LEVERAGING THE MODERN CONTACT CENTER TO DRIVE YOUR 2024 CX STRATEGY

With insights from Netflix, Major League Baseball™, Yle, Metacask, OctoGate, Mike Morse Law Firm, CXPA Finland and Zoom

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RESEARCH REPORT

INSIDE

- Discover how multimedia service and support, automation, generative AI and natural language processing will shape CX in 2024.
- The business and EX impact of embracing change and driving innovation.
- Why hyper-personalization and machine customers need to be on the practitioner's radar.

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Foreword

For CX, 2023 was a year marked by huge advances and equally huge challenges, from the adoption of generative AI to the impact of global economic conditions.

Following the disruptions and developments of the last 12 months, CX practitioners are now looking to understand the key trends and technologies that will influence their work in 2024. Furthermore, they want to understand how other organizations are leveraging these factors and the benefits they can deliver. Yet with technologies such as artificial intelligence (AI) now in the mix, the ability to predict what could be ahead has become far more challenging.

In tandem, customer demands are changing frequently, with multiple studies confirming that quality experiences, empathetic service and convenient, digital interactions are key loyalty drivers. To meet ever-higher demands the most innovative and customer-centric organizations continue to set new CX standards through omnichannel advances such as generative AI and video-first support. The trickle-down impact of this is forcing widespread adoption of such technologies to support better experiences for customers and employees while allowing organizational leaders to fine tune operations.

This report examines the trends that are on track to define CX in 2024 and explains how they can be leveraged

through the contact center. With insights from Netflix, Major League Baseball™, Yle, Metacask, OctoGate, Mike Morse Law Firm, CXPA Finland and Zoom, it sets out the practicalities of adopting the biggest trends and the unique role that solution providers must play to support organizations as they continue to transform.

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The continued evolution of CX and service

The first papers on experience management were published more than 15 years ago and as a practice, CX is now entering a new phase of maturity. According to David Hicks, chairman of XM Coach, the evidence is a slower growth in standards and performance, consolidation in the vendor market and an expansion in the number and range of teams in an organization who are now involved in CX.

"As this maturation happens there is a need to deliberately design experiences for more than just the customer," says Hicks. "An experience must be deliberately designed for all stakeholders: customers, colleagues and partners. This deliberate design ensures you are optimizing business outcomes from the emotional side of the equation as well as the rational."

A Gartner study of more than 3,000 CEOs and senior executives found that 80 percent believe CX is more important than product and service, but only 13 percent believe they are delivering a superior experience for customers. "This gap in reality signifies the path CX needs to traverse to arrive as a core business function," says CX consultant and *CX Network* advisory board member Guataam Borah. To address the gap, Borah says organizations must focus their CX strategy on investing to meet the needs of new age customers in the digital space, while keeping up with the pace of technology advancements as their adoption curves sharpen.

Yet when *CX Network* researched the Global State of CX in early 2023, only 15 percent of respondents described their organization's CX function as "mature" or "advanced", while the majority (26 percent) described it as "established" (see Figure 1).
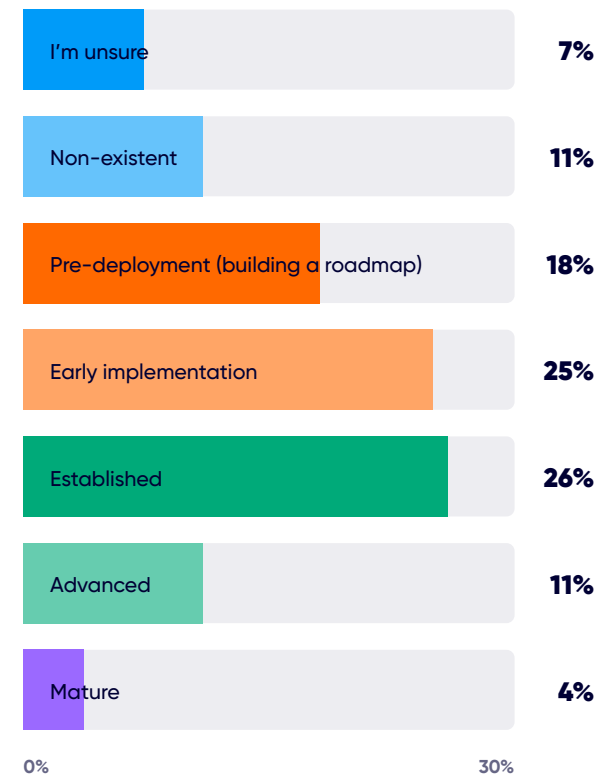
Ben Neo, CX sales leader for the EMEA region at Zoom, says the costs of not achieving CX maturity can be significant. "Today, customer experience matters too much for organizations to leave it up to chance. Businesses are increasingly leveraging customer data to gain insights into customer behavior and preferences, enabling them to tailor their products, services and interactions to meet customer expectations."

> **"This demonstrates the urgent need for businesses to prioritize and continuously assess their progress in delivering positive CX. It is easy to see why CX remains top of mind for today's business leaders."**
>
> **Ben Neo**
> **CX sales leader for the EMEA region, Zoom**

Figure 1

How would you rate the maturity of your company's customer experience management strategy?

I'm unsure	7%
Non-existent	11%
Pre-deployment (building a roadmap)	18%
Early implementation	25%
Established	26%
Advanced	11%
Mature	4%

0% — 30%

Source:
CX Network & Zoom market research, August–September, 2023.

Leveraging the modern contact center to drive your 2024 CX strategy

According to the State of CX in Europe, published by Zoom and IDC in 2023, 53 percent of European enterprises plan to increase their spend on engagement analytics by at least 15 percent over the next 12 months. They are investing to better understand intent and drive stronger personalization.

He continues: "This demonstrates the urgent need for businesses to prioritize and continuously assess their progress in delivering positive CX. It is easy to see why CX remains top of mind for today's business leaders." This increased focus on CX is not limited to technology, however. Neo says the best strategy an organization can adopt is to name a chief experience officer or CX leader to take responsibility and execute the CX management program.
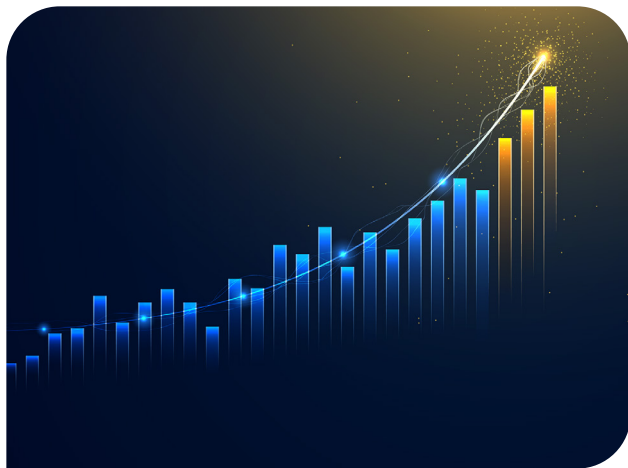
Capturing new trends as CX matures

To thrive against this backdrop, practitioners are looking to capture and leverage the latest trends in customer behavior, technology and business.

On customer behavior trends, respondents in our Global State of CX research said the three trends influencing their role the most in 2023 were:

1 Increased customer demand for convenience;

2 Expectations for instant service and delivery;

3 Increased use of digital channels.

In response, CX is leaning more on technologies that facilitate multimedia service and support, automation and high-quality conversational support, specifically during a customer's service journey.

For Borah, the three biggest trends that will influence CX in 2024 are all interlinked, technology-related and a result of the continued maturation of CX as a business function. They are: a shift to CX design, rapid and widespread adoption of technology and hyper-personalization.

He says: "With technologies like AI and machine learning (ML) rapid progress in digital will compel companies to

focus on ROI, requiring a shift towards CX design and a continued focus on hyper-personalization due to digitally-connected customers."

The influence of such trends does not end in the organization, it is also shaping future customer demands and CX standards as leading organizations deliver ever-more innovative experiences.

This expectation transfer strays across industries and today, it is even present in sport with fans demanding connected, virtual and always-on experiences that are entertaining, functional and work around their schedules.

Transferring the principles of CX to sport

At Major League Baseball™ (MLB), the organization that runs the professional baseball leagues in the US, technology is so important to the fan and employee experience (EX) that MLB considers itself to be a technology company, rather than a sports brand.

MLB wanted to enhance the fan experience through its replay operations center to improve service levels and easily unite remote audiences. It turned to Zoom Contact Center and the all-in-one events platform Zoom Events to expand its reputation for delivering innovative experiences.

Having used Zoom Meetings for video communications and Zoom Phone in much of its daily operations, the Zoom platform was deployed as a value creator that would bring new levels of transparency to fans during the game through new look-in capabilities for live game broadcasts that show previously unseen replay deliberations.

"For the first time, we put cameras in the replay center and made it accessible virtually to fans in the ballpark, fans at home and for people visiting the office," said chief information security officer Neil Boland. "It gives viewers a lot of transparency in terms of what happens every time a replay goes back to the Zoom Replay Operations Center in New York."

 MLB's fan support saw call waiting times decline and customer satisfaction increase through Zoom Contact Center, which also allowed it to reliably facilitate customer billing and resolve technical issues.

"Under the old model we had to make a request, put in a ticket and ask for details on a particular interaction. Sometimes it took 12 to 24 hours or more to get that information back," Boland said. "Now it is all in real-time."

For the MLB Draft in July 2023, MLB used Zoom's hybrid events platform to bring virtual and live audiences together with engaging, interactive tools and features. It

provided a seamless opportunity for the league's clubs, scouts and players to communicate effectively from anywhere and invite viewers to be part of a major, live sports experience.

"Our fans were able to take glimpses into the lives of players that were just being drafted and watch their lives change forever right in front of them," Boland said.

The next section of this report looks in detail at the role of AI in CX in 2024 and its potential applications for organizations and even customers. It also examines the ethical considerations and hype that surround AI at present.

"Our fans were able to take glimpses into the lives of players that were just being drafted and watch their lives change forever right in front of them."

Neil Boland
CISO for Major League Baseball™

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Why 2024 is all about AI

As outlined in section one, there are many things for CX practitioners to keep ahead of in 2024, but Neo says that to focus strategy, organizations should concentrate on the biggest trend in CX right now.

"One of the most prominent trends that should be on the radar of every organization is the continued integration of AI in various aspects of their operations, with a particular focus on customer service in the contact center," Neo says.

There are many reasons for this. In the contact center AI implementations save time, enable self-service, reduce the demand for agents to work overtime and can assist an agent to find information quickly. Additionally, scaling customer service capabilities with AI technology is more cost-effective than hiring new agents. "If demand decreases due to an economic downturn, a business can scale back AI and avoid the need to lay off employees," he adds.

AI also enables organizations to shift their customer service approach from being reactive to proactive, by using customer data to personalize interactions in the marketing and sales journeys. This can also provide contextual information to agents during a service journey. "Waiting for customers to contact the customer support team will no longer be necessary. The team can initiate and control interactions and ensure great customer experiences," Neo says.

Suggesting CX leaders are already preparing for this trend, *CX Network*'s Global State of CX found that AI tools – including chatbots, conversational AI and virtual agents – were the second highest investment priority for practitioners in 2023. Further research from Zoom and IDC found that among European enterprises, 29 percent are planning to invest in AI and automation.

At Metacask, AI and Web3 technologies have facilitated the digitalization of cask trading. Commenting on the use of these technologies across the broader CX landscape, CEO Rob Hollands says the companies that innovate, invest and take some considered risks will win big. "Well-timed, intelligent and hyper-relevant customer experiences driven by the technologies that have emerged over the past few years will lead the way," he says.

"We will see technologies such as AI and Web3, including blockchain, being combined to create

empowering, optimized and hyper-relevant experiences for consumers. Alongside genuine use cases, these new tools will help deliver exceptional CX and real business value."

Hollands says the adoption of Web3 technologies across organizations could also help address customer demand for stronger data governance, particularly transparency, control and ownership of data. "This will be woven into the delivery of great experiences and services and I hope we will see less of the technology itself. Truthfully, consumers care about great products and services, brilliant experiences, honesty, trust and transparency. They rarely care about the underlying technology, which should just be an enabler of the very best customer experience," he adds.

At Finland's national broadcaster, Yle, head of CX Jaakko Lempinen leads the analytics and insights department. He has been using AI to enhance CX for broadcast and streaming viewers for a number of years and says AI-driven personalization is a key tool for Yle to win and retain broadcast and streaming viewers.

"Modern customers no longer find generic experiences satisfactory, they seek hyper-personalization," he says. "Leveraging AI technologies is essential to fulfilling these expectations."

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Will 2024 be the year of the machine customer?

Both Neo and Lempinen agree that advances in AI-powered virtual assistants will continue to drive innovation, both for customers and organizations.

Neo says AI-powered assistants in the sales journey will become more commonplace as capabilities expand. "Virtual assistants can guide customers through decision-making to help them make purchases they will be most happy with, make decisions about repair vs. replacement, or choose the best service offering for their needs."

Lempinen says the next leap in organizational efficiency will come from bespoke "co-pilot" services, enabled by advanced language models. "These services will streamline and diversify human work by automating routine tasks. Additionally, search functionalities within organizations are due for a significant overhaul. Advanced language models reduce the dependency on high-quality metadata, traditionally required for effective search capabilities," he says.

But there is another capability emerging that many believe will revolutionize CX in the same way it will business and society. In November 2023, OpenAI introduced GPTs – customizable versions of ChatGPT that can be modified and personalized by organizations or customers. With this in mind Sirte Pihlaja, head of team at CXPA Finland and CEO of Shirute, says the trend that will define 2024 is machine customers.

"Everybody is talking about or doing something around AI, but there is too much focus on the idea of how to make sales more effective or reduce the amount of work it takes to acquire customers," says Pihlaja who has authored a book on the topic. "Instead, we should all be busy learning new skills to re-design our businesses and experiences for machine customers – our digital representatives. In doing so, we will support our customers and ensure better employee experiences."

For organizations, this will change everything. A customer's digital assistant could use a website or contact customer care and the agent may not be able to differentiate that they are talking to a voice AI. It brings a new dimension to the conversation around labeling service content as AI generated and it will also demand new soft skills among customer service agents – if they are indeed still human workers. According to Pihlaja, if the agent is also a virtual assistant, the future of service may well be about AI-to-AI interaction.

"This requires some serious process re-engineering," she says. "Machine customers will be huge in the long run. People want convenience – if one can use a generative AI personal assistant to do bookings, contest a parking ticket or re-negotiate a mobile contract, for example – why would they not? I will gladly be doing this as soon as possible!"

Avoiding the hype on AI

To ensure AI investments for the contact center are suited to organizational goals, there are many considerations that must be taken into account.

Saki Takeda, director of product management for Netflix manages customer service technologies for the streaming giant and says it is possible to automate many things, but it should not be done at the expense of the overall experience.

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"There is a lot of hype around AI technologies and I am fully aware this is the center of interest in CX right now. Personally, as much as I am bullish about AI technology in CX, we also have to be really careful about the adoption of AI technology," she says.

Referencing the early chatbots that specialized more in dead ends than fast resolutions, Takeda says that as AI powers more automation in CX and service, a balance must be found between the level of automation and the quality of the resulting experience.

"Balancing that and really testing how much an automation benefits the organization and customer's experience is going to become more and more important, especially as AI technology develops in future," she says.

Vendors also have a bigger role to play as organizations work to deliver better digital CX and enhance traditional experiences with digital technologies. In line with the maturation of CX outlined in section one, Takeda says there are many more third-party solutions available now than 10 years ago, and that specialist tasks should be executed by specialists.

"I'm really excited to find and partner with those third-party solution providers because you can only do so many internal builds and we see a lot of companies doing that for their CX organization," she explains.

"When you think about Netflix, for example, our core activity is not building customer service systems – we are in the business of entertaining the world! It makes more sense to take advantage of a third-party solution that is rapidly evolving in the industry."

In avoiding the hype on AI, Lempinen says there are ethical considerations too, and that in addition to striking a balance between innovation and quality, organizations must ensure guardrails are in place before any AI technology is deployed.

He says: "As AI continues to infiltrate customer experience solutions, establishing an ethical framework is non-negotiable. Companies must craft and rigorously implement principles for responsible AI usage, ensuring these guidelines are disseminated effectively across the organization."

At Zoom, a commitment to responsible AI means that the company does not use its customer's platform data to train its AI models, or those of any third parties. This means that all communication content, such as audio, video, chat and screen sharing data can remain private unless specified.

"Our approach prioritizes user control," Neo says. "It's up to administrators and account owners to enable these features, providing granular control to meeting hosts. We

also maintain transparency with participants through in-product notices about the AI tools in use."

Zoom's federated AI approach leverages a blend of advanced models, including Zoom's own LLM, Meta Llama 2, OpenAI and Anthropic. "This approach offers high-quality results and adapts to incorporate ongoing AI innovations," Neo says. "Users benefit from enhanced quality and performance without the complexity of selecting a specific model. Our focus is on delivering a seamless, user-centric experience while upholding the highest standards of AI ethics and responsibility"

The next section of this report looks at how the major trends for 2024 can be realized in the contact center. It cites real world examples from companies that are already embracing such trends to demonstrate their impact on employees, agents and the wider business.

> "As much as I am bullish about AI technology in CX, we also have to be really careful about adoption of AI technology."
>
> **Saki Takeda**
> **Director of product management for Netflix**

Behind the trends:
The impact on employees, agents and business

As outlined in section one, the contact center increasingly requires technologies that facilitate multimedia service and support, automation and high-quality conversational support. As Takeda highlighted, it is not always feasible for organizations to build these capabilities in-house.

The benefits of such technology, however, reach far beyond CX to improve experiences for employees while driving results across the wider business. Stronger EX drives better CX and leads to lower agent churn, while advanced technology can reduce operational loads and overheads, and improve efficiency.

For example, the use of AI and ML can allow a business to understand its current project status, guide it through processes, track items in manufacturing and shipping and offer predictive insights that support better engagement with customers and streamline operations. "Therefore, AI and ML should be part of the overall CX strategy," Neo says.

"There are many operational benefits of investing in advanced CX tech. For example, AI can provide business leaders with probable outcomes for intelligent decision-making, it can mine data to generate leads for the sales team and it can analyze vast amounts of customer data, enabling businesses to gain a deeper understanding of customers' preferences, behaviors and pain points," Neo says. "Businesses can then look for signs that without intervention the customer may churn. Advanced CX technologies can also provide real-time insights, enabling businesses to respond quickly to changing market conditions and customer needs."

As our Global State of CX research found, AI and AI-driven service technologies are key investment priorities at present, but respondents encounter challenges when integrating these with existing tools and company culture.

These challenges often arise when legacy CX solutions have been extended over many years and are not seamlessly integrated from the outset. "Instead, they were 'made to fit' later in the evolution of these systems. This approach can lead to bottlenecks in workflows, as well as forcing users to switch between different applications, which can be cumbersome and counterproductive," Neo says.

Integration is a cornerstone of technology procurement and CX leaders must consider interoperable solutions that are designed to be compatible with other systems. According to Metrigy's 2023 Technology Spending Outlook, 48 percent of CX leaders are integrating their contact centers with unified communications (UCaaS) and customer relationship management (CRM) platforms.

Meanwhile, 46 percent are adding management tools to improve their network, audio or video performance. Integrating contact center capabilities with a UCaaS platform is key to reducing friction and the study found 54 percent of organizations did so in 2022.

Executing a CX technology strategy

At personal injury law firm Mike Morse Law Firm, CIO John Georgatos developed a CX technology strategy built on modern and interoperable tools with AI and ML, that could advance and scale communications to meet long-term goals.

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In response to its TV advertising campaign, the firm would regularly average 500 in-bound calls a day. It initially deployed Zoom Phone and Zoom Power Pack to eliminate issues with dropped calls, poor call clarity and glitchy conversations, but it had further challenges to address related to the huge amounts of data it handled and the need to deliver on both EX and CX.

"We had a couple of things to solve," Georgatos says. "After a phone system, we needed a contact center. We considered adopting Microsoft Teams for our internal collaboration and meetings, but we knew Teams would need some third-party help to handle the contact center function, and Zoom's was built-in, while also offering the most Microsoft integrations," Georgatos says.

The addition of omnichannel platform Zoom Contact Center gave agents a single view of their work as well as chat capabilities to converse with paralegals during client calls. Zoom's Neo says: "An integrated contact center experience helps organizations remove the barriers that lead teams to work in silos. Instead, it increases employee collaboration and productivity. Even better, this integration lessens the burden for IT teams by deploying the same Zoom application. By adopting the Zoom Contact Center and its integrated approach, organizations can ensure a seamless transition when integrating this platform with their existing infrastructure."

For the firm's client experience director Jan Rosenberg, analytics and reporting were especially valuable to track average wait times and call queues, and therefore calculate the cost of each call. The data can then be tied back to the advertising source to show how much it costs to become a client and how much revenue a caller will generate upon successfully resolving the case. This deeper understanding has led the team to be more efficient with call intake and save an estimated US$400,000 annually in operational costs.

Other tools in use include Zoom One, Zoom Team Chat and Zoom Whiteboard. Next, Georgatos plans to build hybrid-friendly workspaces using Zoom Rooms and Zoom Workspace Reservation, and dive deeper into AI with Zoom's sales conversation intelligence tool, Zoom Revenue Accelerator.

The CX technology strategy has been so successful that through its consulting arm Fireproof Performance, the Mike Morse Law Firm now helps other firms and businesses accelerate their digital cloud transformation.

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Creating an agile and efficient enterprise

With a client base of around 2,000 public institutions and businesses, German firewall manufacturer OctoGate is already addressing many of the major 2024 trends highlighted in this report through its contact center. Initially, the company required IVR switching, queuing and a cloud-based system, but in future would also need to add chat and video telephony. Its communications upgrades began in 2020 when it started to use Zoom Phone. In the last three years it has integrated Zoom Meetings, Zoom Team Chat, Zoom Webinars and Zoom Contact Center to create an agile, efficient and seamless organization with communications to match.

From the customer perspective, calls are now routed to support or sales teams and Zoom's AI-powered virtual agent enables the system to resolve complex customer queries.

> **"There are many operational benefits of investing in advanced CX tech."**
>
> **Ben Neo**
> CX sales leader for the EMEA region, Zoom

With one third of employees working remotely, EX was a primary focus during the upgrades. Team members can now use Zoom to exchange documents via chat instead of sending emails and can quickly switch from phone to video calls, or sketch ideas on the whiteboard and share the screen with colleagues in development.

"Communication at OctoGate has to be smart. The more we use Zoom, the less we need to use email. And that is a good thing," says CEO Frank Menne. "For me, using the smallest number of different tools as possible is important. The Zoom platform is our primary tool throughout the work day and it helps us ensure no information gets lost."

To further enhance the customer support it offers, OctoGate has integrated Zoom Contact Center into its own products. "People who buy firewalls or parental controls from OctoGate have a direct line to OctoGate via the contact center in case of support issues," says Menne.

As an organization, OctoGate's culture is built on efficiency, agility and collaboration and as a small company, Menne says "we have to deliver". He wants to use the platform's capabilities to their full capacity. By connecting Zoom Contact Center to his systems, he plans to expand call flows and use APIs to provide his customers with personalized service and faster problem resolution.

"Since we started using Zoom, we have been able to communicate better and work more efficiently. We have become much faster. In the way we develop things and in the way we respond to requests from partners and customers. We are much more agile with Zoom," says Frank Menne.

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Conclusion:
How to prepare for 2024

As it continues to embrace digitalization, CX is entering a period of maturity. As a result, practitioners must innovate the experiences they offer faster than ever before to keep up with customer demands for convenience and speed.

From hyper-personalization to the increased use of digital channels, the interviewees featured in this report named several trends have the potential to be harnessed through the contact center in 2024. However, they also all agreed that AI will transform CX over this period, demanding new skills and close management. On how organizations should prepare, Zoom's Neo urges focus on:

Omnichannel strategies: Customers interact with brands through a myriad of channels, including social media, websites, mobile apps, email and physical stores. It is imperative to ensure that whether a customer reaches out via a chatbot, email or in-store visit, they should receive the same level of service and information.

Hyper-personalized experiences: With personalization becoming a defining factor in customer engagement, leveraging data-driven insights is paramount for delivering hyper-personalized experiences. This personalization should encompass every aspect of the customer journey, from tailored content and product recommendations to highly responsive and personalized customer support. This leads to improved Net Promoter Score (NPS) and Customer Satisfaction (CSAT) scores.

Embracing AI and remaining customer-centric: Implementing AI-driven solutions, such as smart assistants and chatbots, can significantly improve agent productivity and enable businesses to focus on addressing core customer pain points.

As outlined in the report, AI's capabilities are only just being realized. In 2024, CX and service require technologies that facilitate multimedia support, automation and high-quality conversational support, yet as Takeda highlighted, it is not always feasible for organizations to build all capabilities in-house. As trusted advisors and tech specialists, there will be an important role for solution providers to play.
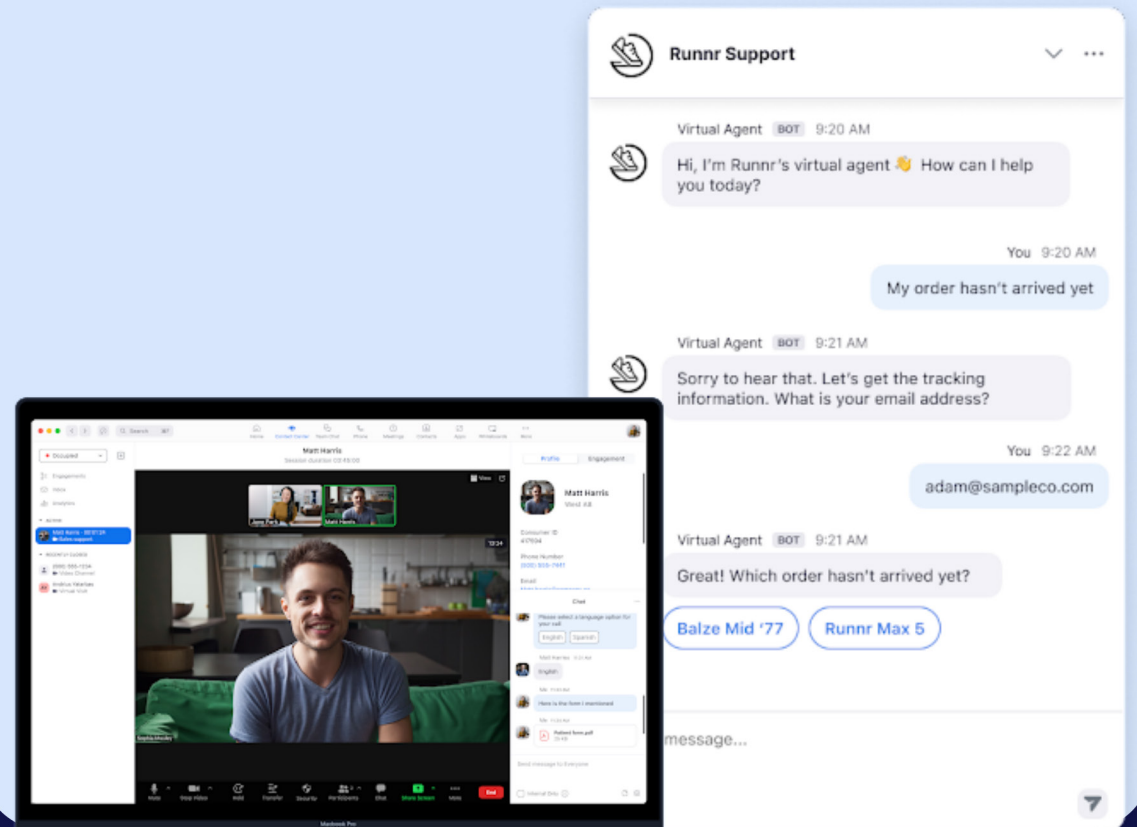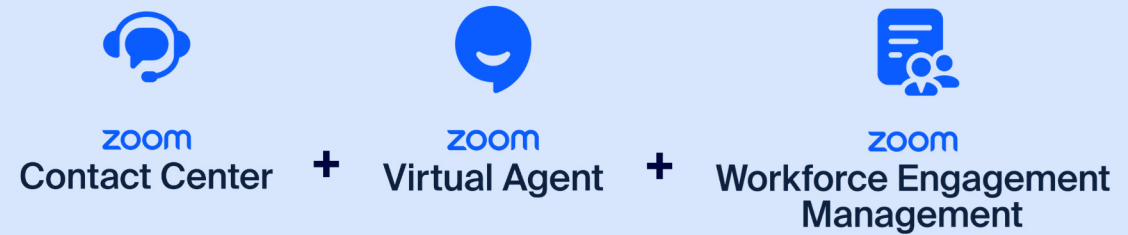
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Increase customer loyalty with ZCX

Provide fast and memorable customer experiences to reduce churn

Benefits

- Resolve customer inquiries faster with AI self service and routing

- Merge your employee and contact center communications

- Engage with customers in new ways

68% of Zoom Virtual Agent interactions are self service on average

zoom
Contact Center

+

zoom
Virtual Agent

+

zoom
Workforce Engagement Management

Runnr Support

Virtual Agent BOT 9:20 AM
Hi, I'm Runnr's virtual agent 👋 How can I help you today?

You 9:20 AM
My order hasn't arrived yet

Virtual Agent BOT 9:21 AM
Sorry to hear that. Let's get the tracking information. What is your email address?

You 9:22 AM
adam@sampleco.com

Virtual Agent BOT 9:21 AM
Great! Which order hasn't arrived yet?

Balze Mid '77   Runnr Max 5

message...

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For further information on *CX Network*'s 2024 calendar, contact Tilak Antony tilak.antony@iqpc.com

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