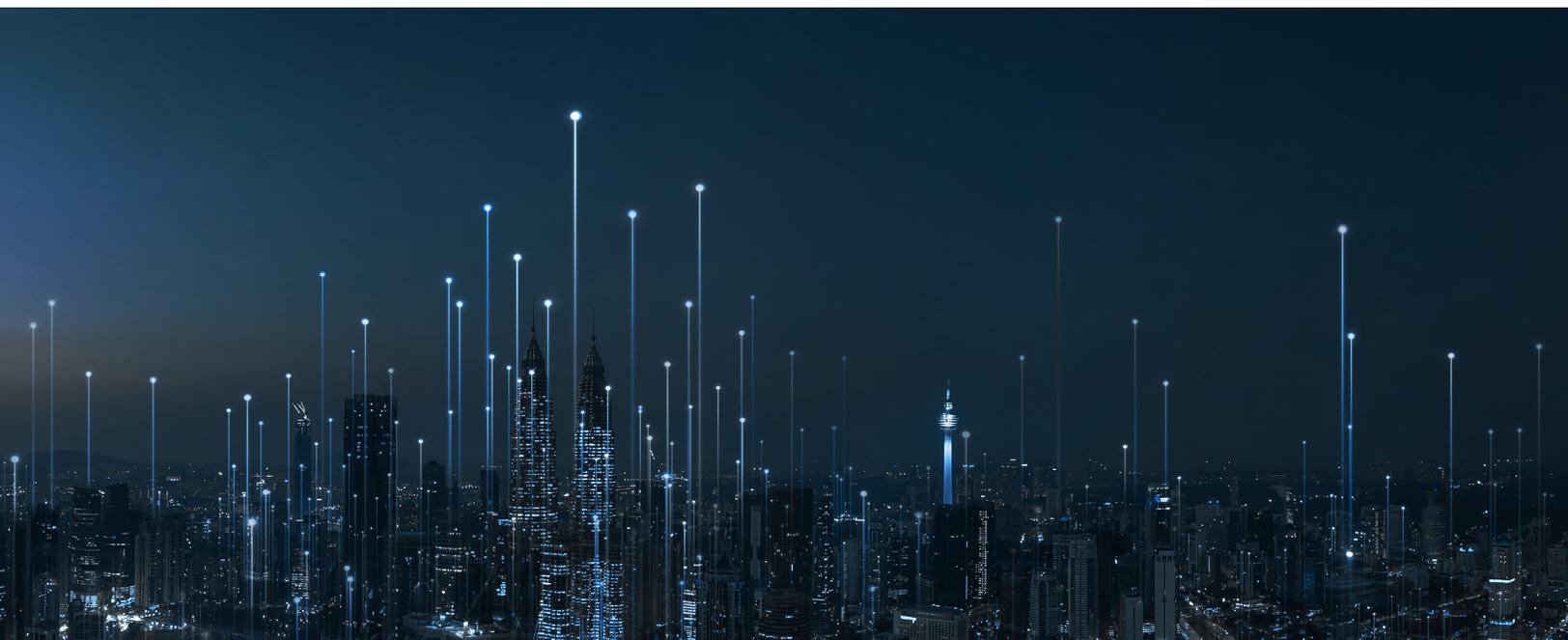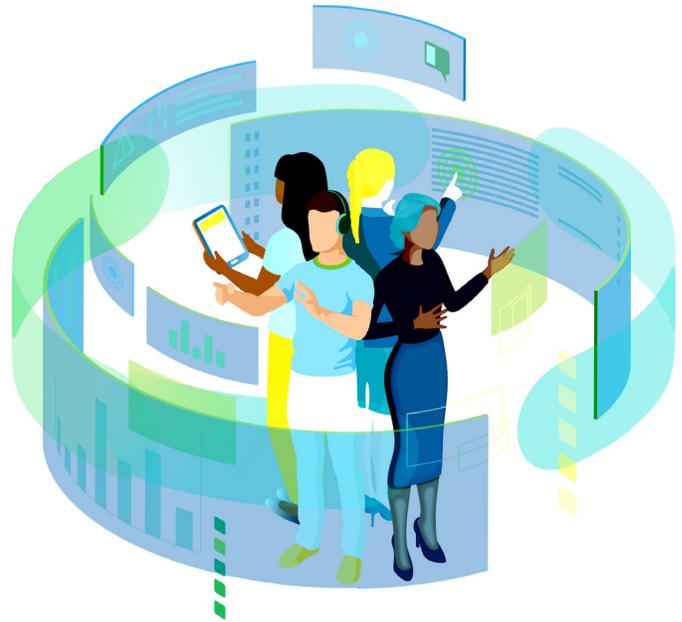
Core tenets

As companies look to embark on this journey, we believe they can anchor their efforts on five core tenets. By evaluating opportunities against these tenets, companies will be able to better understand how AI can enhance value and ultimately drive greater customer satisfaction, adoption and retention.

The five tenets of an AI enabled experience includes:

Personalized and customer centric	Adoption and value oriented	Improving worker productivity	Augmented human element	Proactive and predictive
Drive a higher degree of personalization in the customer's experience	Enable customers to maximize adoption, usage and value realization	Automate routine processes, drive higher productivity and enable cost-effective omni-channel engagement	Surface insightful recommendations to enhance human engagement and interaction	Anticipate customer needs based on existing usage patterns and suggest the 'next best action'

Designing use cases to address challenges and realizing benefits

Based on findings from our research and our deep expertise in enterprise business performance and AI technologies, we have identified a set of use cases that companies can consider to address the challenges the survey presents. These AI-driven use cases within Customer Success and Support functions can enable enterprises to address critical business challenges, achieve operational efficiency, optimize decision making and drive sustained growth.

Customer support use cases

For Customer Support, the use cases primarily focus on improving resolution time, reducing cost-to-serve, enhancing self-serve capabilities and improving internal productivity of support teams.

CATEGORY	AI-DRIVEN USE CASE AND DESCRIPTION	POTENTIAL VALUE
Digital self-serve and delfection	**Self-service guidance** Deploying an AI-driven support chatbot that guides customers to the right knowledge source based on initial inputs entered and existing customer information .... **Automated knowledge-based mining** Generative AI tool that uses customer prompt on initial ticket creation and mines existing knowledge base to either answer or surface resources that address the query	*Enhancing experience through digital deflection and avoidance of ticket creation; Reduction in cost to serve for support teams*
Insights-led support experience	**Integrated customer 360** Using telemetry inputs and layering Generative AI to build a 360 view of the customer account; Obtain a view of entitlements, case status, past interactions, telemetry and network inputs .... **Account insights** Generate next best actions for Support reps to take based on case history, knowledge base and mining of previous such cases	*Drive faster time-to-resolution, increase first call resolution and enhance experience by making the support response more contextualized to the customer*

Customer support use cases

For Customer Support, the use cases primarily focus on improving resolution time, reducing cost-to-serve, enhancing self-serve capabilities and improving internal productivity of support teams.

CATEGORY	AI-DRIVEN USE CASE AND DESCRIPTION	POTENTIAL VALUE
Efficient case routing and resolution	**Smart case routing** Using predictive AI techniques to route tickets to a pool of support reps based on matching of complexity with skill sets **Case management enhancements** Generative AI tools to summarize inputs from community forums and swarming pools along with surfacing most prominent insights from knowledge management base	*Ensuring the case is routed to the right representative and appropriate inputs are presented to them for faster resolution time*
Post-case closure actions	**Support case summary automation** Summarizing case notes and creating knowledge articles based on pre-defined rules **Automated tagging and case coding** Automated tagging of each case to an appropriate reason code as well as generating the right tagging for knowledge articles created based on the case for future reference **Targeted analysis and agent coding** Determine customer sentiment based on the conversation script analysis, provide targeted coaching inputs to the agent and enable better quality assurance of support resolution	*Reduce burden of documentation on support reps, enable easier root cause analysis and enhance future referenceability for self-service*

Customer success use cases

For Customer Success, the use cases primarily focus on reducing manual effort through Generative AI technologies and production of predictive insights to drive more proactive actions by CSMs on customer accounts to enhance experience and value realization.

CATEGORY	AI-DRIVEN USE CASE AND DESCRIPTION	POTENTIAL VALUE
Account insights	**Customer account snapshot** Single pane of glass to bring together key account-level updates on usage, adoption trends, upcoming milestones and risks; Using predictive AI modeling to suggest next best action for CSMs to take and resource to suggest to customers based on usage pattern ⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯ **Customer health insights** Building analytical models to calculate customer health; Layering Generative AI on top of customer health analysis to summarize key insights and suggest recommendations for customers below a specific threshold and at risk for churn	*Reduce time spent by CSMs in manually gathering account updates and drive focus on next set of actions to take to increase customer engagement, reduce churn risk and drive higher product adoption*
Strategic customer communications	**Meeting content automation** Leveraging Generative AI to analyze account and product data to auto populate meeting templates and generate materials for CSMs with summary of usage and health trends ⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯ **Meeting notes and actions summarization** Using Generative AI technologies to transcribe meetings, and analyze contents to capture, summarize and socialize important takeaways and action items	*Reduce manual burden on CSMs, automate routine periodic tasks and free up capacity to focus on messages to be delivered to the customers*

Customer success use cases

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CATEGORY

AI-DRIVEN USE CASE AND DESCRIPTION

POTENTIAL VALUE

Defining and realizing value

Success plan creation and tracking
Using an initial set of inputs related to the customer profile and deal information, leveraging Generative AI to create automated customer success plan with pre-populated goals, milestones and actions

Get-well plan management
Based on customer health trends, generate an auto-populated get-well plan to mitigate risks identified based on historical customer behavior, market trends and product usage

Shift the focus of Customer Success teams towards monitoring and managing customer milestones and delivery versus focusing on document creation and maintenance

Customer issue visibility and management

Support case summary automation
Use Generative AI techniques to transcribe customer support calls/tickets and generate issue summaries that can be used by Customer Success teams to update customers as well as track completion of open cases

Escalation prediction
Layer Predictive AI capabilities using customer communication patterns, sentiment analysis, and customer behavior data to predict when a particular case may turn into an escalation

Having a well-informed and easily accessible view of customer's support cases eliminates one area of effort for CSMs and allows them to enhance experience by keeping customers up-to-date on resolution progress

Building a customer outcomes acceleration architecture

Within the space of Customer Success, AI capabilities can also help drive proactive journey orchestration for customers themselves. Companies can combine data from multiple systems such as CRM tools, financial systems, product consumption data, product telemetry data and customer survey/feedback data and add a layer of analytical and predictive AI capabilities on top of it. By doing so, a Customer Outcomes Acceleration System takes shape that customers can access on their own. The new customer-facing console allows them to:

- **View how far they are** along their product journey

- **Get insights into their usage** and how it compares to benchmarks

- **Manage ownership** of all their assets in one place

- **Get actionable steps** for increasing value realization

- **Obtain personalized recommendations** for usage and training

Such a capability can showcase all the relevant information for a customer in an integrated manner and place adoption and value realization in the hands of the customer themselves.

Getting started:
Use case prioritization

As enterprise companies consider these use cases, they can evaluate and prioritize them based on core objectives served and complexity of AI technologies involved. We believe that AI use cases will progress and can be implemented along a spectrum of three levels outlined below.

Productivity enhancements

Enhance productivity with relatively **simple use cases** across Customer Support and Success using Generative AI technologies (e.g., creating summary account views, writing knowledge articles, summarizing meeting notes and support ticket information).

Predictive insights

Layer predictive insights on top of content produced by Generative AI tools. For example, **predictive analysis** based upon customer health and usage patterns and support ticket escalations can help derive insights from existing customer information in order to sequence actions.

Proactive actions

Combine generative and predictive AI techniques to prompt the **next best set of proactive actions.** These use cases will hinge on the premise of **anticipating issues before a customer becomes aware of them** and proactively resolve them before they are surfaced or escalated. The AI helps support teams analyze telemetry and network data to flag any known inter-operability issues. AI can prompt Customer Success teams with a specific playbook to drive higher usage of the product based on usage patterns or it can help a network team proactively handle a hardware issue with maintenance to avoid an outage.

Getting started:
Key success factors

To realize the above promise and deliver a superior post-sales customer experience through AI, enterprise companies will need to stand up a cross-functional, centrally coordinated effort that address **five key dimensions.** These include:
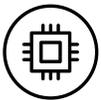
Technology: Driving organizational alignment on key questions including:
- Post-sales technical architecture to support AI
- Build vs. buy assessment with regard to Generative AI solutions; how much can be sourced 'out of the box' from vendors compared to where in-house capabilities need to be built for specific use cases

Talent: Mapping the impact of AI on existing workforce with respect to:
- Upskilling required in the near to medium term
- Management of change and messaging with regard to rollout of AI
- Focusing current workforce on highest impact use cases in near term to mitigate risk of scarcity of AI skilled talent

Operations: Establishing an AI Center of Excellence (CoE) that can:
- Streamline multiple AI efforts across teams to avoid AI sprawl and high costs
- Define common standards of governance, build and acceptance
- Defining clear prioritization criteria to identify highest value use cases
- Oversee pilot, test and launch efforts and secure commitment and participation from various teams as needed
- Managing AI investment decisions in relation to the desired business outcomes and challenges

Data and platforms: Ensuring data readiness for activating use cases through:
- Identifying key data elements required for individual use cases
- Streamlining and labelling data elements in data warehouse
- Channeling data elements from source data hubs into structured and unstructured data sets

Risk and compliance: Addressing regulatory, security and ethical concerns through:
- Defining a set of AI policies that address organizational and functional needs (e.g., tool access, prompt controls, keyword filtering, etc.)
- Outlining parameters for data privacy, transparency for usage and IP protection
- Building methods for ensuring compliance with regulatory guidelines and standards

In conclusion, the future of customer experience is poised to be revolutionized by the vast potential of AI. By harnessing the power of artificial intelligence, businesses can unlock superior customer outcomes in their customer success and support efforts. Embracing AI now will position businesses at the forefront of the AI revolution, delivering unparalleled customer experiences and achieving long-term growth and competitiveness in a dynamic customer-centric landscape.

Authors

Gopal Srinivasan
Principal, Deloitte Consulting LLP
gosrinivasan@deloitte.com

Gopal is a principal in Deloitte's strategy practice where he uses his in-depth understanding of global technology, media and telecommunications markets and business trends to advise emerging and established executives on platforms, software, AI, cloud, SaaS, XaaS, subscription, flexible consumption, cognitive and digital business models. In addition, Gopal leads Deloitte's AI practice for the Technology Sector as well as Deloitte's Customer Outcomes practice, serves as the Lead Consulting Partner for multiple clients in the Fast Growth client portfolio for the technology sector. Connect with him on LinkedIn.

Aftab Khanna
Senior Manager, Deloitte Consulting LLP
afkhanna@deloitte.com

Aftab is a leader in Deloitte's Strategy & Analytics practice where he works with technology companies to advise them on defining an optimal post-sales customer experience including enhancement of existing technology platform and application of AI use cases to Customer Success, Support and Services. Aftab works closely with Chief Customer Officers and their teams to define strategies, build operating model and scale technology solutions for the post-sales customer experience. Connect with him on LinkedIn.

Howie Stein
Managing Director, Deloitte Consulting LLP
howiestein@deloitte.com

Howie is a Managing Director in the Technology, Media, and Telecommunications practice, and focuses on transforming operations, from strategy through implementation of the latest AI, digital and enterprise technologies, spanning Customer Care, Sales, Finance, and IT. He leads Deloitte's Artificial Intelligence (AI) offering for the Telecom, Media, and Entertainment practice, driving value through AI-driven insights, engagement and automation. Howie operates at the intersection of business strategy, customer experience, and technology solutions. Connect with him on LinkedIn.

Gregory Spillman
Senior Manager, Deloitte Consulting LLP
gspillman@deloitte.com

Greg is a leader in Deloitte's artificial intelligence practice, advising organizations on implementing and scaling AI innovations. Focusing on the full lifecycle of AI, he helps organizations target high-value use cases and achieve customer outcomes. Greg also supports AI product organizations, assisting them in building and launching innovative AI offerings to market. Connect with him on LinkedIn.

Acknowledgements

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