

From Automation To Orchestration: The Future Of AI-Powered Customer Experience

Transforming Customer Engagement
With Hyperpersonalized Experiences

A FORRESTER CONSULTING THOUGHT LEADERSHIP PAPER COMMISSIONED BY AVAYA, MARCH 2025

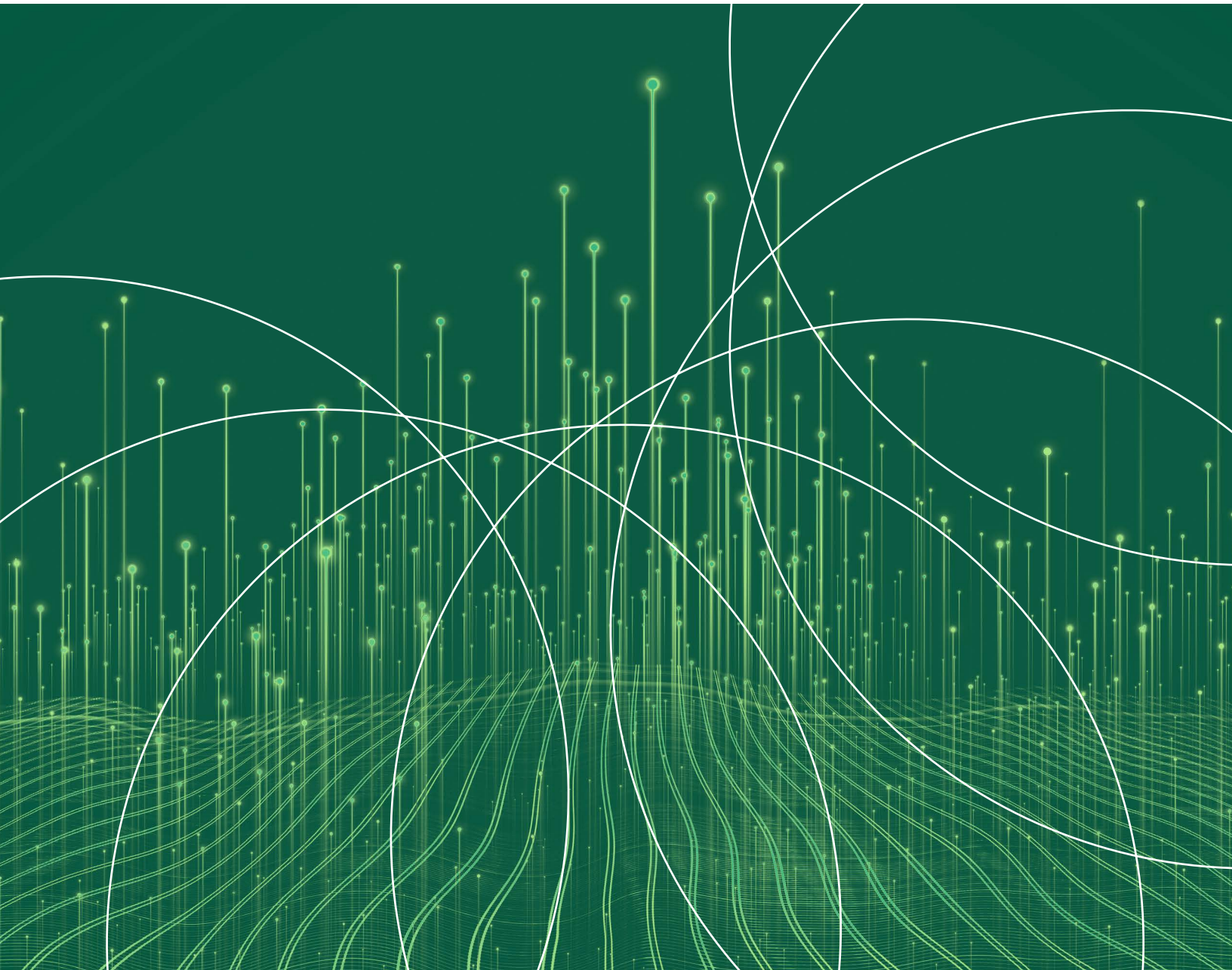


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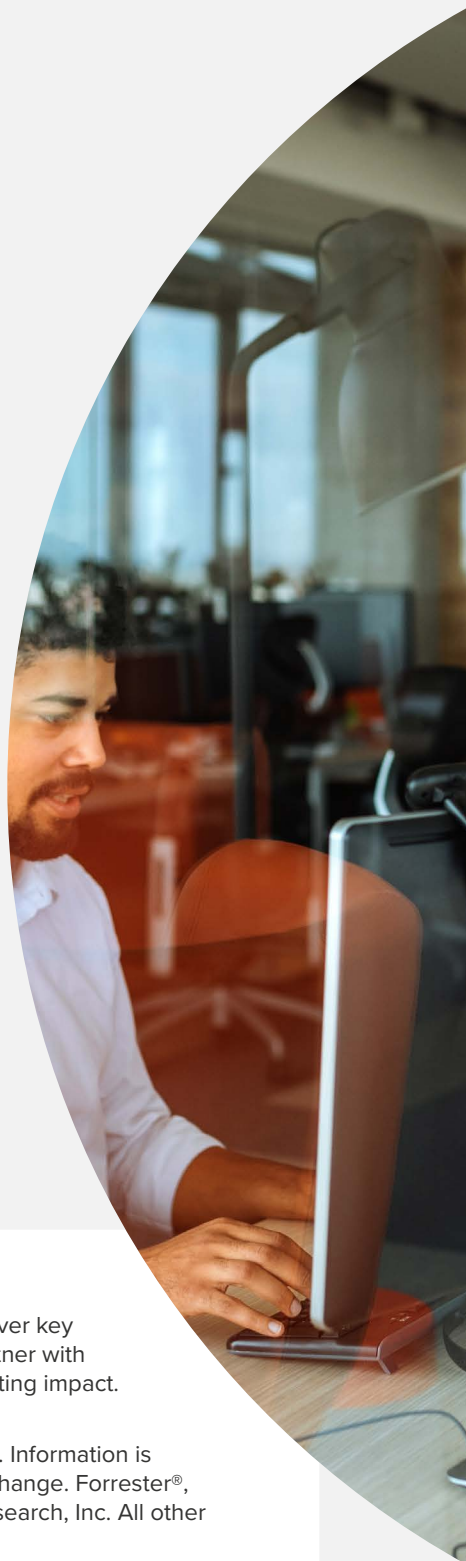
Contributing Research:

Forrester's [Customer Experience \(CX\)](#) research group

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Executive Summary

Artificial intelligence (AI) is redefining customer experiences (CX) and reshaping how businesses engage, support, and delight their customers. Organizations are embracing AI to drive efficiency, enhance personalization, and maintain a competitive edge in an increasingly demanding market.

While high costs, integration challenges, and data silos present hurdles, the momentum of AI adoption is undeniable as businesses recognize its transformative potential. At the forefront is generative AI (genAI), which powers chatbots and agent-assist tools that streamline operations, reduce response times, and empower employees. Advanced analytics and automated quality monitoring are also enabling data-driven decisions to ensure that customer service quality remains high. Strategic AI orchestration — seamlessly integrating AI into existing workflows with minimal disruption — has emerged as a critical enabler.

The path forward requires aligning AI strategies with corporate goals, embracing hybrid cloud solutions for scalability, and investing in workforce readiness to unlock the full potential of AI-driven CX.

The future belongs to businesses that can balance the power of AI with human ingenuity, creating seamless, personalized, and impactful customer journeys that set a new benchmark for excellence.

In August 2024, Avaya commissioned Forrester Consulting to evaluate the impact of AI on CX operations in contact center environments, including how survey respondents are integrating AI, the challenges they face, and the opportunities they anticipate. Forrester conducted an online survey with 415 respondents who are responsible for the CX strategy at their organization to explore this topic. The study was completed in November 2024.



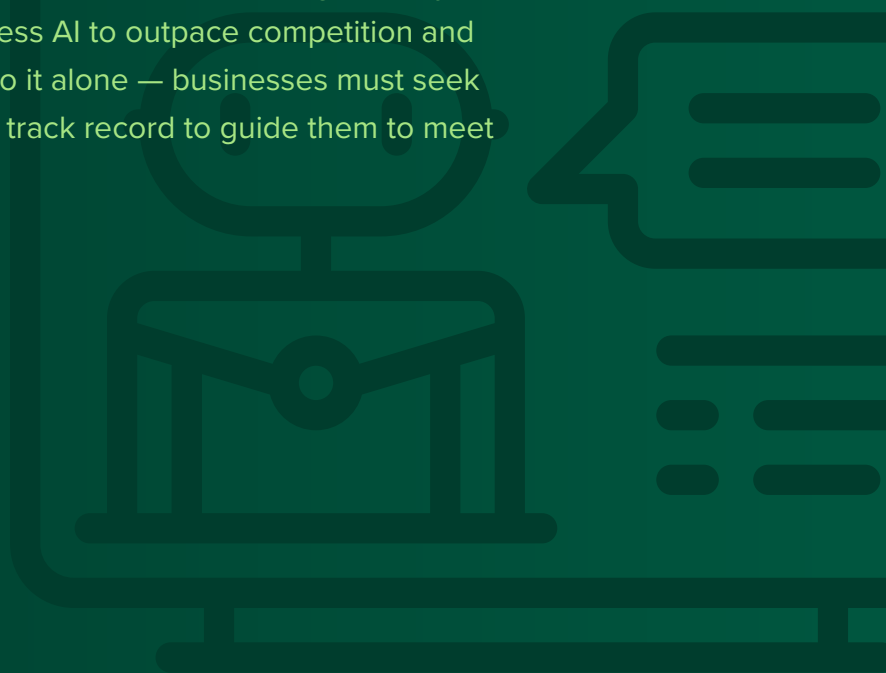
Key Findings

AI is the new frontier for contact center CX transformation. Organizations are leveraging AI to revolutionize and transform their customer interactions into high-powered services. GenAI chatbots, agent assist, and AI-based voice tools are being widely used for efficient, personalized, and enhanced CX.

Strategic orchestration is key to success. Integrating CX into existing workflows while minimizing disruptions has become a cornerstone of successful AI adoption. Businesses are prioritizing phased implementation to ensure scalability and operational continuity.

Data and analytics fuel the AI advantage. Data is an organization's lifeblood, and advanced analytics and automated quality monitoring are empowering them to gain real-time insights, optimize customer journeys, and maintain high service standards — turning CX into a proactive and measurable driver of growth.

Overcoming barriers requires bold strategies and established partners. Despite cost concerns, integration challenges, and data silos, businesses recognize AI's transformative potential. By aligning AI initiatives with corporate goals, improving workforce readiness, and prioritizing security and compliance, organizations can harness AI to outpace competition and redefine CX excellence. But they can't do it alone — businesses must seek partners with the technical prowess and track record to guide them to meet their business objectives.



The Transformative Power Of AI Orchestration In CX

The AI revolution is here, and its impact is undeniable. Over the past few years, AI has transcended from a buzzword to an organizational strategy cornerstone.

AI is not just a tool — it's a force that's reshaping the way we live and work. As machines absorb increasingly vast amounts of data and expertise, they deliver knowledge on demand through AI-powered agents, completely changing customer interactions and operational efficiency.

The next two decades will witness AI driving profound change across industries.

However, realizing the full potential of AI depends on orchestration and requires organizations to be more elastic and adaptable — orchestrating with strategic planning, seamless integration, and aligning AI solutions with existing processes. In other words, businesses need intuitive orchestration tools that bridge data silos, unify workflows, and enable continuous optimization.

Our survey highlights a clear trajectory toward AI adoption in customer service: 34% of respondents report that their organization actively uses AI across all customer interaction processes, while 26% have implemented AI in key areas but not yet comprehensively.

To achieve critical goals over the next 12 to 24 months, respondents in our survey cite integrating AI into CX as important to achieving critical goals such as enhancing customer satisfaction, streamlining support, and delivering personalized and seamless experiences (see Figure 1). We found that:

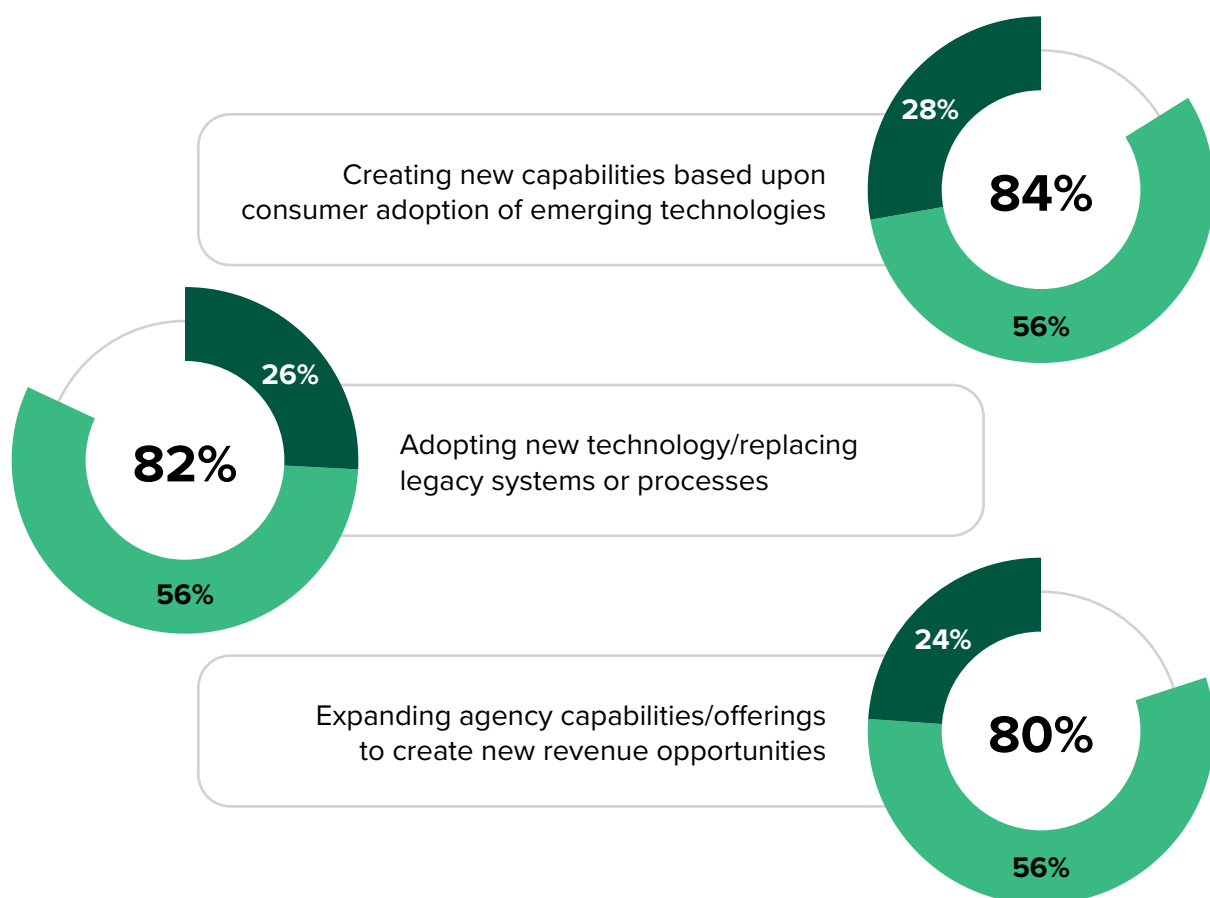
- **Businesses strive to master customer support and improve efficiency.**

There is strong demand for streamlined operations that can handle high volumes and complex customer needs: 52% of business decision-makers in this survey are prioritizing AI to increase customer support efficiency. Coupled with the need for AI-driven solutions that can automate routine tasks and optimize workflows (31%), businesses seek shorter wait times and to empower call center agents with real-time insights, thus improving service quality and speed.

FIGURE 1

“What are your organization’s primary goals for integrating AI into customer experience over the next 12–24 months?”

● Critical priority
● High priority



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization’s CX strategy

Note: Showing top three responses

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

- **There is a dual focus on reducing costs and boosting satisfaction.**

Survey respondents highlight key goals for AI in CX as reducing operational costs and enhancing customer satisfaction (42% each). This dual focus underlines the desire to leverage AI for financial efficiency while simultaneously improving customer loyalty and CX. AI’s ability to deliver cost-effective, high-quality interactions enables businesses to do more with less and ensures they can meet customer expectations even in tight economic conditions.

- **Competitive pressures drive adoption.** The advancements in AI technology (42%) and the pressing need to remain competitive (33%) point to the compelling urgency for respondents' organizations to integrate AI into their customer service operations. As AI sees increased growth and accessibility, a strategic pivot emerges where its adoption is no longer optional — it's essential to better serve customers and stay relevant in a rapidly transforming market.

34% 

of surveyed respondents cited having implemented, embedded, and actively used AI across all customer interaction processes.

The Current Use Case Of AI In CX Is Shaping The Future Of Customer Interactions

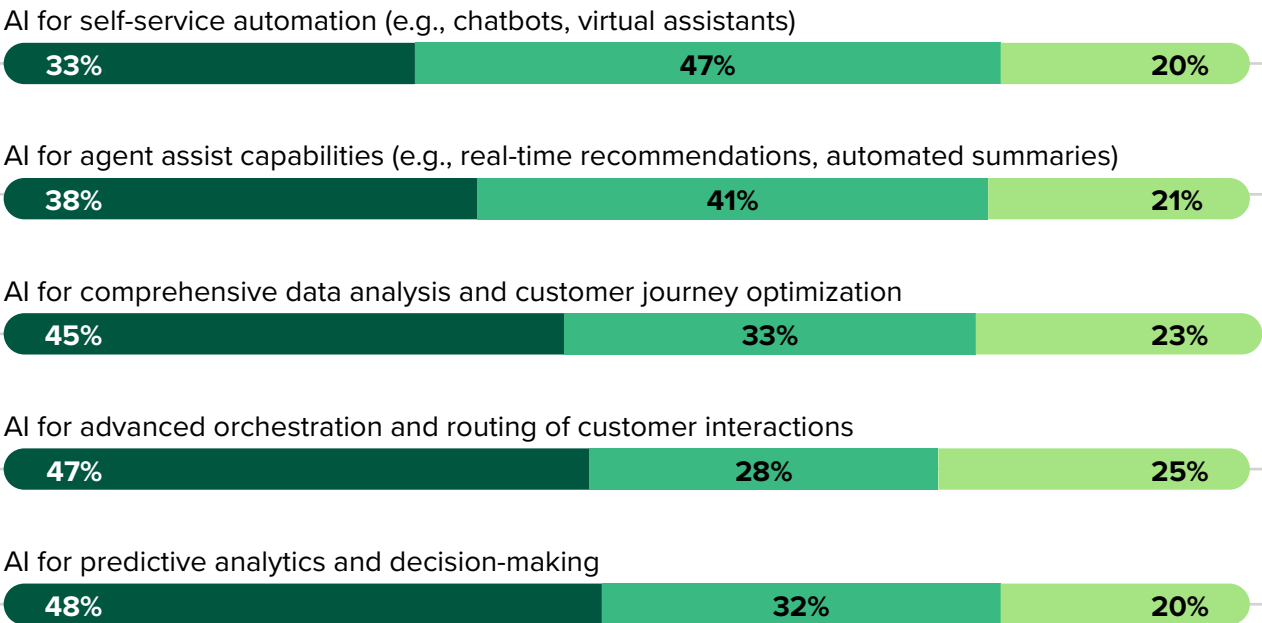
Businesses are leveraging AI in diverse ways to transform CX operations, and many respondents’ organizations are actively planning to implement advanced capabilities in the near future. From streamlining self-service to orchestrating customer journeys, AI is revolutionizing CX by enhancing personalization, improving decision-making, and creating operational efficiencies.

Our survey reveals which AI capabilities respondents are prioritizing for CX and how they’re evolving (see Figure 2):

FIGURE 2

“How does your organization currently use AI in CX operations?”

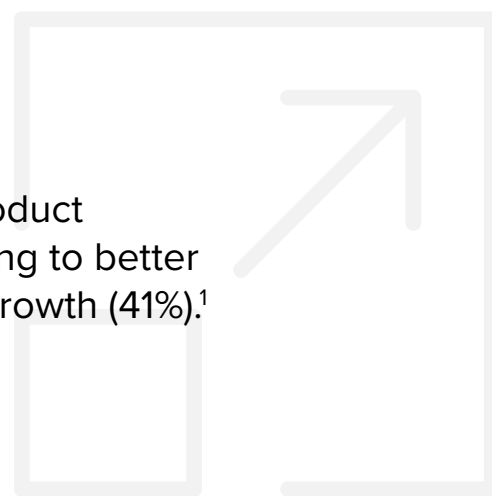
- Planning to implement in the next 12 months
- Currently using
- Expanding or upgrading implementation



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization’s CX strategy
Note: Multiple responses accepted; percentages may not total 100 due to rounding
Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

- **Redefining CX operations with AI-driven agent-assist and self-service tools.** Currently, 47% of respondents' organizations are already using AI for self-service automation, and 41% are using agent-assist capabilities. This adoption emphasizes the immediate value of AI solutions, which are foundational applications for enhancing efficiency and support. The integration of AI orchestration in these applications ensures that the interactions are part of a broader, coordinated customer journey — like maintaining context and continuity across various channels — leading to more personalized and cohesive CX.
- **Being future ready by prioritizing orchestration.** Survey respondents show strong intent to adopt more advanced AI capabilities, with 45% planning to implement tools for data analysis and customer journey optimization within the next 12 months. This highlights a forward-looking approach where businesses recognize the strategic advantage of integrating orchestration into their AI-enabled processes. Orchestration allows businesses to ensure that AI-driven solutions are cohesive and align with disparate processes for a unified CX strategy.
- **Expanding AI applications.** For respondents whose organizations are already using AI, 23% say they will expand or upgrade AI applications for customer journey orchestration and comprehensive data analysis. This trend suggests that as organizations build confidence in AI, they are increasingly interested in optimizing and refining their AI-driven CX systems to provide personalized, seamless experiences.

Businesses that innovate with AI can scale product development, processes, and decisions, leading to better customer retention (51%) and faster revenue growth (41%).¹



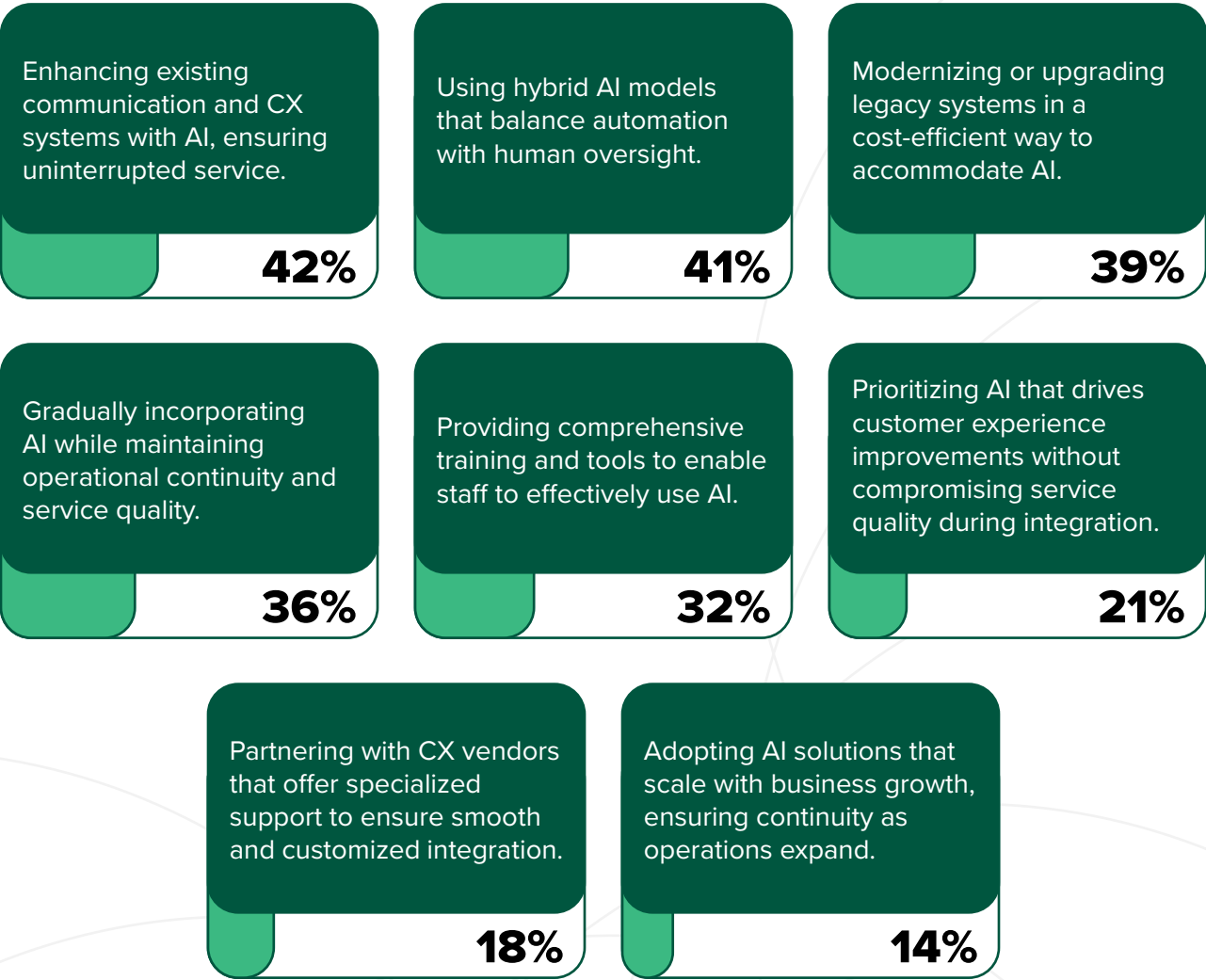
KEY STRATEGIES FOR ADOPTING AI IN CUSTOMER INTERACTION SYSTEMS

Businesses are clamoring for AI impact now — and it may seem within reach, as there are promising early signals of genAI's impact from contact centers, software development efforts, content marketing initiatives, meeting summaries, and helpdesks — and some organizations are reaping the benefits. However, it's too early to maximize the value of genAI or AI at scale. This reflects the importance of minimizing disruptions while enhancing CX capabilities through AI, which will enable organizations to maximize the value of their technology investments.² We asked business decision-makers their most important strategies when adopting AI in customer interaction systems. The survey results revealed (see Figure 3):

- **Organizations will focus on seamless integration and system enhancement.** Many survey respondents are prioritizing system enhancement (42%), indicating a strong emphasis on integrating AI without disruption. This approach ensures smooth AI adoption, allowing organizations to leverage AI's benefits without overhauling their entire infrastructure. By enhancing systems with AI, organizations can expect optimized and aligned CX. In fact, respondents share that the promise of alleviating mundane tasks from agents and employees further enhances overall employee engagement (32%), improving CX operations with more value-added tasks.
- **Organizations will emphasize human-to-AI collaboration.** Rather than replacing human agents, respondents indicated that their organization values a balance of AI automation and human oversight (41%). This collaborative model not only enhances service quality by combining human empathy with AI efficiency but also helps employees transition into more AI-driven workflows.
- **Cost-effective modernization is not to be overlooked.** Thirty-nine percent of survey respondents underline the need for enhancing CX capabilities through AI while maintaining costs. This strategy reflects a pragmatic approach to AI adoption, allowing companies to gradually implement AI in a financially sustainable way, maximizing ROI and enabling scalable future growth.

FIGURE 3

“What strategies are most important to your organization when adopting AI into your customer interaction systems?”



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization’s CX strategy

Note: Multiple responses accepted

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

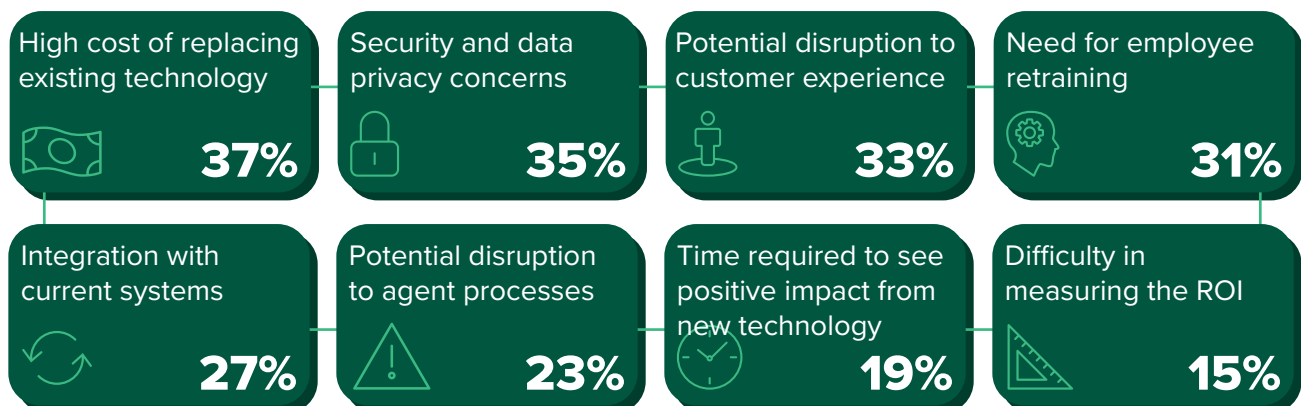
AI Implementation Is More Than Plug And Play

Major transformations carry risk associated with technology and cultural change. Surveyed decision-makers note integration challenges and potential costs associated with adopting new, rapidly evolving technologies like AI. Our survey found that organizations are wary of barriers such as (see Figure 4):

- **The high costs and security concerns of AI implementation.** The top two concerns of survey respondents — the high cost of replacing existing technologies (37%) followed by security and data privacy (35%) — reflect the significant financial investment of AI solution integration and the critical importance of safeguarding sensitive customer data. Decision-makers are cautious about AI adoption and need to justify the expenditure within constrained budgets while adhering to stringent security and compliance requirements. A phased approach can enable businesses to build on existing systems, reducing the need for costly overhauls and facilitating modernization at their own pace.

FIGURE 4

“Which of the following are key concerns when implementing AI in your customer interactions?”



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization's CX strategy

Note: Multiple responses accepted; showing top eight responses

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

- **Risk of disruption to customer and agent experiences.** When implementing AI in customer interactions, 33% of survey respondents are concerned about the potential disruption to CX, and 23% worry about disruptions to agent processes. These concerns underscore the importance of a seamless transition to AI, as organizations fear that poorly integrated AI solutions might negatively impact customer satisfaction and employee workflows and thus degrade service quality rather than enhance it.
- **The need for employee retraining and system integration.** Almost one-third (31%) of respondents indicate the need for employee retraining, and 27% are concerned about current system integration. These concerns reflect the ongoing challenge of preparing staff for AI-enhanced roles and ensuring compatibility with existing infrastructure: critical factors for a successful AI rollout. As AI reshapes customer interaction strategies, employees must adapt to new AI-driven workflows while organizations face the challenge of upskilling staff to work effectively alongside AI tools. And, because integrating AI tools into legacy systems remains a significant technical hurdle, businesses must ensure new AI solutions are compatible with existing infrastructure to avoid costly disruptions and negative CX impact. Solutions that focus on compatibility with existing infrastructures and user-friendly workflows create an environment where it is easier to upskill employees and implement AI without unnecessary disruptions.

An AI community of practice shapes the future of work to organize, coordinate, orchestrate, and collaborate across the AI lifecycle.³

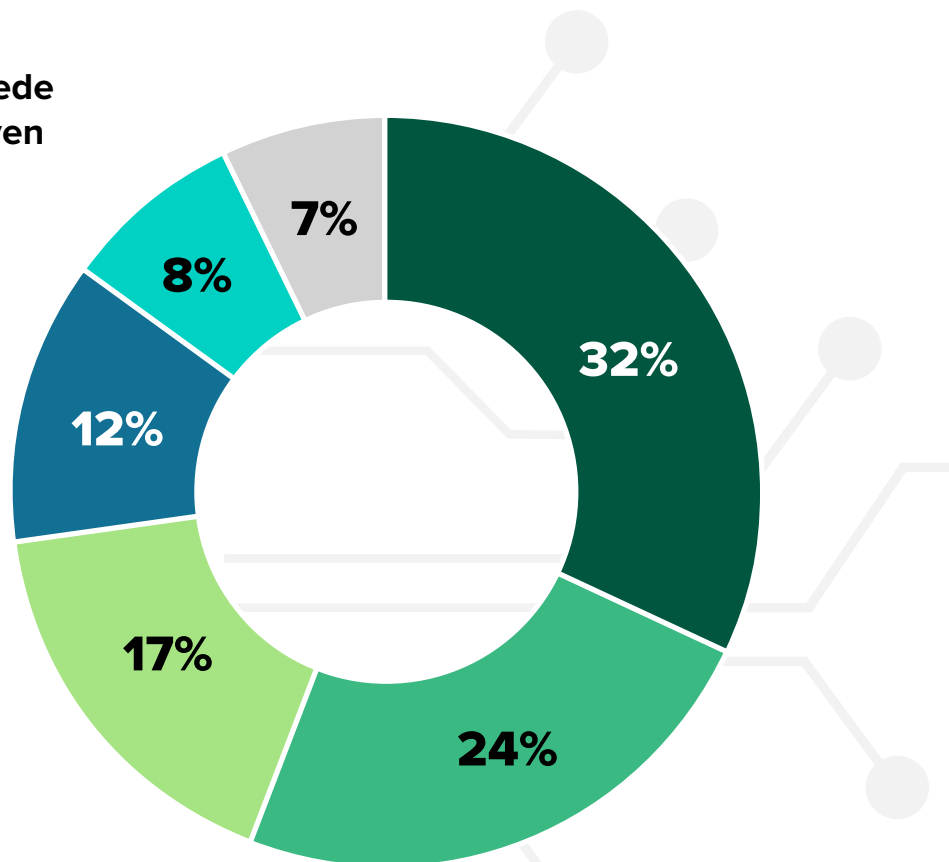
Breaking Down Data Silos To Unlock AI's Full Potential In CX

In today's interconnected business environment, data serves as the foundation for innovation and decision-making. However, data silos remain a significant challenge for many organizations, obstructing the effective implementation of AI-driven CX initiatives. By limiting access to cohesive, actionable insights, these silos prevent organizations from fully leveraging the transformative potential of AI in delivering personalized and seamless customer interactions (see Figure 5).

FIGURE 5

“To what extent do data silos within your organization impede the implementation of AI-driven CX initiatives?”

- Data silos pose some challenges, but we are managing them.
- Data silos are a major barrier to AI implementation.
- Data silos exist but do not significantly impact AI efforts.
- We have effectively eliminated data silos.
- Data silos are not an issue in our organization.
- I'm not familiar with how we manage data.



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization's CX strategy
Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

- **Many organizations are managing data silos, but integration remains a challenge.** Significantly, 32% of respondents report actively managing data silos while acknowledging their challenges. This suggests that organizations are making strides in addressing fragmented data systems through targeted strategies, such as data integration and orchestration, to ensure AI-driven initiatives are not completely hindered.
- **Data silos are a major obstacle for nearly one-quarter of respondents.** Twenty-four percent of respondents reported that data silos represent a substantial barrier for their organization, highlighting the operational technological challenges of accessing and unifying disparate data sources. This barrier hinders the deployment of AI tools that rely on consolidated data to provide valuable insights, predict behaviors, and enable advanced CX functionalities.
- **Eliminating data silos is a rare achievement.** Only 12% of respondents report having effectively eliminated data silos at their organization. These trailblazing companies likely invested in comprehensive data strategies and advanced orchestration tools to streamline their data ecosystem. Their success demonstrates the criticality of a robust data foundation in driving AI-powered CX initiatives.

Overcoming Key Organizational Challenges To Elevate CX In Contact Centers

Enhancing CX in contact centers requires organizations to overcome a complex set of challenges that span resource management, financial constraints, cross-functional alignment, and technology and data integration. Our survey revealed the main challenges faced by contact centers in enhancing CX as (see Figure 6):

- **Balancing resources and financial pressures.** Recruiting, training, and retaining skilled staff is a top challenge for more than half of respondents' organizations (53%). Contact centers are having trouble maintaining workforces equipped to meet evolving CX demands. As customer expectations rise, finding and retaining employees with the skills to deliver high-quality service has become essential, yet costly. Cutting costs versus making CX enhancements is another major challenge for 51% of respondents, who report that their contact centers must often meet efficiency targets even as they are expected to provide increasingly sophisticated, personalized experiences for customers. This tension creates a barrier to investing in long-term CX enhancements. Respondents also note that budget constraints limit their organization's ability to invest in advanced tools, training, or service improvements (49%), which stymie efforts to implement AI-driven solutions that enhance CX efficiency and effectiveness.
- **Aligning cross-functional objectives for cohesive CX.** Inconsistent goals across departments can lead to disjointed customer journeys, where different teams may prioritize different CX aspects. Effective collaboration is essential to providing a seamless, cohesive CX across all touchpoints. Additionally, demonstrating ROI for CX initiatives underscores a common barrier to securing executive buy-in, as stakeholders may prioritize cost-saving measures over customer-focused innovations. This is further exacerbated when sharing customer insights across functions, which limits customer service

teams' ability to tailor interactions based on marketing or sales insights. Data silos make it difficult to create a comprehensive view of customer needs, which is essential to deliver a unified and impactful CX.

- **Managing technology and data to drive CX improvements.**

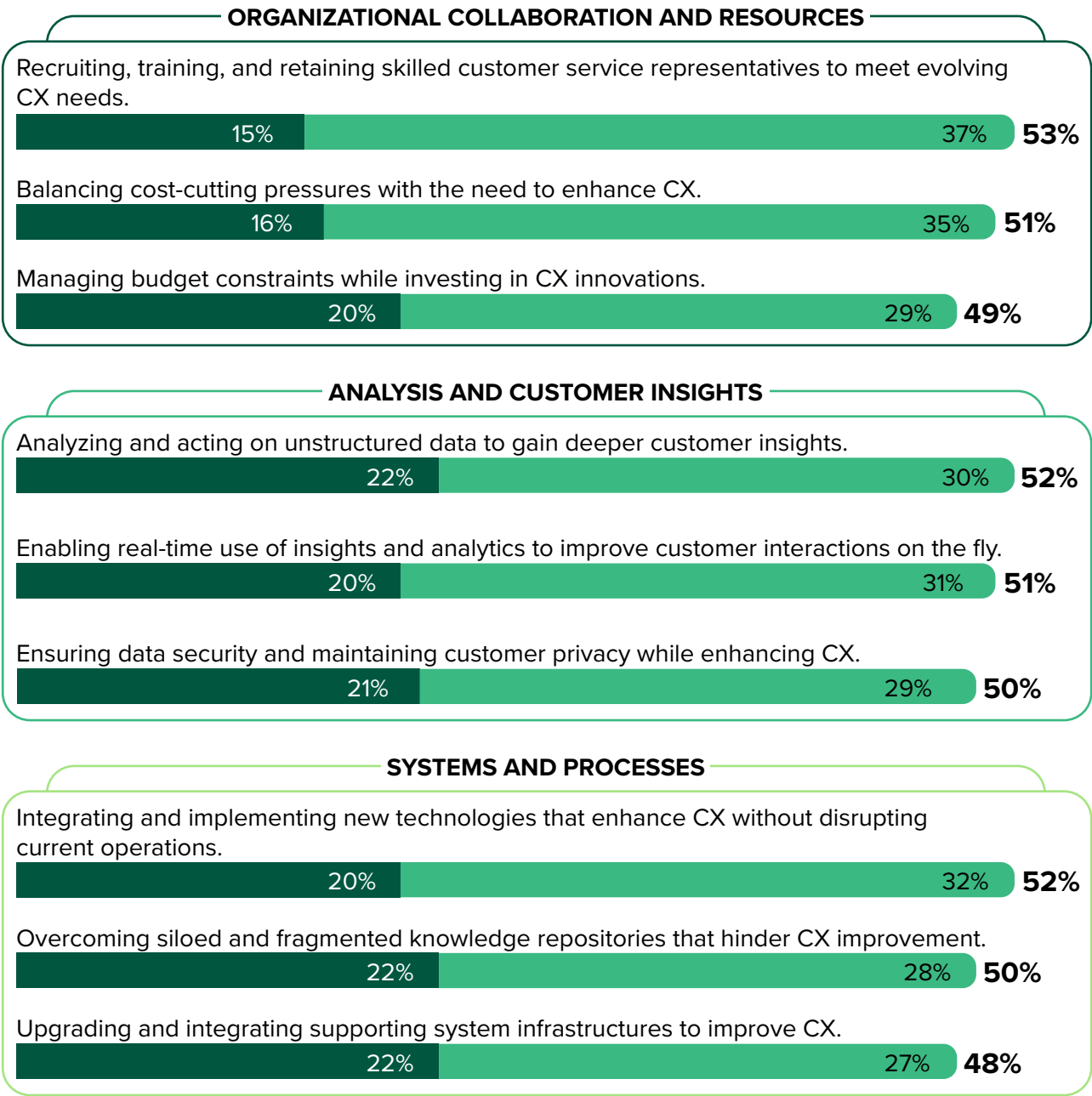
Organizations face challenges in harnessing technology and data to enhance CX. The sheer volume of unstructured data (including call transcripts, customer reviews, and more) combined with the complexities of technology integration creates the dual challenge of extracting actionable insights and maintaining operational continuity.



FIGURE 6

“What are the main challenges your contact center/customer service faces in enhancing customer experience?”

● Very challenging ● Quite challenging



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization’s CX strategy
Note: Showing top three responses per category
Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

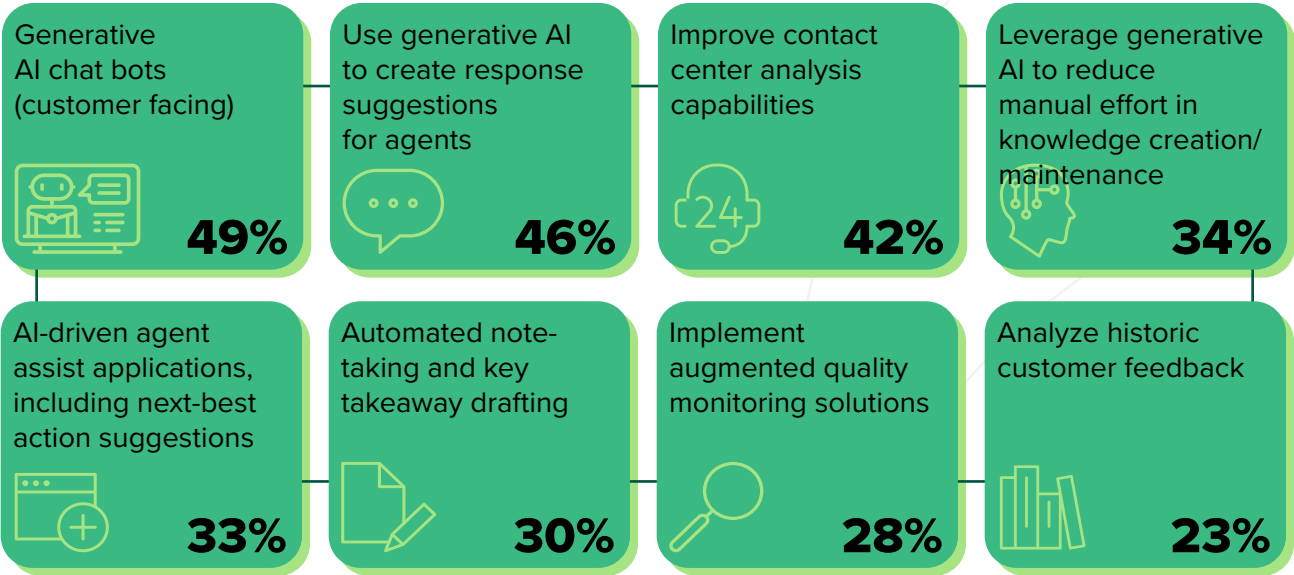
Redefining Customer Service With AI And Automation

Organizations are increasingly leveraging AI and automation to redefine customer service operations, targeting critical areas that enhance efficiency and customer satisfaction. From genAI-powered chatbots to agent-assist tools and advanced analytics, businesses are prioritizing solutions that streamline interactions, improve service quality, and foster continuous operational improvements. We asked survey respondents about their plans related to automation, AI, and genAI for their contact centers and found (see Figure 7):

- **GenAI is a top priority for customer-facing interactions.** Nearly half of the respondents' organizations view genAI chatbots as a top priority for automating customer interactions. These AI-driven tools can handle routine inquiries, provide 24/7 support, deliver personalized responses, and reduce wait times, freeing agents to focus on more value-generating tasks. This prioritization indicates a strong commitment to enhancing customer self-service and improving accessibility through conversational AI.
- **Organizations will enhance agent efficiency through genAI and agent-assist applications.** Respondents' organizations are leveraging AI to assist agents in real time, offering response suggestions (46%) and guided next-best actions (33%). This approach not only improves response accuracy but also empowers agents to handle more interactions efficiently. The dual focus on genAI for response suggestions and agent assist highlights a trend toward augmenting agent capabilities rather than replacing them, fostering a more productive work environment.
- **Analytics and automated quality monitoring will drive continuous improvement.** Survey respondents recognize the value of AI-powered analytics to gain insights into performance and customer sentiment, which allows for data-driven adjustments in real time. Automated quality monitoring, such as augmented quality monitoring, provides continuous service quality oversight, ensuring consistent performance and pinpointing areas for improvement.

FIGURE 7

“What are your current activities and plans related to the application of automation, AI, and generative AI for customer service/the contact center?”



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization’s CX strategy

Note: Multiple responses accepted, showing top eight responses

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

Key Considerations For AI Deployment In CX Operations

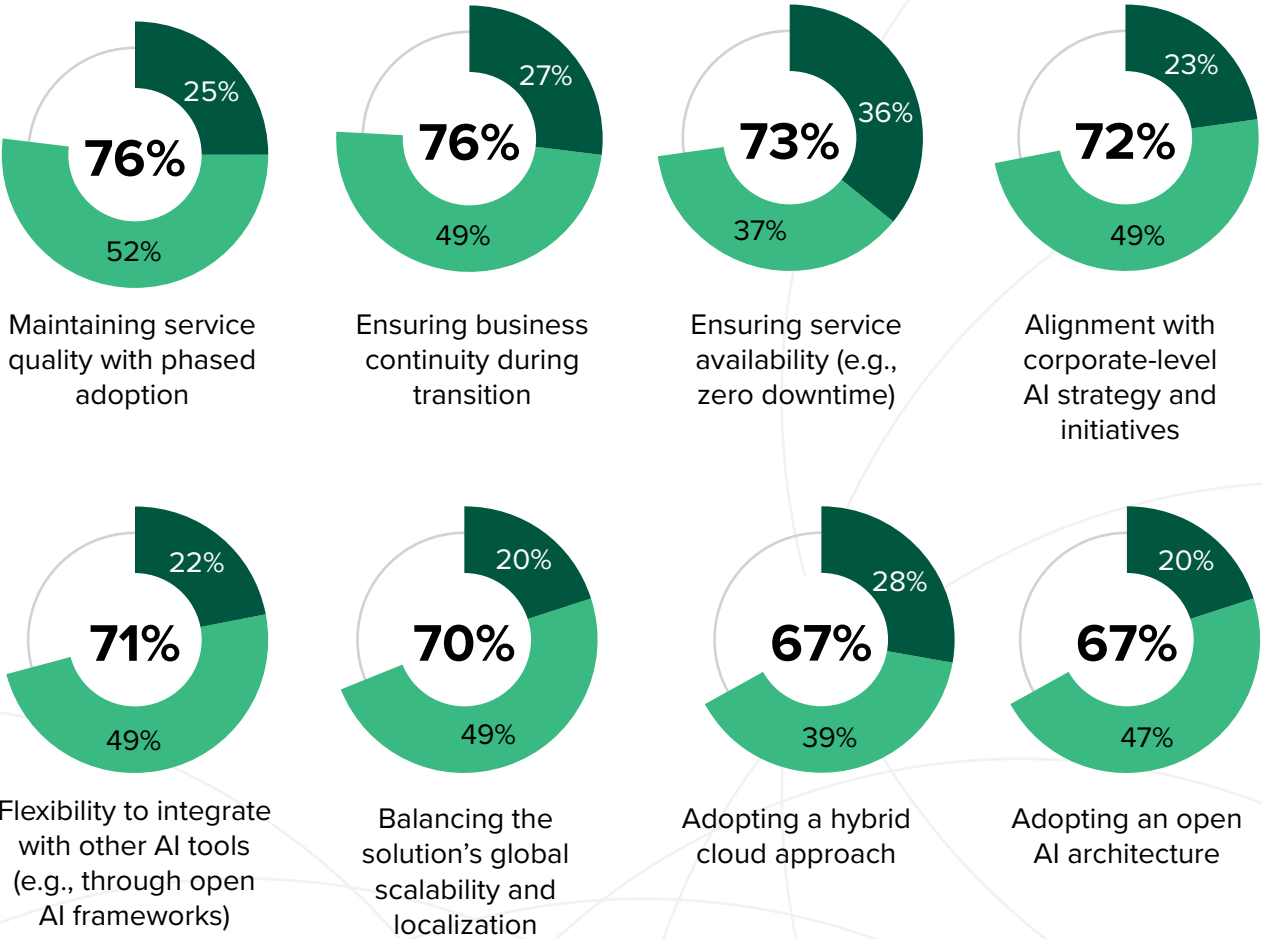
As respondents' organizations deploy AI in their CX operations, certain considerations stand out as critical for successful implementation. Orchestration and technology architectures need to adapt to AI, from maintaining service quality and ensuring continuity to aligning with broader corporate AI strategies. To do so, companies are taking a cautious, phased approach to integrate AI into CX without sacrificing operational stability or customer satisfaction. Hence, it's critical that businesses plan carefully to avoid potential disruptions and ensure seamless integration. Our survey found (see Figure 8):

- **Organizations want to ensure service quality and business continuity.** Seventy-six percent of respondents consider phased adoption critical for maintaining service quality, while another 76% also prioritize business continuity. The shift to AI can bring transformative change but can also disrupt existing workflows if not properly managed. By adopting a phased approach, companies aim for controlled AI integration that balances innovation with stability.
- **Respondents emphasize service availability and zero downtime.** Ensuring service availability is essential for 73% of respondents' organizations, especially for customer-facing roles where downtime can impact customer trust and satisfaction. Organizations can safeguard against disruptions that support continuous service availability to uphold customer service commitments.
- **Corporate AI strategy and flexibility must align for future integration.** While 72% of survey respondents find alignment with corporate AI strategies essential and 71% emphasize the importance of flexibility to integrate with other AI tools, companies are seeking AI deployments that align with overarching business objectives. This alignment ensures that AI initiatives at the CX level support broader goals and strategies. Additionally, the need for open AI frameworks that allow integration with future tools reflects an awareness of AI's evolving landscape.

FIGURE 8

“How important are the following considerations as you deploy AI in your organization’s CX operations?”

● Critical ● Important



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization’s CX strategy

Note: Multiple responses accepted

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

The Role Of AI-Driven Voice Technologies In Enhancing Contact Center Operations

AI-based voice technologies are reshaping contact center operations, offering innovative solutions to improve efficiency, enhance customer satisfaction, and empower agents. To stay competitive, organizations are leveraging voice-based AI solutions to improve compliance, proactive servicing, real-time analytics, and personalized agent support.

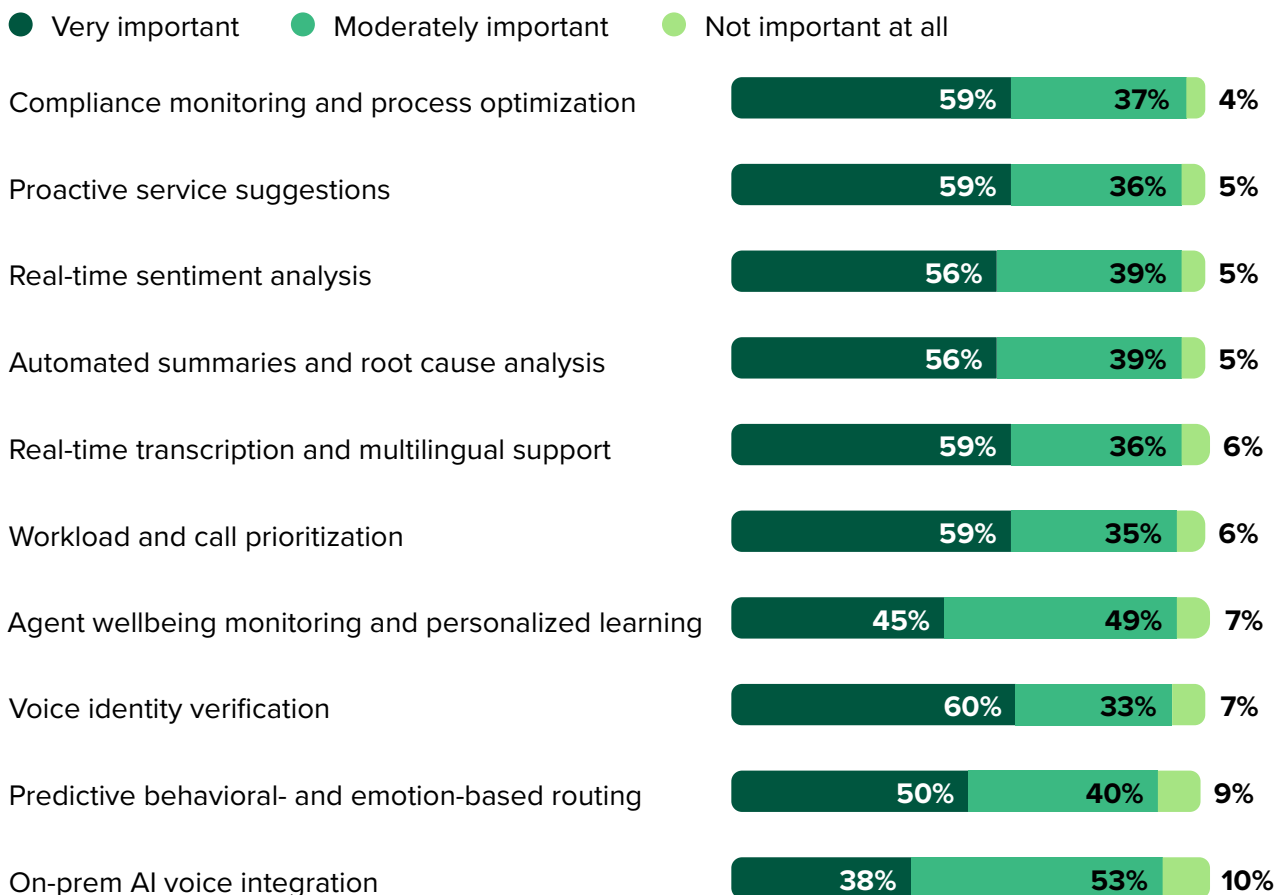
Voice as a customer support channel continues to be dominant despite the push for digital, which reinforces voice-enabled AI solutions as a key empowerment tool for customers and agents. While the use cases for voice-based AI are seeing more adoption, it is still an expensive channel for experimentation. Identifying and understanding which AI-driven voice use cases hold the most value can guide organizations in their strategic investment and development priorities. Our survey found that (see Figure 9):

- **Compliance and proactive service are top use cases for respondents.** There is strong demand for AI tools that ensure regulation adherence and compliance, and 59% of survey respondents consider this to be very important. Compliance-focused AI not only safeguards organizations against potential violations but also optimizes internal processes and aligns with strategic goals of efficiency and quality. In turn, it can help businesses with elevating CX and driving loyalty.
- **Real-time capabilities drive value.** Survey respondents consider real-time sentiment analysis (56%) and real-time transcription and multilingual support (59%) highly valuable. These tools provide contact centers with immediate insights into customer interactions, enabling teams to respond effectively and make data-driven decisions quickly. Automated summarization helps reduce agent workload by capturing key conversation points and facilitating post-call actions, while real-time transcription assists in meeting diverse customer language needs, boosting agent performance.

- **Workload management and security ID verification improve experiences.** Fifty-nine percent of respondents note the importance of workload balancing to ensure that agents can manage high call volumes without sacrificing quality. Sixty percent believe in the importance of voice-based biometric verification to ensure streamlined customer authentication processes, which reduce friction, enhance trust, and improve CX. These tools help contact centers improve customer and agent experiences by reducing repetitive tasks, allowing agents to focus on high-value interactions and smooth, secure processes for customers.

FIGURE 9

“Please indicate your view of the importance of these AI-based voice use cases.”



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization's CX strategy

Note: Multiple responses accepted; percentages may not total 100 due to rounding.

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

Essential Attributes Of A Technology Partner For Contact Center AI Deployment

As organizations increasingly adopt AI to enhance their CX operations, selecting the right technology partner becomes crucial. Survey respondents highlight the top attributes they seek in a technology partner that will not only deliver technical expertise but also understand their industry's unique challenges and goals. A strong partnership enables organizations to leverage AI securely, maintaining compliance and ensuring adaptability as AI technologies evolve. By focusing on partners with open architectures, regulatory know-how, and scalable solutions, businesses can maximize the long-term benefits of AI in CX while minimizing risks. Specific key attributes of technology partners that are important to survey respondents include (see Figure 10):

- **An emphasis on open architecture and security.** Forty-one percent of respondents' organizations prioritize technology partners with open AI architecture to integrate with other AI tools, while another 41% seek partners that reduce information loss or theft. This indicates that businesses want technology partners that offer flexible, open AI frameworks, allowing for seamless integration with existing or future AI tools rather than being confined to a single vendor's pace or portfolio. Security then becomes paramount as AI applications often handle sensitive customer data. Solutions that provide open deployment models give businesses the freedom to integrate preferred AI solutions and adapt to their own pace, whether on-premises, hybrid, or cloud.
- **A prioritization of regulatory compliance and scalable deployment.** Organizations seek technology partners that enhance regulatory compliance (40%) and prioritize scalability (39%). As AI use grows in regulated industries, compliance with data privacy and security laws becomes increasingly critical. A technology partner with compliance expertise helps organizations navigate these complexities while scalability ensures AI solutions deployed today can meet tomorrow's demands as customer needs and market conditions evolve.

- **A focus on data utilization and industry-specific expertise.** Data optimization (38%) and an industry-specific track record (34%) are highly valued among survey respondents. Every business is different and tailoring to unique operational challenges and customer expectations remains important in driving personalized and impactful customer experiences.

FIGURE 10

“What are the key attributes of a technology partner to support AI deployment or integration at your organization?”



Base: 415 decision-makers in NA, APAC, EMEA, LATAM responsible for their organization's CX strategy

Note: Multiple responses accepted; showing top eight responses

Source: A commissioned study conducted by Forrester Consulting on behalf of Avaya, November 2024

Key Recommendations

Securing the future of customer experiences with AI is not just about acquiring AI solutions and technologies: It requires strategic thinking and a thoughtful roadmap that identifies dependencies, eliminates duplication, and resolves overlaps in features and functionalities. These attributes contribute to building functional data sources and workflows to enhance CX for the organization. To create a better CX foundation for your customers:

Orchestrate AI across journeys and workflows to truly improve CX. While AI adoption may be phased and incremental for most organizations, it is vital to build an AI roadmap across an entire journey or workflow to see tangible improvements in experience and productivity. Siloed AI projects may deliver incremental improvements but not impact overall customer experience. Integrating AI-driven orchestration enables businesses to modernize at their own pace without disrupting current operations. Be strategic about deploying AI and understand organizational limitations and dependencies to execute on the strategy. Gain executive sponsorship for the AI adoption roadmap early in the planning process and build cross-functional centers of excellence to enable seamless, enterprisewide AI deployment.

Benchmark and invest to measure and improve AI readiness. A key hurdle in adopting AI is training and upskilling employees to work with AI-powered solutions. Use Forrester's Artificial Intelligence Quotient to assess readiness for working with AI, identify gaps, and invest in formal training for CX teams and the broader contact center workforce.⁴ Build role-defined training and skilling programs and collect feedback from users to continuously improve the performance of AI solutions. Empowering teams with tools and actionable insights from AI will enable them to maximize efficiency and effectiveness, ensuring alignment with organizational goals. Make contact centers and customer service agents part of the design process when building AI solutions for CX.



Prioritize hyperpersonalization and predictive engagement. Harnessing real-time data from diverse sources injects businesses with the ability to deliver dynamic, personalized interactions. Platforms embedding AI at every touchpoint open the door for proactive engagement, improving customer satisfaction and employee productivity while reducing response times and interaction friction. For example, conversational AI simulates human conversation through text- or voice-based interactions, providing personalized experiences for customers while reducing agent workload and amplifying customer satisfaction.

Build robust foundational data practices to support AI experimentation and adoption. The biggest hurdle to scaling AI initiatives is the unavailability of reliable data. Invest in building a data and systems integration blueprint that is integral to AI-powered solutions. Define data and integration requirements to support AI initiatives and secure sponsorship from key IT stakeholders. Solve data discrepancies and build meaningful and cohesive data sources across the CX tech stack. Invest in and review the CX platform provider's strength in ensuring meaningful data, reporting, and visualization capabilities. Identifying overlaps in duplicated solutions and optimizing your CX tech stack is an ideal starting point for infusing AI into your CX operations.

Enable seamless integration and emphasize proactive modernization. Organizations should adopt platforms that unify cloud, on-premises, and hybrid environments under a single architecture, which ensures flexibility and scalability while preserving existing investments. By integrating AI-driven orchestration, businesses can modernize at their own pace without disrupting current operations. In fact, solutions that allow a phased, low-disruption implementation process to minimize operational risks, while introducing advanced capabilities, should look to secure partnerships with future-ready platforms that support long-term growth and innovation.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 415 decision-makers in North America, Asia-Pacific, EMEA, and Latin America to evaluate how AI is reshaping CX, enabling leaders to adapt to the rapid pace of change and drive business growth. Survey participants included CX decision-makers responsible for CX strategy at their organization. Questions provided to the participants asked how they are integrating AI into CX operations, the challenges they face (like navigating disconnected systems and breaking down data silos), and how they’re maintaining adaptability. Respondents were offered a small incentive as a thank-you for time spent on the survey. The study began in August 2024 and was completed in November 2024.

Appendix B: Demographics

COUNTRY	
United States	36%
Australia	13%
Japan	13%
United Kingdom	9%
Saudi Arabia	8%
U.A.E.	8%
Brazil	7%
Mexico	6%

NUMBER OF AGENTS EMPLOYED	
2,000 to 4,999 agents	35%
5,000 to 9,999 agents	38%
10,000 to 19,999 agents	21%
20,000 or more agents	5%

POSITION OF RESPONDENT	
C-level executive	12%
Vice president	36%
Director	53%

EMPLOYEE SIZE	
5,000 to 9,999 employees	39%
10,000 to 19,999 employees	23%
20,000 or more employees	38%

INDUSTRY	
Technology or technology services	19%
Business or professional services	18%
Financial services	15%
Healthcare	14%
Government	10%
Pharmaceuticals	9%
Airlines (civilian transport and cargo)	9%
Travel and hospitality	6%

LEVEL OF RESPONSIBILITY	
Final decision-maker	39%
Part of a team of decision-makers	41%
Influence decisions	20%

Note: Percentages may not total 100 due to rounding.

Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

[The State Of Customer Obsession, 2024](#), Forrester Research, Inc., May 6, 2024.

[Want AI Success? Start With High-Performance IT Execution](#), Forrester Research, Inc., September 12, 2024.

[Align AI Strategy Across Three Communities To Grow AI Value](#), Forrester Research, Inc., September 26, 2024.

[The Forrester Artificial Intelligence Quotient \(AIQ\) Assessment](#), Forrester Research, Inc., March 27, 2024.

Appendix D: Endnotes

¹ Source: [The State Of Customer Obsession, 2024](#), Forrester Research, Inc., May 6, 2024.

² Source: [Want AI Success? Start With High-Performance IT Execution](#), Forrester Research, Inc., September 12, 2024.

³ Source: [Align AI Strategy Across Three Communities To Grow AI Value](#), Forrester Research, Inc., September 26, 2024.

⁴ Source: [The Forrester Artificial Intelligence Quotient \(AIQ\) Assessment](#), Forrester Research, Inc., March 27, 2024.

The background is a dark teal color. It features a complex pattern of thin, glowing green lines that rise from a series of wavy, horizontal lines at the bottom. These vertical lines are topped with small, glowing green circles of varying sizes. The overall effect is reminiscent of a digital landscape or a network of data points.

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