

AI + CUSTOMER EXPERIENCE TRANSFORMATION

Keeping the Human Experience at the Center

AI is reshaping the way we work, but the future of customer experience will always belong to people.

01

THE METRICS MATTER — BUT THEY ARE NOT THE EXPERIENCE.

Those metrics matter.

But they are not the customer experience.

A customer doesn't care that the company reduced its average handle time by 30%.

They care that their problem was solved.

And sometimes solving the problem requires a human.

03

THE HUMAN MOMENT

The most important part of AI-powered CX may actually be knowing when not to use AI.

AI should handle what it is good at:

Routine questions. Information retrieval. Scheduling. Transactions. Summaries. Pattern recognition. Predictive assistance.

Humans should increasingly focus on what humans do best:

Judgment. Complex problem-solving. Empathy. Relationship building. Nuance. Accountability.

And perhaps most importantly, the moments when a customer needs someone to say:

"I understand. Let me help you."

That's not a failure of automation.

That's successful orchestration.

02

THE GENERATIONAL QUESTION

There is another fascinating dimension to this transformation: generational differences.

Younger consumers tend to be more comfortable with digital self-service and AI-powered interactions. Older generations are generally more likely to seek human assistance when self-service doesn't work.

But I don't think the answer is to design one CX for Gen Z and another for Boomers.

That can become another form of oversimplification.

The better question is:

What does this customer need in this moment?

A 25-year-old customer may want AI to resolve a simple transaction in 30 seconds.

A 70-year-old customer may want the same thing.

And that same 25-year-old may want a human immediately when they're dealing with a complicated financial decision, a family emergency or a problem that technology simply doesn't understand.

Age is a signal. Context is the strategy.

The goal shouldn't be to predict what a customer wants based on their generation.

It should be to give them the right choice at the right moment.

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The customer remains the center of the transformation.

04

START WITH THE CUSTOMER — NOT THE TECHNOLOGY

Perhaps the most important question organizations should ask before launching another AI initiative isn't:

"What can we automate?"

It's:

"What does our customer need from us?"

Then ask:

Where is the friction today? Where are customers asking us to be faster? Where do they want more control? Where do they need expertise? Where does a human interaction create trust? And where can AI quietly remove the work that gets in the way of a better experience?

That changes the transformation conversation.

Instead of starting with technology and looking for places to deploy it, we start with the customer and determine where technology and people create the most value together.

05

THE TWO SCORECARDS

I believe the next generation of CX leaders will have to balance two scorecards.

The business scorecard: How much did we improve efficiency, productivity and cost?

The customer scorecard: Did we make the experience easier, faster, more connected and more human when it mattered?

The first scorecard tells you whether the transformation is working for the business.

The second tells you whether it is working for the customer.

And you need both.

Because if an organization becomes 30% more efficient while making the customer experience 30% more frustrating, is that really transformation?

06

THE REAL OPPORTUNITY

The organizations that win will not necessarily be the ones with the most AI.

They will be the ones that understand where AI belongs—and where the human being still matters most.

Customers don't necessarily want humans for everything.

They don't necessarily want AI for everything either.

They want resolution, choice, speed and confidence.

And when the stakes are high, they want to know there is a person behind the technology who can understand the situation and take ownership.

That is where I believe the real opportunity exists.

The goal of AI-powered transformation shouldn't be to make the customer experience feel more automated.

It should make the experience feel more effortless.

And perhaps the greatest opportunity AI gives us isn't replacing the human experience.

It's giving humans more time to deliver it.